

DEFENSE LOGISTICS AGENCY

NOVEMBER – DECEMBER 2015

LOGGLINES



PRIMARY-LEVEL FIELD ACTIVITIES

AROUND THE AGENCY





from the
DIRECTOR

Lt. Gen. Andy Busch, USAF
Director, Defense Logistics Agency

Over the past few months, I've had the opportunity to get outside of the McNamara Headquarters Complex to see some of the outstanding work our people are doing in other parts of the world. Around our agency, the members of our team are doing exceptional work to help us achieve key organizational goals. From the west coast to Europe, the Middle East and beyond, DLA continues to lead the way providing expeditious worldwide service to support the needs of our customers.

In this edition of Loglines, you'll find information from the many different primary-level field activities that make up our organization. Our workforce comprises more than 25,000 employees who go the extra mile every day. We have a tremendous reputation for logistics planning, building relationships, collaboration and being ready at a moment's notice.

Across the organization, our team shows that maintaining strong internal and external relationships is the key to mission success. We continue to encourage the use of performance-based logistics as an effective solution toward improved strategic engagement. Developing strong relationships with industry partners around the world while making sure we have DLA employees who are valued and high-performing is an essential part of achieving organizational excellence.

The DLA vision is delivering the right solution on time, every time. We embody this vision by working together to anticipate and meet the demands of the constantly changing circumstances our Warfighters face. By translating words into actions, our people and teams go out of their way to ensure the right choices are being made at every level.

I continue to be amazed by the dedication of our workforce in support of so many different operations. The global reach of DLA's support remains a significant factor in providing innovative solutions to Warfighters first. Both our military and civilian personnel have been a large part of successful remote operations over the last 13 years, and in the past five years alone we've deployed over 1,700 people.

Each section of our organization plays a critical part in our strategic goals, but we are only as good as our last mission. We need to continue to plan and build relationships both internally and with our strategic partners. DLA is recognized at the highest levels of government for what you do, and the PLFAs are the frontline representatives ensuring success at every level. I am honored to be a part of such a strong team and resilient workforce. 🌟



LOGLINES

Official Flagship Publication
of the Defense Logistics Agency

DLA Director

Air Force Lt. Gen. Andy Busch

DLA Vice Director

Ted Case

Chief of Staff

Renee L. Roman

Director, Public Affairs

Joseph M. Yoswa

Deputy Director, Public Affairs

Patrick H. Mackin

LOGLINES STAFF

Managing Editor: Phil Prater

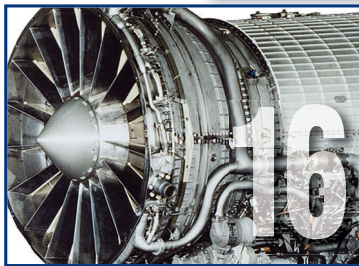
Writers: Beth Reece
Amanda Neumann

Layout/Design: Paul Henry Crank

Loglines is prepared electronically, using desktop publishing applications; no commercial typesetting costs are involved. Photos not credited are courtesy of agency sources. Submissions and correspondence may be sent to the address below:

Headquarters, Defense Logistics Agency, Office of Public Affairs
8725 John J. Kingman Road, Suite 2545, Fort Belvoir, VA 22060-6221
Phone: 703-767-6200 E-mail: loglines@dla.mil

CONTENTS



DEFENSE LOGISTICS AGENCY

PRIMARY-LEVEL FIELD ACTIVITIES AROUND THE AGENCY

Procurement for the B1 2
DLA Aviation's Forging and Casting Assistance Team helps procure fuel-cooling components for the B-1 Lancer fleet.

Fuel Rebalance 4
DLA Energy rebalances fuel and its infrastructure throughout the Pacific theater to make sure fuel is in the right place, at the right time, for its customers.

Global Reach 7
DLA Troop Support's Maintenance and Repair Operation provides customized support for facilities maintenance, public works and civil engineering around the world.

Official Sources 11
Logistics professionals can rely on WebFLIS for accurate, up-to-date information on supply items.

Where We Are 14
A look at DLA Field Activity locations around the world

Smart Storage 16
DLA Distribution uses performance-based logistics to improve materiel readiness and cut storage costs.

Partners in Protection 20
Educating employees on potential hazards, threats and crimes is one of the Mission Assurance Working Group's primary goals.

Enterprise Process Management 24
Enterprise Process Management drives quality and reliability throughout agency operations.

DEPARTMENTS

A Conversation with ... 18
Army Command Sgt. Maj. Charles Tobin

DLA NewsWire 22

History Highlights 26
Quartermaster at War

I am DLA Back Cover

DLA ON THE WEB



www.dla.mil



www.facebook.com/dla.mil



www.twitter.com/dlamil



www.youtube.com/dodlogisticsagency

PROCUREMENT FOR THE B-1



Air Force Staff Sgt. Bennie J. Davis III

DLA Aviation's Forging and Casting Assistance Team led the effort to improve support for fuel-cooling components for the B-1 Lancer fleet, a multi-role, long-range bomber used by the Air Force.

Story by Bonnie Koenig, DLA Aviation Public Affairs

Defense Logistics Agency Aviation is helping the Air Force maintain its aging bomber fleet by working with industry to develop sources capable of producing fuel-cooling components, known as ram-air scoops, for the B-1 Lancer fleet.

Led by the activity's Forging and Casting Assistance Team, the two-year effort also reduced the cost of the parts and saved the agency more than \$220,000.

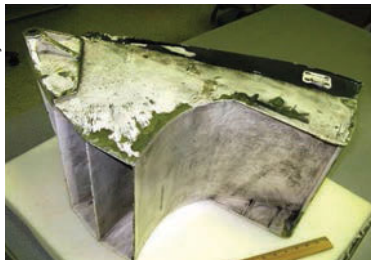
The AFCAT took on the challenge in April 2012 when DLA Logistics Operations' Research and Development Division asked the team to investigate problems with contracts for the bomber's left- and right-hand scoops.

"The parts had been on contract between 2008 and 2010, but all suppliers failed to deliver, causing the parts' supply posture to be in trouble," said Keith Sturgill, AFCAT application engineer.

B-1 program managers relied on repairs to keep the scoops operable. When they began to crack about seven years ago, the Air Force started using a welding process to perform limited repairs, said Tim Condon, DLA Aviation's program manager for the B-1.

However, recent engineering assessments determined that the scoops, which hadn't been replaced since the aircraft was fielded in the mid-1980s, needed to be replaced fleet wide.

Courtesy Photo



This fuel-cooling component, known as a ram-air scoop, is being replaced across the Air Force's aging B-1 Lancer fleet.

The AFCAT searched for tooling used in early fiscal 2000 to create the parts, but previous suppliers said it was scrapped or lost due to non-use. Future suppliers would therefore have to recreate tooling needed to cast the parts, so DLA and Air Force officials reviewed the technical data package with the original equipment manufacturers to ensure the part's drawings and specifications were up-to-date.

With help from DLA Aviation's weapons systems program manager and Air Force officials, the AFCAT began searching for capable casting sources in February 2013. It was a challenge because the number of companies capable and willing to do such difficult work was limited, said Steve Connor, who served as the AFCAT program manager from October 2013 to March 2015. It's also an expensive endeavor for suppliers, so DLA Aviation's acquisition specialists incentivized bidders by structuring the contract to allow upfront payments for tooling that would help them quickly recover costs.

"The risk factor in terms of capital investments to produce these parts often discourages industry from supporting [our] requirements," Connor said. "In these contracts, DLA had the ability to fund the tooling and subsequently retain ownership of the high-dollar equipment."

The AFCAT's efforts resulted in the creation of two capable, Air Force-approved sources, only one of which bid on the contract. That vendor

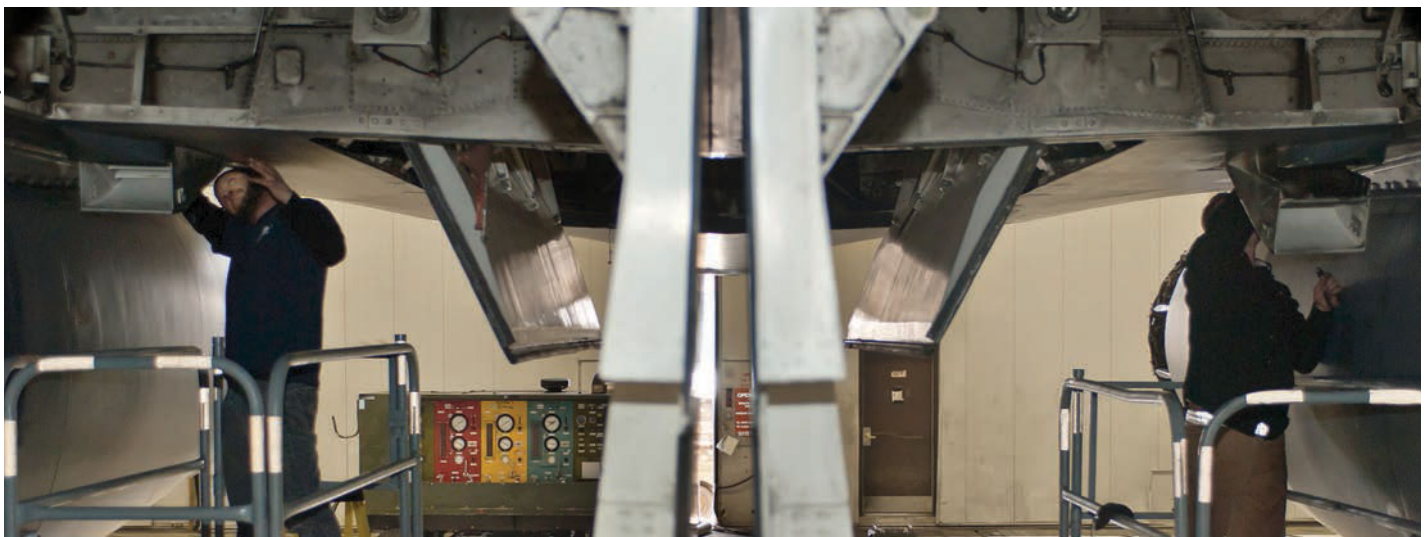
is currently building the tooling and is expected to submit the first part for inspection to ensure it meets technical specifications and testing by Air Force engineers in September 2016.

