

DEFENSE LOGISTICS AGENCY

NOVEMBER – DECEMBER 2016

LOGGLINES



HONORING EXCEPTIONAL SERVICE



FROM THE
DIRECTOR

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

When Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall says controlling costs is fundamental to our business practices, we at the Defense Logistics Agency pay attention.

In an era of shrinking budgets amid growing operational commitments, innovation in every aspect of logistics support is critical in maintaining warfighter readiness. The under secretary recently outlined his priorities at the DLA Land and Maritime Supplier Conference and Expo in Columbus, Ohio. You can read about his perspective and those of other senior leaders in this issue of Loglines.

Speaking of stretching scarce budget dollars, this issue also features a follow-up story about the challenges in maintaining aging aircraft, as DLA Aviation supports the extended lifespan of the B1-B and B-1 bombers, as well as the Navy's MH-53 Sea Dragon helicopter.

And unless you've been out of touch for the last year or two, you've been exposed to the subject of defense equipment used by law enforcement in America's cities and, by association, DLA's Law Enforcement Support Office. In this issue, a summary of LESO offers facts about this program that DLA is required by law to facilitate.

I was honored to host this year's

DLA Hall of Fame ceremony, where we inducted seven former employees, representing 184 years of service to our agency. This is the 17th ceremony since Army Lt. Gen. Henry Glisson established the Hall of Fame in 1998, bringing the number of inductees to 101. I look forward to it each year as an opportunity to talk about our history, promote our values and celebrate excellence. Our newest inductees exemplify the best of DLA, and you can read about all of them in this issue.

Here at DLA, we like to say we bring support to the warfighter "from the factory to the foxhole." In these pages, we go closer to the foxhole, with a story on the challenges deployed DLA personnel encounter in direct support of Operation Inherent Resolve. Another story features the work of a DLA team

to help a remote Afghan National Army unit demilitarize its inoperable vehicles — a solution that's more efficient, conserves U.S. tax dollars and avoids an increased risk to deployed U.S. troops.

We hope these articles and others in this issue of Loglines will help you gain a better appreciation about all that DLA does to help our warfighters accomplish their mission, as we keep our promise to deliver the right support to the right place at the right time. 🇺🇸



LOGLINES

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DEFENSE LOGISTICS AGENCY HALL OF FAME

MAGNIFICENT SEVEN

The Defense Logistics Agency inducted seven honorees into its Hall of Fame in a Sept. 20, 2016, ceremony at the McNamara Headquarters Complex, attended by current and former senior leaders from throughout the agency and the Office of the Secretary of Defense, as well as the families of the honorees. Their induction honors their contributions to DLA through 2015, when each was nominated and then chosen by the selection committee.



KRISSIE DAVIS

Krissie Davis volunteered for duty in Afghanistan with no worry of the dangers there. Family and friends — especially her daughter, Angela — begged and pleaded for her not to deploy. But Davis dwelled on the positive and bragged about the important job she had preparing excess military equipment for disposal for Defense Logistics Agency

Disposition Services. And besides, she believed God could come for her whether she was tucked in bed in her Talladega, Alabama, home or in a warzone.

Loved ones' fears met reality June 8, 2015. She and Rob DeLong, her "battle buddy" and fellow DLA Disposition Services employee, were heading to the dining facility on Bagram Airfield around 5:30 a.m. when a 105-mm rocket slammed into their Ford pickup. DeLong recovered within seconds but struggled to see Davis through the billowing smoke.

"I asked her if she was okay and she said, 'No.' I really couldn't see much, but I knew whatever happened was bad," he said.

Airmen who saw the blast dashed toward the flames to assist, but Davis' lower-extremity injuries were too severe for basic first aid. When the ambulance arrived, DeLong crawled in behind Davis. He held her hand on the bumpy ride to the hospital, listening as she talked about her husband, daughter and grandbabies.