In addition to developing sources capable of producing the castings, the team negotiated with the new contractor for prices that are significantly lower than those of the previous contractors that failed to deliver. The left-side scoop dropped from \$17,000 to \$12,000 each, saving more than \$186,000; and the cost of the right-side scoop went from \$14,000 to \$12,000 each, saving \$35,800. To date, the project's total savings is more than \$220,000.

Connor said the project is a shining example of how DLA Aviation and industry can work together to support the military's aging platforms. Team members also agreed that collaboration, personal diligence, dedication and determination to "get it right" for the warfighter were major factors that made the project successful.

"The team's diligent and tireless efforts are what got these contracts accomplished," Connor added. "The degree of confidence is high in the fact that we have viable sources [that] are going to deliver on the parts." ★

Air Force Airman 1st Class Alystria Maurer



Maintenance mechanics work on B-1 fuel-cooling scoops at Ellsworth Air Force Base, South Dakota. After the fuel-cooling scoops are removed, the bushings at the hinge points are replaced due to excessive wear since the last inspection. A joint effort between DLA Aviation's Forging and Casting Assistance Team, DLA engineers and Air Force officials led to a crucial contract on the scoops that reduced costs and saved DLA more than \$220,000.

FUEL REBALANCE



Army Pfc. Samantha Van Winkle

Soldiers assigned to the 27th Infantry Regiment, 2nd Brigade Combat Team, 25th Infantry Division, refuel after taking flight in a UH-60 Black Hawk in South Korea for exercise Foal Eagle 2015. DLA Energy strategically positions fuel around the Pacific region in preparation for these types of annual exercises.

Story by Christopher Goulait, DLA Energy Public Affairs

After years of planning, Defense Logistics Agency Energy's efforts to rebalance fuel and its infrastructure in the Pacific theater are gaining momentum. Since 2009, the field activity has been working to enhance its fuel support and storage capabilities throughout the Asia-Pacific region.

"The rebalance has been happening for a while now, and it's been happening in a couple of different ways," said DLA Energy Commander Air Force Brig. Gen. Mark McLeod. "From a logistics standpoint, we've been working for several years to rebalance assets in the Pacific."

In 2009, U.S. Pacific Command, DLA Energy, U.S. Transportation Command, military service components

and the Air Force's Space Applications Program offices took part in a study assessing PACOM's operations. Results of the study led to a business case analysis to optimize PACOM bulk petroleum support and recommended DLA Energy turn to commercial alternatives to rebalance war-reserve petroleum stocks in the region.

"Rebalancing assets in the Pacific means positioning supplies of fuel in the correct locations in the area of responsibility to support warfighter requirements, and also having a plan to move assets from other locations as necessary to meet those requirements as conditions change," said DLA Energy Pacific Commander Navy Capt. Christopher Bower.

That could mean physically relocating fuel, as in the case of a contractor-owned, contractor-operated facility in the Philippines, he added, or an exchange of fuel stocks on the open market to meet emerging requirements.

In late 2014, a DLA-PACOM wargame revisited the study's concerns. Questions such as, "Does PACOM have the capacity to do the job? Is there enough fuel? Is the fuel in the right locations? Are DLA's strategic reserves and infrastructure enough to support the Pacific rebalance?" were central to the wargame, McLeod said.

"We found some interesting things through that process, but to answer those questions in a nutshell: Yes, but we can definitely do better," he said. "Going through these wargame scenarios and taking a look at other locations or capabilities can help us make the warfighter more resilient."

The wargame revealed that DLA has plenty of fuel all around the world and can quickly take advantage of commercial contracts if necessary, he continued. And while much of that fuel is in the right places, DLA Energy personnel are determining whether existing capabilities can be moved even closer to customers, McLeod said.

To achieve this, DLA Energy personnel are focusing on five defense fuel-support points – in Alaska, Guam,

"Rebalancing assets in the Pacific means positioning supplies of fuel in the correct locations in the area of responsibility to support warfighter requirements."

— *DLA Energy Pacific Commander Navy Capt. Christopher Bower*

Philippines, Singapore and Japan – that can serve as commercial bulk fuel storage facilities under contract in support of PACOM. Each can store and distribute fuel by pier and/or pipeline, with a collective total of 4.6 million barrels of commercial bulk fuel.

"What's good about this economically is that we can create contracts where we need them and not have government infrastructure," McLeod explained. "They tend to be very flexible and very affordable.

If we need it, we can use it."

The Philippines' Subic Bay facility is new and a good example of improved support to PACOM, Bower said. The Navy's Task Force 73 and Military Sealift Command have already refueled multiple combat logistics force ships there instead of Japan or Singapore.

"If we can refuel them at sea, then they don't have to pull into port themselves and can stay on station doing the mission they are assigned for a much longer period. It becomes a force multiplier, as we need fewer warships to perform a specific mission," Bower added.

Well-placed locations are important, but adapting for resiliency and redundancy is also a priority for the rebalance, McLeod said.

Air Force Staff Sgt. Cody H. Ramirez



Maintainers remove a fuel hose from a C-130 Hercules during last summer's Red Flag-Alaska exercise at Defense Fuel Support Point Anchorage, a commercial fuel-support point under contract through DLA Energy.



A Marine and two Navy sailors pump fuel into a 7-ton truck in preparation of Amphibious Landing Exercise 15 at Subic Bay, the Philippines. Defense Fuel Support Point Subic Bay 1 is one of five DFSPs throughout the Pacific theater serving as commercial bulk fuel storage facilities under contract in support of U.S. Pacific Command.

“DLA Energy uses a combination of setting up major nodes and making sure they’re strong but redundant in case the situation calls for it,” he said.

Storage in the Pacific, including commercial storage, is made up of 850 million gallons of prepositioned war-reserve stock in 66 DFSPs and facilities with a storage capacity of 1.2 billion gallons of fuel. Fuel is split between 713 storage tanks located in Hawaii, Alaska, Korea, Japan, Guam, Singapore, Diego Garcia, the Philippines and several other locations.

The use of commercial fuel in the region also boosts resiliency, McLeod said.

“DLA Energy can rely on the commercial supply chain since so much of our business revolves around having great relationships with our suppliers around the world,” he said. “A solid relationship is important as a foundation for working to expand the availability of military and commercial-specification fuels to new locations in the region. We are diversifying our requirements and growing our capabilities in the Pacific.”

Good supplier relationships support the organization’s ultimate customer, the warfighter, Bower said, adding that DLA Energy works with the military services to ensure fuel support meets their needs.

“Working with our customers to determine what their requirements are will allow us to develop multiple support options,” he said. “While our customers would like us to store all their

requirements in the AOR, we don’t currently have enough storage to do so. That means we will need to look at other strategies, such as swing stocks and pulling product forward from other locations, to meet customer demand.”

In addition to working with U.S. forces, DLA Energy Pacific works with a number of nations in the region since the PACOM AOR contains 36 nations, 51 percent of the earth’s surface and 50 percent of world’s population.

“DLA Energy is talking with our counterparts in other nations in the Pacific to see how we can address factors that are important to all of us, like lowering costs, increasing cooperation with the commercial supply chain, efficiently sharing fuel and fixing aging infrastructure,” McLeod said. “For example, we’re discussing a fuel exchange agreement and increasing storage with Australia. Working with our partner nations not only has military benefits for the U.S., but also builds the nation’s homeland defense and provides economic benefits to the areas supported by contracts we put in place.”

Cooperation with partner nations will continue as the agency repositions fuel and takes advantage of everything the commercial supply chain has to offer, he added.

“Rebalancing the Pacific this way can build confidence and collective security to ensure that the nations in the region and the commerce between them can be protected,” he said. 🌟

Terry Shawn contributed to this article.

GLOBAL REACH



Joel Martinez

Heavy equipment operators use tandem vibratory rollers on a new runway surface at the Seguin Auxiliary Airfield, Joint Base San Antonio-Randolph, Texas. The maintenance, repair and operations program, a division of the DLA Troop Support Construction and Equipment supply chain, provides customized support for facilities maintenance, public works and civil engineering for military installations and other federal customers around the world.

Story by Jason Kaneshiro, DLA Troop Support

From its first contract in South Carolina to its near global reach today, the Defense Logistics Agency Troop Support's facility maintenance, repair and operations program affects almost everyone that lives or works on a U.S. military installation.

The MRO program, part of DLA Troop Support's construction and equipment division, provides customized support for facilities maintenance, public works and civil engineering for military installations and other federal customers around the world.

Although dedicated to the upkeep and maintenance of facilities, the program got its start as a result of facility closures

in the mid-1990s. Due to the 1995 Base Realignment and Closure Act, management of building materials in Columbus, Ohio, and general supplies in Richmond, Virginia, was consolidated at DLA Troop Support, then known as Defense Supply Center Philadelphia.

Soon thereafter, a group was assembled to study how best to support customers, said Lin da Gruber, who supervises the MRO prime vendor integrated supplier team. Separate teams were initially created for different commodities like lumber and electrical supplies, but market research showed crossovers between what were previously thought of as stove-piped industries, she said. An electrical supply

company could also provide plumbing materials, for example.

At the same time, Marines stationed at Parris Island, South Carolina, were benefitting from the DSCP's prime vendor program to fulfill their subsistence needs.

"[The Marines] asked us if we could do something like [a prime vendor program] for their facilities folks, their public works guys, and our market research was showing that there was integration among those kinds of supplies in industry and maybe that was something we could do," Gruber said.

Soon the MRO concept, designed to integrate the commodities and provide comprehensive facilities maintenance support, was formed and a business case analysis was developed using Parris Island and neighboring Navy customers as a test site.

"They [Marines] were the first customer," Gruber said. "They were the ones that got us looking in that direction because it was something DLA was already doing in another area."

To further develop ideas for the MRO program, the team looked at businesses with similar challenges that would allow them to support customers on a global scale.

Air Force Airman 1st Class Franklin R. Ramos



A power production journeyman checks a generator for faulty wires at the power production warehouse at Altus Air Force Base, Oklahoma. DLA Troop Support Construction and Equipment's maintenance, repair and operations program provides material that reaches other federal agencies outside of the Department of Defense.

The team met with several universities and electric supply companies to learn about how they conducted their programs. The team also looked at hotel chains and airlines that had geographically dispersed facilities to maintain.

Gruber also looked into one company that her teammates thought was out of the box.

"They thought I was kidding when I said I would call Disney," she said. "I called for market research because they have giant facilities that they support."

After contacting Disney, Gruber was able to set up a meeting pending one special request: an autographed photo of her then-commander, Marine Corps Maj. Gen. Geoffrey B. Higginbotham.

Although Higginbotham was curious as to why an autographed photo of him was needed, he was accommodating once Gruber explained that the team was traveling to meet with Disney personnel for market research and that Disney had made the request.

"We went down to Orlando, met in the Jessica Rabbit Room and all their male procurement guys had Disney ties when they showed up," she said.

Through their meeting, Gruber said she learned that Disney had much more control over its internal customers than DLA. Disney could direct their internal customers on where to buy their supplies, for example, but Gruber's team still had to sell the base's military commanders on the concept of participating in the fledgling MRO program.

In one instance, the commander of an Air Force base at the time was so skeptical of the program that

Navy Petty Officer 3rd Class Joshua Coote helps refurbish the Centre Esperance Mission orphanage in Port Gentil, Gabon. DLA Troop Support Construction and Equipment's maintenance, repair and operations program contracts are able to provide material and support to various locations where U.S. military personnel may be deployed.



Navy Petty Officer 1st Class Joshua Davies



A Liberian military engineer cuts wood braces for the Tubmanburg Ebola treatment unit. In 2014, DLA Troop Support Construction and Equipment's maintenance, repair and operations program supported Operation United Assistance, the Defense Department's operation to help contain the Ebola virus in West Africa.

Gruber traveled there to try and convince him to become an early customer.

“It was really tough in the beginning. I don’t consider myself to be a salesperson, but I had to be a salesperson and convince them to try something that I wasn’t sure was going to work,” she said. “But we knew we were committed to make it a success, so we had to convince our customers to do that, too.”

One tool that was used to sell the program was a videotaped episode of ABC’s “World News Tonight.”

“At one point, ABC News anchor Peter Jennings had a spot called ‘It’s Your Money,’ reporting about how your money was being wasted by the government,” she said.

Occasionally, Jennings would report on a government program that was good. One such program was DSCP’s subsistence prime vendor program used by Marines at Parris Island. The segment reported that the subsistence program was saving both taxpayers and the military money, calling it a one-stop shop for all of

their food needs. Gruber said the team would often use the taped segment to demonstrate that the MRO program would have the same effect.

“We got a copy of the program and we would take that with us to show our customers that this is what we’re trying to emulate, and we believe this will work,” she said.

The Air Force commander, still very skeptical, told Gruber to leave the tape with him, telling her that he would watch it overnight and make a decision on the MRO program.

“So I came back the next day and he wasn’t available,” Gruber said. “But the tape was there for me to pick up, and on the tape he had put this little sticky note: ‘Linda. Thanks. Good luck.’”

He still wasn’t signing up for it. Gruber kept the note for inspiration.

“I took that as a challenge,” she said, adding that today, that same Air Force base is a customer of the MRO program.

Despite some early setbacks, the MRO program soon got a boost in an unexpected place: from Higginbotham, Gruber’s former commander.

“We really listen to our customers, take to heart their feedback, make adjustments based on our interactions with them and based on our understanding of what improvements they’d like to see. The program you see today is not the program we began with; it continues to evolve.”

— Linda Gruber

Higginbotham had moved to an assignment in Okinawa, Japan, and saw that not everybody there was aware of what the MRO program had to offer. In September of 1997, the MRO team flew to Japan and Korea to expand the program overseas.

Today, there are MRO contracts that cover U.S. military facilities throughout Asia, the Middle East, Africa and Europe. Wherever there is a U.S. base, there can be an MRO contract, Gruber said.

If a mission takes place in another location, MRO contracts are able to get materiel and support to the various locations where U.S. military personnel may be deployed. In 2014, the MRO program supported Operation United Assistance, the Defense Department's operation to help contain the Ebola virus in West Africa.

"We did provide some support there for some things because they had to build little tent cities, and generators were a big thing," Gruber said.

In the United States, the MRO program also provides material that reaches federal agencies outside of DoD.

In San Diego, the Space and Naval Warfare Systems Center Pacific uses a DLA MRO contract to purchase hardware for microwave antenna installations for the U.S. Customs and Border Protection. The arrangement started in 2014, when DLA was contacted as an alternate source for material procurement, said Tom Wessels, project manager for the migration.

"The microwave systems provide a critical link for the various communications and surveillance technologies used by CBP field personnel," he said.

Voice, video and data systems used along the southwest U.S. border, in particular, rely heavily on microwave systems, Wessels said.

"These wireless systems route voice from tactical radios, video imagery from remote video surveillance systems and data from ground sensors, to the key decision makers in central command and communications centers," he said.

Based on the positive contracting experience, Wessels said DLA has been recommended for other projects at the center that also need fast, efficient support.

As the MRO program grows and changes over the years, it continues to adapt to the evolving needs of its customers, Gruber said.

The program's flexibility is a result of striving for constant improvement, she added. At times, a customer that has transferred



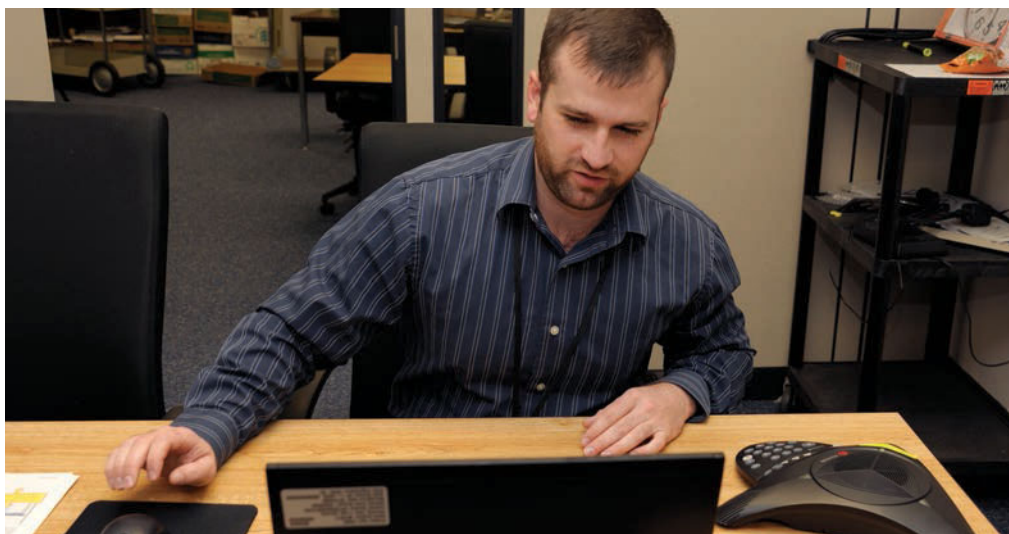
Marine Cpl. Jessica Ollvas

Navy Seabee Constructionman Sean Collins levels brick on a wall of a multipurpose building at the Wat Chalheamlap School in Thailand. DLA Troop Support Construction and Equipment's maintenance, repair and operations program concept was designed to integrate commodities and provide comprehensive facilities maintenance support.

from one base to another will reach back to DLA to request MRO services at their new duty station, she said. And since the program is tailored to customer needs, what may have worked one way, in one location, might work a different way in another.

"We really listen to our customers, take to heart their feedback, and make adjustments based on our interactions with them, based on our understanding of what improvements they'd like to see," she said. "The program you see today is not the program we began with; it continues to evolve." ★

OFFICIAL SOURCES



DLA Information Operations employee Rick Proulx welcomes students logging in for a webinar about how to obtain accurate and up-to-date supply information from official data sources like WebFLIS.

Story by Anthony Buto, Jr., DLA Information Operations
Photos by Jace Armstrong

Logistics professionals rely on accurate information from official data sources to ensure warfighters have the supplies they need to complete their mission. The most common and safest tool to ensure warfighters have what they need when they need it is the web-based Federal Logistics Information System, otherwise known as “WebFLIS.”

WebFLIS provides visibility to more than 16 million items of supply used by the Defense Logistics Agency, military services, government agencies, and contractors that perform business with the U.S. government and North Atlantic Treaty Organization allies, said Tim Bunnell, DLA Information

Operations team lead in the WebFLIS sustainment office in Battle Creek, Michigan.

The system provides all the essential information about a supply item including its national stock number; item name; manufacturer, company and supplier; and physical and performance characteristics. It also lists hazardous material indicators, demilitarization codes, substitutable items and other data.

One of the biggest benefits of WebFLIS is that it provides logistics information not just for DoD, but for the entire federal government, Bunnell said. The system is updated multiple times a day, making WebFLIS’ information more current than

what's available on commercial websites, he added. In addition, WebFLIS contains sensitive and proprietary data that is not authorized for release to the general public, allowing users additional capabilities that cannot be replicated by unofficial systems.

WebFLIS not only offers a more complete and accurate data record, it can also help users eliminate the risks that come with using commercial websites, said Charles Docherty, a DLA Information Operations cyber security lead in Battle Creek, Michigan. Users who trust the wrong website for logistics data can compromise DLA's supply chain since there is no way to validate the information stored by commercial sites, he said.

"Even if the website claims to have received information from an official source, how do you know if the information is still current or accurate?" he continued.

Docherty said users can easily come across fraudulent commercial websites by simply Googling the names of DoD automated information systems. He warned that the companies behind those websites may try to collect DLA's data in an attempt to repackage and sell the information back to the military services and other federal agencies.

"While these websites may give the appearance of being affiliated with the federal government, they are actually unofficial commercial websites that should not be used to conduct official business," he said.

In one example, Docherty said a customer attempted to search for an official DLA system, but inadvertently followed the

wrong link back to a commercial website instead. After asking a DLA program management office for help verifying the accuracy of the system's data, DLA staff determined that the website was actually an unofficial site with inaccurate data.

Besides risking the use of outdated or inaccurate information, users also need to consider how unofficial sources can make them

vulnerable to "phishing" attacks. A fraudulent website trying to look like an official source may offer logistics data as bait to obtain the information from users, similar to an email-based attack.

"The first thing users should look for is whether the website is both secure and hosted by either a .gov or .mil domain," Docherty said. "Next, verify that the website has a valid certificate and certification path by clicking on the padlock icon in your web browser's navigation bar. The certification path for military websites will usually point back to a DoD root certificate authority."

Docherty said most DoD automated information systems will also require user registration and many have implemented

common access card authentication. The WebFLIS 2.0 version requires users to register for an account through DLA's Account Management and Provisioning System, which assigns role-based permissions for each WebFLIS user.

Adopting these new security changes protects the users and system by using dual factor authentication, encryption, role-based accounts, DoD certificate authorities, and login and inactivity timeout policies, Docherty said.

"It's important to take the time to register for official systems, because it's far more important to wait and have the right information than to have the wrong information right now."

— Charles Docherty

To inquire about an item of supply,
contact DLA's Customer Interaction Center
or visit Logistics Information Services
<https://www.logisticsinformationservice.dla.mil/>
to register for one of DLA's automated information systems.

DLA Customer Interaction Center (DLA CIC)

Toll Free: 1-877-DLA-CALL (352-2255)

DSN: 661-7766

Email: dlacontactcenter@dla.mil



DLA Information Operations employees Trudy Crafts-Peck (left), customer training course director for Information Operations and Tom Kik, review a WebFLIS webinar about why preventative measures, such as inactivity timeouts, are necessary to protect its users and logistics systems.

He cited a case in which a customer thought a commercial website was more convenient to use because it didn't require registration and didn't have a timeout policy.

"It's important to take the time to register for official systems, because it's far more important to wait and have the right information than to have the wrong information right now," he said.

As for websites that either give the appearance of being official or claim to be an alternative for an official federal or DoD site, users should follow the advice, "If you see something, say something," Docherty said.

He encouraged users who see these types of websites to report them to their senior leadership, adding that, by reporting sites, users can help ensure the agency doesn't compromise

security or introduce defective or counterfeit items into the supply chain.

Logistics professionals can find official data through these search tools:

WebFLIS

www.logisticsinformationservice.dla.mil/PublicHome/WebFLIS/default.aspx

Public Logistics Data (PUB LOG FLIS)

www.logisticsinformationservice.dla.mil/foia/foia_reading.aspx

Federal Logistics Data (FED LOG)

www.logisticsinformationservice.dla.mil/FedLog/default.aspx

FLIS Portfolio Data Warehouse web services. 

WHERE WE ARE

A Look at Defense Logistics Agency Field Activities Locations Around the World



DLA ENERGY

● HQ – FORT BELVOIR, VA

DLA ENERGY AEROSPACE ENERGY:

SAN ANTONIO, TX
SAN PEDRO, CA

● Primary-Level Field Activity
Secondary Sites

● DLA Disposition Services
Field Offices

DLA LAND AND MARITIME

● HQ – COLUMBUS, OH
ABERDEEN, MD
PHILADELPHIA, PA
MECHANICSBURG, PA
NORFOLK, VA
PORTSMOUTH, VA
WARREN, MI
PUGET SOUND, WA

DLA TROOP SUPPORT

● HQ – PHILADELPHIA, PA
SEATTLE, WA
FRESNO, CA
SAN DIEGO, CA
DENVER, CO
EUSTIS, FL
TOMPKINSVILLE, KY
BIRMINGHAM, AL
GLOUCESTER, VA
QUANTICO, VA
ANNAPOLIS, MD
NATICK, MA
SAN FRANCISCO, CA
LOS ANGELES, CA
TRAVIS AFB, CA
JACKSONVILLE, FL
FORT WORTH, TX
WILMINGTON, NC
VIRGINIA BEACH, VA
BLACKSBURG, VA
FORT DETRICK, MD
HOLDEN, MA

**DLA ENERGY
MIDDLE EAST:**

- HQ – TAMPA, FL
- IRAQ
- KUWAIT
- BAHRAIN
- AFGHANISTAN

DLA ENERGY PACIFIC:

- ALASKA
- HAWAII
- JAPAN
- GUAM
- KOREA
- SINGAPORE
- OKINAWA

DLA PACIFIC

- HQ – HAWAII
- KOREA
- JAPAN
- GUAM
- ALASKA

DLA CENTRAL

- HQ – MACDILL AFB, FL
- KUWAIT
- AFGHANISTAN
- BAHRAIN
- QATAR
- JORDAN
- OMAN

**DLA EUROPE
AND AFRICA**

- GERMANY
- ITALY

**DLA TROOP SUPPORT
EUROPE AND AFRICA**

- GERMANY
- BAHRAIN
- DUBAI
- AFGHANISTAN
- ITALY
- SPAIN
- JORDAN

**DLA TROOP SUPPORT
PACIFIC**

- HAWAII
- KOREA
- JAPAN
- GUAM
- ALASKA

DLA DISTRIBUTION

- HAWAII
- BAHRAIN
- EUROPE
- GUAM
- ITALY
- JAPAN



DLA AVIATION

- HQ – RICHMOND, VA
- CHERRY POINT, NC
- HUNTSVILLE, AL
- JACKSONVILLE, FL
- OGDEN, UT
- OKLAHOMA CITY, OK
- PHILADELPHIA, PA
- SAN DIEGO, CA
- WARNER ROBINS, GA

DLA DISPOSITION SERVICES

- HQ – BATTLE CREEK, MI
- FORT LEWIS, WA
- SAN JOAQUIN, CA
- BARSTOW, CA
- CAMP PENDLETON, CA
- NELLIS AFB, NV
- HILL AFB, UT
- TUCSON, AZ
- COLORADO SPRINGS, CO
- FORT MEADE, MD
- FORT RILEY, KS

DLA DISTRIBUTION

- HQ – NEW CUMBERLAND, PA
- ALBANY, GA
- ANNISTON, AL
- CORPUS CHRISTI, TX
- HILL AFB, UT
- NORFOLK, VA
- OKLAHOMA CITY, OK
- SAN DIEGO, CA
- BARSTOW, CA
- TOBYHANNA, PA
- WARNER ROBINS, GA
- CHERRY POINT, NC
- RED RIVER, TX
- JACKSONVILLE, FL
- RICHMOND, VA
- PUGET SOUND, WA
- SAN JOAQUIN, CA
- SUSQUEHANNA, PA

*For a more detailed look at DLA Primary-Level Field Activities
visit www.dla.mil.*

SMART STORAGE



Air Force Tech. Sgt. Joseph Swafford

An Air Force F-16 Fighting Falcon aircraft assigned to the 555th Expeditionary Fighter Squadron takes off on a combat sortie from Bagram Air Field, Afghanistan. The F-16 is fitted with the F-100 series engine by General Electric, now stored and delivered for select Air Force maintenance customers out of the DLA Distribution site in Oklahoma City, Oklahoma.

Story by Emily Tsambiras, DLA Distribution

The most efficient solution to a business problem isn't always the most cost effective. But when it comes to storage and distribution, Defense Logistics Agency Distribution has discovered that performance-based logistics provides the best value for the agency, its customers and vendors.

Performance-based logistics relies on commercial industry to support and sustain materiel readiness and focuses on outcomes rather than individual transactions. PBL contracts can motivate manufacturers to produce premium quality products, saving customers money by reducing the number of necessary repairs, which also decreases parts and labor expenses, said Joe Faris, director of DLA Distribution's Business Development Office in New Cumberland, Pennsylvania.

The idea isn't new to the Department of Defense. The military services have been using PBL contracts to set performance metrics on unit equipment for several years. DLA has also started combining item-support contracts for weapons system parts into single performance-based agreements. Now, DLA Distribution is taking the concept one step further by expanding DLA's weapons system acquisition strategy to include organic storage and distribution on major end items and repair parts for co-located industrial maintenance activities.

"It was a natural evolution for DLA to expand on the success of PBLs by leveraging existing storage, distribution and transportation capabilities to drive best value to DoD," Faris said.

In the beginning, early PBL models frequently fragmented storage and distribution functions for industrial customers.

“The goal is to establish a single storage and distribution belly button for customers.”

— Joe Faris

Contracts were established mandating items be housed by the manufacturer until requested, and typically a warehouse was contracted from a third-party logistics provider, with that cost passed on to the military customer.

DLA’s first venture into integrating storage and distribution functions into PBLs occurred as part of an agreement between DLA Aviation and General Electric to support the Air Force’s F-series engines at Tinker Air Force Base in Oklahoma City, Oklahoma.

Rather than moving the engines and repair items from a GE-contracted, third-party logistics provider to the Air Force’s maintenance activity on Tinker AFB, DLA Aviation approached DLA Distribution regarding the storage and distribution of these assets through its Oklahoma City distribution center, also located on Tinker AFB.

To avoid a redundancy in warehousing capabilities, the organizations brainstormed how DLA Distribution could provide storage and distribution and allow GE to cut the cost of using a third-party provider. With warehouse space available at the distribution center and transportation contracts already in place, the concept was deemed viable.

In November 2014, a memorandum of understanding was signed by former DLA Aviation Director Air Force Brig. Gen. Mark Johnson, DLA Distribution Commander Army Brig. Gen. Richard Dix and GE’s general manager of military customer services. The MOU established that DLA would perform supply chain management, materiel procurement and distribution in support of the F-101, F-110 and F118-100 engine programs.

Since the initiative’s June 1 launch, DLA Distribution has provided storage and distribution for approximately 140 separate parts accounting for a total of 23,500 items.

Incorporating DLA Distribution’s infrastructure into PBLs has ultimately reduced weapons system program costs by reducing duplicate storage and distribution costs paid by customers, Faris said. Another benefit is shortened delivery times, since repair parts are acquired from an on-base distribution center, rather than an off-base, third-party warehouse.

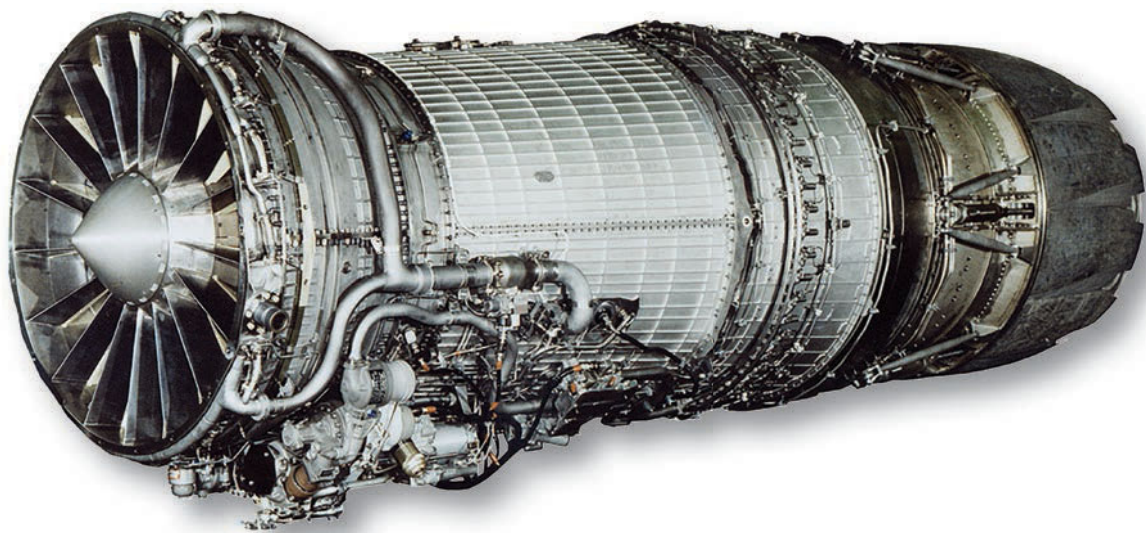
“The goal is to establish a single storage and distribution belly button for customers,” Faris said.

The merger also provides a single audit-readiness solution. As items are integrated into DLA Distribution’s warehousing systems, a verifiable inventory is created and controlled on a DoD-accountable record that is fully auditable.

Faris said his team hopes to take advantage of other potential partnerships by regularly meeting with industry leaders and weapons system program managers to encourage DLA Distribution inclusion in upcoming PBL contracts.

The activity is also partnering with the Marine Corps’ Light Armored Vehicle program to support maintenance shops in co-located areas such as Barstow, California, and Albany, Georgia. That initiative is set to launch in fiscal 2017.

“This integrated approach can leverage the core competencies of the services, industry and DLA to deliver cost-effective performance levels. We’re eliminating redundancies in the network and fully utilizing DoD’s existing infrastructure,” Faris said. ★



Defense Logistics Agency Distribution Oklahoma City, Oklahoma, is now supporting the storage and distribution of General Electric F-100 series engines.

Photo courtesy of General Electric Aviation

A Conversation with . . .

Army Command Sgt.

The Defense Logistics Agency senior enlisted leader talks about his role at DLA.

You've been in the military for more than 30 years and have held every noncommissioned officer leadership position, from squad leader to command sergeant major. What are some of the biggest changes you've seen during your career?

Probably the biggest change is in the quality of our military and civilian workforce. They continually impress me – from the soldier and day laborers to our strategic leaders and thinkers. Throughout my career, they've grown and developed into a better educated and experienced workforce. Also, I believe the advancement and use of technology assisted in developing our future workforce by making education more accessible while gaining valuable experience.

Another change is the development and support of people and their families. I'll use DLA as an example. Our number two goal [in the DLA Strategic Plan] is "People and Culture," and if you ask me, throughout my career, we didn't put a lot of emphasis on it.

A third change is the paradigm shift toward more innovation and changing our status quo mindset to a different way of thinking. As I was coming up through the ranks of my career, I don't recall anyone saying, "Hey, let's think innovation; let's think in the future." We just kind of stumbled through the process.

I'm real impressed with DLA. We have a strategic plan in place; we're talking 2015 to 2022. And that's what I mean by paradigm shift. Now we're telling our

civilian workforce and our service members, "I want you to think; I want you to innovate."

This is your first tour with DLA. How does that impact your approach to your leadership role?

Quite frankly, it doesn't. From my perspective, I just have to adapt to a change in environment, but not my leadership style. To me, to be a great leader, you need to be an adaptive leader in this complex environment to be able to do well and be exceptional.

You served as the senior enlisted advisor in Kabul, Afghanistan, for the commander of International Security Assistance Force's Advisory and Assistance Team. What lessons are you bringing from that tour that will apply to your time at DLA?

I think the one that stands out is the importance of strategic engagements and relationships with our multi-national partners. Also, I bring the warfighter perspective, the tactical experience, because in almost everything I do, I always think about the warfighter. Another thing I bring with me is a focus on team building and collaboration.

How would you characterize your leadership style?

I can say it in one sentence: I treat others with dignity and respect. I also want that to become my legacy when I leave the military. I got my



Defense Logistics Agency Senior Enlisted Leader Army Command Sgt. Maj. Charles Tobin, right, shakes hands with an employee at DeRossi & Son in Vineland, New Jersey, during a visit to the DLA Clothing and Textiles vendor's facility.

Maj. Charles Tobin

leadership style from my mother because she was a humble person in the way she treated others. She is also my mentor. Growing up, she never took credit for anything; she always gave credit where credit was due, to other folks.

Also, I measure my success by what I do for others. Every single award that I receive, I always have a name beside it that belongs to a soldier, sailor, airman or Marine that has done the mission out there.

How did you interact with DLA prior to coming here as the senior enlisted leader?

My interaction was from a tactical, operational and strategic level because we're so dispersed around the world. At various points in my career, I associated with DLA because of the positions I'd held, and when I was down in the tactical level, I knew there were DLA folks out there that I could depend on.

What is it you would like others to know about DLA?

DLA is an organization that the services can depend on anywhere and anytime. There are DLA representatives throughout the world and folks need to reach out if they need help. What I've learned, serving on my past experience, a lot of the challenges we have is because we don't communicate or [the military services] don't have the knowledge and education. We have [customer support representatives], [liaison officers], we have great people that want

to do great things. But the only reason we're not is because [the services] don't know that and it goes back to the education piece.

DLA folks are nested in, they're embedded, into almost every [combatant command] and component command. And that's been part of my outreach. I've visited each of the service's senior enlisted leaders, including the senior enlisted advisor to the chairman of the Joint Chiefs of Staff, to develop close personal relationships so each one of them feels comfortable to call DLA if needed.

What are three areas that you think are the most important things for an enlisted logistician to focus on?

It's hard to narrow it down to three. To me, personally, the No. 1 is to remember that you are a warfighter first. Second is readiness and third is resilience. Readiness includes several things because to be the best logistician, you have to make sure you are ready to deploy with no notice.

Resilience includes emotional, physical and spiritual health, as well as your family. I can give you a mission, but if you have problems at home, it will affect everything you do to carry out that mission.

If you could give a junior enlisted service member one piece of advice, what would it be?

I would probably tell them to share their ideas, because most of our great ideas come from the

bottom up. To me, they are the future leaders and the next great generation. Also, I'd tell them to be adaptive and flexible and listen to their noncommissioned officers or petty officers as they navigate throughout their career.

Is there anything else you'd like to add?

It's an awesome responsibility to be the senior enlisted leader and an honor to serve in America's combat logistics support agency. The highest honor of my life is serving with the talented men and women in the civilian workforce of DLA. And I'm not here to change anything. This agency already has a phenomenal reputation throughout the world.

My greatest satisfaction is helping our warfighters reach their full potential. We're in the "people" business. They are the most important part of this agency and it goes back to my leadership style to treat them with dignity and respect. I also want to express my appreciation to our workforce for their hard work. Throughout all of my travels so far in DLA, I've seen a lot of hard work and dedication in support of our warfighter.

As I travel throughout our DLA field activities and agencies, I would ask everyone to read and understand our DLA Strategic Plan. It talks about our vision, our mission, our values, our goals. I want this to go all the way down to the person on the assembly line so they know, "Hey, here's how important you are and here's how important what you do is." It's our

PARTNERS IN PROTECTION

Story by Christine Born, DLA Public Affairs

A deliveryman from XYZ Company attempted to enter a Defense Logistics Agency installation without a common access card this summer. Police at the scene ran the guy's civilian ID through the Defense Biometric Identification System, and what they discovered was alarming. His name was on the FBI's Terrorist Watch List.

This story is true. It's also why DLA created the Mission Assurance Working Group, which helps ensure employees work in a safe, secure environment and can continue to carry out the agency's critical functions during events such as terrorist threats, shootings and natural disasters. The group comprises of senior leaders from DLA Installation Support, DLA Intelligence, DLA Logistics Operations, DLA Information Operations and DLA Human Resources.

"The MAWG strives to develop a workplace culture where the safety, security and welfare of its employees are paramount," said Renee Roman, DLA Chief of Staff and head of the MAWG. "DLA's workforce is vital to effectively supporting the warfighter, so ensuring employee safety and security, both at work and home, means DLA can continue to deliver sustained mission support even in the face of adversity."

In May 2010, the MAWG was established to address the Defense Department's findings from the 2009 shooting that left 13 people dead at Fort Hood, Texas. Originally called the Force Protection Working Group, it was renamed to mirror the Department of Defense's Mission Assurance Senior Steering Group, which helps leaders make informed decisions related to protection programs.

"The MAWG harmonizes the risk management process across the agency to ensure senior leadership has the right

information at the right time to understand catastrophic threats and hazards that can hinder mission accomplishment," said Patrick Wright, staff director of security and emergency services for DLA Installation Support. "The MAWG provides members from all the directorates and field activities the opportunity to collaborate on assessments and reviews of DLA installations, activities and resources to ensure information sharing and eliminate duplication of effort."

The MAWG covers 10 DLA protection programs, each concentrating on a different area of force protection. They include antiterrorism; physical security; first responders; emergency management; chemical, biological, radiological, nuclear and explosives; operations security; information security; information assurance and cybersecurity; and continuity of operations and critical infrastructure protection.

Educating employees on potential hazards, threats and crimes is one of the MAWG's primary goals. By knowing what to do and how to report suspicious activities or behaviors, employees can work together to combat these challenges, said Bruce Thomas, deputy staff director of security and emergency services for DLA Installation Support.

"Protecting DLA's people, assets and operations is everyone's responsibility. We must serve as 'partners in protection.' Leaders and employees at all levels must unify protection efforts to support the execution of DLA's mission," he said.

The DLA Insider Threat Working Group is one of many preventive tools used by the MAWG. The working group studies triggers and indicators of possible insider threat activity, such as the events that occurred at Fort Hood and the Washington Navy Yard shooting in 2013.



“The group’s recommendations and processes continue to mitigate potential threats and improve the agency’s security posture and emergency response programs, policies and procedures,” Thomas said.

Although the agency’s first responders – DLA Police, firefighters and rescue professionals – are the first line of defense against antiterrorism and physical threats, information technology also plays a significant role in workplace security. In 2014, the MAWG oversaw the deployment of the Defense Biometric Identification System, DLA’s physical access control system.

DLA police have scanned more than 4 million credentials and registered over 6,000 alerts for expired, revoked, lost or stolen credentials since the system was implemented at DLA Headquarters at Fort Belvoir, Virginia; Defense Supply Center Columbus, Ohio; Defense Supply Center Richmond, Virginia; Defense Distribution Center Susquehanna, Pennsylvania; and the Defense Distribution Center San Joaquin, California.

“Stopping individuals with expired or even stolen credentials is an extremely important first line of defense,” Wright said. “While many of these incidents are likely innocent oversights on the part of the bearer, such as an expired driver’s license, DBIDs is a huge step toward stopping an individual who is intent on causing harm to a large number of people.”

The MAWG has also provided opportunities for the agency to test and evaluate its protection programs through exercises and after-action reviews, Thomas said. By involving employees, emergency operations centers, and installation and tenant leaders, the agency increases workforce resiliency, he continued.

“Exercising every level in an emergency only strengthens the agency’s preparedness,” Thomas said, adding that other DoD and federal agencies, such as the U.S. Transportation Command and Federal Emergency Management Agency, have participated in DLA preparedness exercises.

DLA’s Mass Warning Notification System, known as AtHoc, is another critical program overseen by the MAWG. The system allows the agency to reach employees with timely and accurate information during an emergency, said Tyrone Jeter, DLA Logistics Operations’ continuity of operations manager.

“AtHoc empowers DLA to communicate, interact and account for all personnel during emergency situations,” he said. “AtHoc can send information and alerts to the employee’s desktop, email, phone, text messages, etc., so that no matter where you are, you should receive timely information about what is going on and what to do. Employees are encouraged to add personal contact information to the system to ensure they get information quickly, even if they are out of the building.” 🌟

10 PILLARS OF MAWG

ANTITERRORISM —

Defensive measures used to reduce the vulnerability of individuals and property to terrorist acts.

PHYSICAL SECURITY —

Procedures and physical measures designed to safeguard personnel, property and operations to prevent unauthorized access to equipment, installations, facilities, material and information; and to protect against espionage, terrorism, sabotage, damage, misuse and theft.

FIRST RESPONDERS —

(DLA Police and local fire and emergency services)

Emergency related services.

EMERGENCY MANAGEMENT —

Prepares for, and mitigates the potential effects from emergencies caused by natural or man-made disasters that impact DLA installations and employees.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR AND EXPLOSIVES —

Mitigate, prepare for, respond to and recover from CBRNE/Weapons of Mass Destruction events.

OPERATIONS SECURITY —

Identifies critical information and analyzes data that can be used by adversaries against DLA.

INFORMATION SECURITY —

A system of policies, procedures and requirements established to protect information that, if subjected to unauthorized disclosure, could reasonably be expected to cause damage to national security.

INFORMATION ASSURANCE — (CYBER SECURITY)

Measures that protect and defend information and information systems to ensure its availability, integrity, authentication, confidentiality and validity at all times.

CONTINUITY OF OPERATIONS — (OR COOP)

Policies, plans, procedures and capabilities that provide for the continued execution of DLA critical missions and functions across a wide range of potential emergencies, including localized acts of nature, accidents, technological and/or attack-related emergencies.

CRITICAL INFRASTRUCTURE PROTECTION —

Ensures the availability of defense critical infrastructure through the identification, assessment and security enhancement of Department of Defense and non-DoD assets essential for executing DLA missions.

DLA NEWSWIRE



'STORY OF US' VIDEO CELEBRATES DLA'S EMPLOYEES, MISSIONS

From acquisition to disposition, Defense Logistics Agency employees work hard to solve problems, fill orders and connect with military customers around the globe. A seven-minute video produced by the DLA Public Affairs Video Team shows how everyone in the agency is connected and brings something to the mission.

Called "The Story of Us," the video shows employees how important they are to the agency, to each other and to DLA's customers, DLA Director Air Force Lt. Gen. Andy Busch wrote in an Aug. 17 blog post.

"It gives the big picture – factory to foxhole – and the steps we take to 'Deliver the right solution on time, every time,'" he wrote.

As a big agency with a global mission, DLA wouldn't be successful without its more than 25,000 civilian and military professionals in 48 states and 28 countries, the video explains. DLA employees manage nearly 6 million items, nine supply chains, 2,400 weapon systems and 24 distribution centers worldwide. On average, they process nearly 9,000 contract actions a day; support federal, state and local agencies with logistics support; and provide humanitarian assistance at home and abroad when needed.

– Amanda Neumann

Use this link to view the new DLA video:
<https://www.youtube.com/watch?v=VLiMu3ZdDOK>

NEW CONTINGENCY CONTRACTING OFFICERS READYING FOR POSSIBLE DEPLOYMENT

A new group of contingency contracting officers will be among the first to deploy and provide expeditionary contracting support during the initial stages of future disaster and contingency operations.

The Joint Contingency Acquisition Support Office, part of Defense Logistics Agency Logistics Operations, created the cadre of 25 contracting officers after seeking volunteers from the agency's contracting community early this year.

"This is a group of qualified, talented contracting officers who are dedicated to deploy anywhere in the world, wherever they're needed," said Charmaine Camper, director of JCASO's Expeditionary Contracting Office.

Contingency contracting officers have played a major role in the early stages of disaster support and contingency operations for decades, but DLA created

DLA ENERGY PROVIDES HELIUM FOR UNIVERSITY RESEARCH

A Defense Logistics Agency Energy pilot program that provides academic researchers with helium for use in federally funded research has helped several universities save money.

DLA Energy partnered with the American Physical Society and the American Chemical Society for a proof of concept program to supply seven universities with an affordable and reliable liquid helium source for academic research.

"On average, we saved between 14 and 16 percent versus what the universities

were getting their product for, and in once instance, we saved 27 percent," said Doug Smith, chief of the DLA Energy Aerospace Energy Supplier Division. "The best news is this savings was inclusive of our cost-recovery rate, or overhead, so DLA has recouped our costs and the customer is realizing that per-unit savings."

The helium is primarily used to cool down analytical equipment like nuclear magnetic resonance machines and can also be used in superconducting experiments.

– Christopher Goulait





Alex Siemiatkowski

the new group to fill potential gaps in support.

“During military operations, there’s a gap in between the phases of operation where you need people right away to start standing things up. That’s where DLA contingency contracting officers add value. We can get things started using working capital funds and then turn it over to the services,” Camper added.

– Beth Reece

REVERSE ENGINEERING INITIATIVE MAY REDUCE COSTS, SPEED DELIVERY OF AVIATION PARTS

Customers may soon be able to acquire some parts managed by Defense Logistics Agency Aviation faster and at lower prices, as a result of the Reverse Engineering Technical Data Initiative. The activity will use reverse engineering, a process of disassembling an item and analyzing its components to create technical data packages that include drawings and descriptive information needed to build the item.

“By creating the potential for DLA to own the data rights to these parts, the warfighter’s long-term strategic goals can be planned for without the additional expense incurred by contracting for original equipment manufacturer parts at OEM prices,” said Jodi Beard, an acquisition specialist for DLA Aviation’s Strategic Acquisition Programs Directorate.

The initiative will also help the agency increase competition among suppliers and prevent problems with limited manufacturing resources for particular items.

– Bonnie Koenig

SUBSISTENCE EMPLOYEES SEE FIELD FEEDING OUTSIDE THE OFFICE

Those responsible for supplying food and cooking equipment to military food specialists had a unique chance to tour a field kitchen set up by Pennsylvania National Guard soldiers supporting Pope Francis’ visit to the United States in September.

More than 50 Defense Logistics Agency Troop Support Subsistence employees visited the Philadelphia field kitchen while soldiers prepared stuffed chicken breasts for dinner. A smaller group saw breakfast being made in the morning. The food service equipment used included a containerized kitchen, an assault kitchen and a sanitation tent.

“It was a perfect opportunity for our personnel to be able to see their items in action, in a real-life environment,” said Rich Faso, customer operations director for subsistence.

It was the first time Tim Dlugokecki, chief of the acquisition and analysis branch, saw a small, mobile kitchen being used to feed more than 600 soldiers.

“I realized the coordination that they need to do,” he said. “For example, getting up at 2 a.m. to start making pancakes, to have enough to start serving at 6 a.m.”

– Alex Siemiatkowski



Margarita Rivera-Juarez and Hector Madrigal pack firefighting equipment needed to fight fires in California at DLA Distribution San Joaquin. Several DLA activities, including DLA Troop Support, rushed to provide direly needed firefighting equipment as fast-moving wildfires spread from Alaska to California this summer.

— Photo by Nutan Chada

ENTERPRISE PROCESS MANAGEMENT: DRIVING QUALITY AND RELIABILITY

Story by Beth Reece

Employees at every level and location of the Defense Logistics Agency are hearing the phrase “process excellence” as they work toward perfecting the agency’s operations.

It’s not a new slogan, nor a complicated concept. Instead, it’s about simplifying and streamlining DLA’s processes from beginning to end, then standardizing those processes throughout the enterprise where it makes sense, said Angie Evans, chief of DLA Strategic Plans and Policy’s Enterprise Process Integration Division.

“Every day our employees take a series of steps to produce a service or product for our customers. It generally starts when the customer sends us a requirement, at which point we take several actions to fulfill that requirement with acquisition rules and regulations in mind,” she said.

Other processes, or end-to-ends, that require multiple steps include product delivery, property disposal and employee hiring. In many cases, those processes require coordinated input from employees who work in separate functional areas ranging from procurement and finance to distribution.

The goal in every case is to be effective, efficient and reliable, Evans said, and processes that consistently deliver those three outcomes are exactly the ones DLA wants to preserve and spread.

DLA Director Air Force Lt. Gen. Andy Busch solidified the agency’s commitment to process excellence by making it the fifth goal in DLA’s Strategic Plan for 2015-2022.

“Process excellence encourages simplification, improves performance and helps DLA better achieve the outcomes warfighters expect,” Busch wrote in the plan. It includes implementing proven, repeatable

processes and strategies to maintain cost savings and audit sustainment, increase speed and improve quality, he added. It also includes the management of processes by which new ideas are discovered, evaluated and implemented.

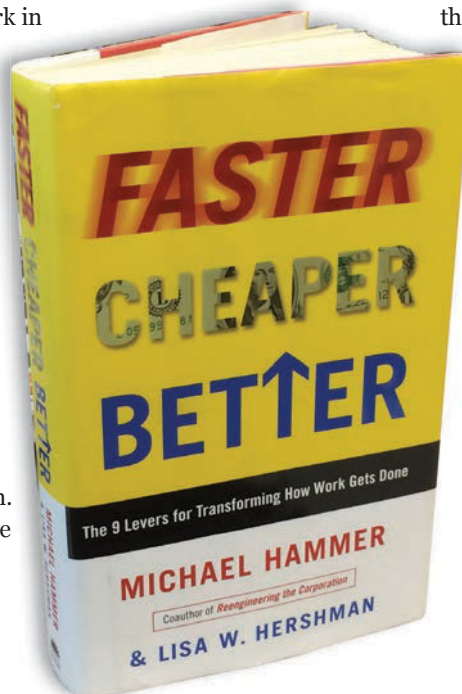
The agency’s approach to enterprise process management is based on process reengineering concepts by Michael Hammer and Lisa Hershman, authors of “Faster, Cheaper, Better: The 9 Levers for Transforming How Work Gets Done.” Their research indicates that most people want to do a good job and strive to meet specific goals, but they get so lost in fragmented processes that they never truly understand how their job fits into their organization’s goals or overall purpose. That changes when employees think beyond their own work and consider the numerous tasks that make up the entire process.

“Some companies explain it to their people with the phrase ‘look left, look right.’ That is, don’t just pay attention to your own job, but think about the work that comes before you and the work that comes after you; think about the totality of work that is creating value for customers,” Hammer and Hershman wrote.

DLA Strategic Plans and Policy is leading the enterprise process management initiative and has partnered with Hershman to provide process-management training to employees throughout the agency. A DLA-specific “EPM 101” course is also being developed for future training.

Because it doesn’t own any of DLA’s business cycles or functional processes, the

DLA’s approach to enterprise process management is based on process reengineering concepts by Michael Hammer and Lisa Hershman, authors of “Faster, Cheaper, Better: The 9 Levers for Transforming How Work Gets Done.”





headquarters-level directorate can enable positive interaction and collaboration among key stakeholders, Evans said. Also, specialties such as risk assessment, policy management and continuous process improvement already fall under DLA Strategic Plans and Policy and can be seamlessly integrated into process management efforts.

As employees throughout the agency evaluate processes in their own work areas and develop suggestions for innovation or improvement, the Supply Chain Integration Council will assess potential impacts to other functional areas that also have a role in process completion. The group, which comprises leaders at the GS-15-level from field activities and DLA Headquarters directorates, will evaluate and recommend approval for process changes before they're presented to executive-level leaders.

"The council provides us with a routine methodology by which we can manage process change, measure success and integrate multiple end-to-ends with all the key players and stakeholders," Evans said. "Usually there is a lot of dialogue that needs to occur to hash out the final details of whether a change is recommended and how that change will take place. The Supply Chain Integration Council will help ensure there's a smooth recommendation for the way ahead by the time process changes are presented to senior executives."

The agency already has four DLA director-endorsed continuous process-improvement efforts underway

to improve and sustain its current performance. The on-time delivery project will ensure supplier contract terms and conditions are met 100 percent of the time and contract closeouts occur within 120 days of receipt. A disposition and distribution project is expected to eliminate double handling of material, decrease transportation requirements and reduce infrastructure at 17 locations.

The reject resolution lead time project will reduce the amount of time it takes to complete a purchase request that was rejected for reasons such as pricing or a lack of bids. And a project on workload management and prioritization will develop standard enterprise processes and tools to ensure priorities are synced across the enterprise and provide optimal outcomes for customers.

The formal CPI tools and techniques in these projects give employees a structured process for mapping, measuring and managing process change, said Heather Vickers, a senior CPI analyst for DLA Strategic Plans and Policy.

"CPI provides DLA with methodologies to create efficient, effective and reliable processes. As a part of enterprise process management, CPI helps to create a culture of improvement to build and maintain process excellence, fostering a sense of process ownership and innovation," she said. ★



A medical supply tent during World War II.

QUARTERMASTER AT WAR: McNamara in North Africa

Story by Harold Raugh,
DLA Chief Historian

In September 1961, Army Lt. Gen. Andrew T. McNamara was named the first director of the Defense Supply Agency, the forerunner to the Defense Logistics Agency. McNamara, then deputy commanding general of the Eighth U.S. Army in Korea, assumed command of the agency Oct. 1, 1961. By 1964, when he retired, DSA was managing 1.3 million supply items, had an inventory valued at \$2.2 billion and an annual procurement of \$3 billion.

A 1928 West Point graduate, McNamara was ideally qualified for this pivotal assignment. After eight years in the infantry, he transferred to the

Army's Quartermaster Corps in 1937, where he served in numerous logistics assignments. Most importantly, it was during this time that he learned how to support the warfighter.

As a lieutenant colonel, McNamara was assigned to II Corps Headquarters in June 1942. Two months later, he was appointed the Corps' quartermaster and became responsible for five classes of supply and transportation, including all aspects of fuel and food. McNamara's first task was to plan logistics support for the unit's amphibious assault to seize Oran in western Algeria as part of Operation Torch.

The allied operation began Nov. 8, 1942, with II Corps having been designated the Center Task Force for

the mission. Commanded by Army Maj. Gen. Lloyd Fredendall, the force initially included the 1st Infantry Division, the 1st Armored Division and the 509th Parachute Infantry Regiment – almost 18,500 troops in a 54-ship convoy.

In his 1955 memoir, "Quartermaster Activities of II Corps through Algeria, Tunisia, and Sicily and First Army through Europe," McNamara recalled that all units were expected to have 12 days' worth of supplies. Each soldier was to carry two "C" rations, consisting of an individual canned, pre-cooked and prepared wet ration; and two "D" rations, consisting of an emergency chocolate bar. Each unit kitchen was also to carry one day's "B" ration, or packaged, unprepared

food, and seven days of cased rations were transported as cargo.

Each vehicle in the force was to carry enough petroleum, oil and lubricants for 12 days, with supplies being carried in the convoy and 5-gallon cans being carried on each vehicle. Consumption planning figures were 50 gallons of fuel per day per tracked vehicle and five gallons of fuel per day for a wheeled vehicle.

“All 5-gallon cans, whether on vehicles or shipped as cargo, were marked for identification with wire strands about the handles,” McNamara wrote in his memoir. “One strand meant 80 octane for wheeled vehicles; 2 strands, 87 octane for tracked vehicles; and 3 strands, 100 octane for airplanes.”

Once ashore, McNamara ensured the prompt off-loading and transport of supplies to newly-established warehouses and depots. He also had to plan support for newly arriving troops, which eventually brought the force’s total to 80,000 soldiers.

Shortly after, a ship carrying tons of frozen turkey arrived. The ship carried turkeys and white bread for the soldiers’ Thanksgiving Day meal, Nov. 26, 1942. Soldiers had not received white bread for several months. Algerian oranges, purchased locally for about 1 cent each, were added to the soldiers’ Thanksgiving feast. The items “well augmented our ration to the point where it was a strong morale factor among the troops,” McNamara reflected.

American troops aboard a Landing Craft Assault head into Oran, Algeria, November 1942.



During that same month, shipments of almost 1.7 million fresh eggs were unexpectedly delivered to the cold-storage facility. With no room to store them, the eggs were issued to soldiers the next day.

“On the following morning,” McNamara later noted, “every American in the vicinity of Oran had a brace of fresh eggs for breakfast – a dish we had nearly forgotten about.”

In the meantime, North Africa remained a combat theater of operations. On Feb. 19, 1943, the first large battle between the U.S. Army and its German and Italian adversaries took place at Kasserine Pass in Tunisia. The Germans attacked the Americans, mainly to capture much-needed supplies, and inflicted heavy casualties. It was widely considered a sound defeat of U.S. forces, but not as a result of logistical shortcomings.

A few days earlier, McNamara and other senior leaders had been concerned about the possibility of a German breakthrough at Kasserine Pass and on Feb. 14, so they began evacuating troops and supplies from the probable path of a German advance. The result: enormous quantities of supplies were saved and consolidated at dumps in the rear, including more than 1 million rations and more than 500,000 gallons of gasoline.

A soldier who served as a radio-telephone operator for II Corps Headquarters at the time relayed information to and from McNamara during these events. Later, the soldier wrote a letter to his mother, who in turn wrote to McNamara’s wife Margaret, recounting her son’s story about the Battle of Kasserine Pass: “Col. Mac’s shrewd decisions saved vast quantities of quartermaster supplies, which included gasoline, from destruction or capture.

Specially designed landing ships were first employed in Operation Torch, the allied operation to invade North Africa in 1942.

To have such responsibilities placed upon him, and to have dealt with them so magnificently under intense pressure of an immediate move over uncertain damaged roads, must now, in reflection, give him great satisfaction and confidence, and the knowledge that he was in every sense contributing largely to the campaign and its ultimate success.”

The Sept. 12, 1943, letter concluded: “To resupply was physically impossible; and to be without supplies would mean failure. It was up to him [McNamara], and he did it!”

As a result of the defeat at Kasserine Pass, Fredendall was relieved from command of II Corps and replaced by Army Lt. Gen. George S. Patton Jr. in early March 1943. Patton had the chance to lead and observe McNamara as the Corps’ quartermaster throughout the rest of the North African campaign, which ended in Axis defeat May 13, 1943.

A month before the campaign ended, Patton wrote a letter of commendation

to McNamara, stating, “The functioning of the Quartermaster Corps under your direction has been outstandingly superior. You have secured and provided supplies in proper quantities and categories at the place and time needed. I desire to highly commend you, and through you, the officers and men of the Quartermaster Corps for a most superior performance.”

From their initial assault landings in November 1942 to their hard-fought struggles on the battlefield, U.S. Army forces in the North African campaign of World War II encountered several setbacks on their path to eventual victory. Thanks to McNamara, none of these were attributable to quartermaster or supply deficiencies. Effective, efficient, innovative and responsive support to warfighters was always his primary concern and responsibility.

Army Maj. Gen. Robert M. Littlejohn, then chief quartermaster of the European Theater of Operations, echoed Patton’s praise when he referred to the outstanding job done by “that brilliant Col. McNamara” in North Africa. 🇺🇸



2015 Department of Defense Maintenance Symposium

Achieving Uncommon Results Through
Innovation, Collaboration, and Leadership

December 7-10, 2015
Phoenix Convention Center
Phoenix, Arizona, USA



Don't miss the opportunity to be part of the premier
military and commercial maintenance event of this year!

www.sae.org/dod

Administrative support provided by SAE INTERNATIONAL
under contract with the U.S. Department of Defense





I AM

DLA

My name is:

Betty Brock

I am:

A transportation officer with DLA Distribution in Barstow, California.

Describe your job in a sentence:

I serve as the subject matter expert in the transportation division for DLA Distribution in Barstow. I oversee Barstow's service provider in the transportation area and certify all freight payments for transportation services.

How long have you worked for DLA?

I started with DLA in 1992 and have worked for the government for a total of 32 years, all in the local Barstow area.

What is your favorite thing about working for DLA?

My favorite thing about DLA is the opportunity to work with our customers to ensure they get what they need, when they need it, at the best cost and in the best possible timeframe.

What are your best memories of working here?

My best memories are all about doing what it takes to get the shipments to our customers. During Operation Iraqi Freedom, I worked for 20 hours straight, doing shipping documentation and coordinating trucks for movement of concertina wire to Kuwait. I also remember arranging commercial airlift to meet an installation requirement for an oversized propeller shaft for a dry-docked nuclear submarine in Israel. It's all about working with a team of professionals who know what it takes to get the job done and serve our customers.

How do you make a difference?

I make a difference by understanding the only reason I have a job is because of the service members in the field. I do whatever it takes to ensure they get the material and information they need to continue to do their jobs with no delays at the best possible cost.



Betty Brock