Davis died as surgeons fought to save her. At 54, she became the first DLA Disposition Services civilian lost to combat-related injuries. Those who worked with Davis at DLA Disposition Services in Anniston, Alabama, remember her Southern drawl and infectious laughter. Dale Bennett, former director of DLA Disposition Services Mid-America, said she could always depend on Davis' dedication and sense of humor.

"I could always depend on her to give me the straight truth. She would sometimes use that humor to help me understand operational issues or challenges that her site was experiencing," she said.

Davis' three-decade federal career included service with the Bureau of Prisons and Department of the Army. She joined DLA in 1993 and volunteered in 2010 for her first deployment in support of disposal operations at Camp Arifjan, Kuwait, and Manas Air Base, Kyrgyzstan.

DeLong met Davis during pre-deployment training at Fort Bliss, Texas.

"She kind of took me under her wing because it was my first deployment," he said. "She knew her job like the back of her hand and knew exactly what she was doing the minute we hit the ground."

They soon discovered each other's passion for books and coffee and shared stories about their spouses and children back in America. A week after their arrival, Coachella Purter from DLA Disposition Services at Fort Lewis, Washington, joined their small team.

"Deployment is a time when people tend to come together and bond. When I arrived, Krissie and I hit it off right away like I'd known her all my life," she said. "It was clear she was there to get the work done, but she was going to have fun doing it. You couldn't have a bad day around Krissie."

Purter would have been in the truck with Davis and DeLong the morning of the attack if she hadn't chosen that day to start a new workout program. Davis and Purter both wanted to lose 20 pounds during their deployment, but Davis was saving her workouts for the evening.

In a blog post to employees, DLA Director Air Force Lt. Gen. Andy Busch said Davis' death was a terrible reminder of the dangers that still existed, although combat operations were officially over.

"Even as we draw down from the conflicts we've faced overseas, there are still DLA military personnel and civilians in harm's way facing hardships every day," he wrote.

— Beth Reece

CELIA ADOLPHI

Before Celia Adolphi served as the first civilian deputy director of the Defense Logistics Agency's Joint Reserve Force, she was in the Army Reserve herself. How she became the first woman in the Army Reserve to attain the rank of major general is just one of the surprising turns her career has taken.

Adolphi served more than 26 years in the Army Reserve, in progressively demanding logistical assignments that culminated in her selection as the first female brigadier general — active or reserve — in the U.S. Army Quartermaster Corps.

When she moved on to a job at the Pentagon, she was central to changing nutrition of troop recipes and menus to support changing physical fitness policies and then, some years later in the procurement of military food service, from warehouse storage to acquisition of a prime vendor.

“These were big changes for many people, both in the mindsets of leaders as well as the cooks on the ground. Skepticism about whether it would work or not abounded,” she said. “But sometimes you just have to say, ‘Well, we’re going to try it.’ We did, and both initiatives have been successful for many years.”

In late 2002, Adolphi was hired into the deputy position in DLA's Joint Reserve Force.

“I was the first deputy, but it really got started when [Army] Lt. Gen. Tom Glisson was the director. He and Army reservist Maj. Gen. Joe Thompson came up with this idea that it would be better to have all of the reservists in DLA under central management,” Adolphi said.

Adolphi explained that reservists, who make up the majority of DLA's military forces, were scattered geographically and their assignments were not always strategically in the agency's best interest.

“As DLA's mission to support the military services ramped up after 9/11 and an ensuing need to position DLA personnel in theater, reservists became a vital part of the deployment equation,” she said.



Celia Adolphi and Ronald Adolphi

In Adolphi's nomination, current JRF Deputy Director Robert McCullough echoed Adolphi's significant accomplishments in building up the Reserve forces.

“During the 2003 to 2005 timeframe, Ms. Adolphi worked vigorously with the Army Reserve to gain approval to convert Army Individual Mobilization Augmentee reservists to a troop program unit,” McCullough wrote. “This single action enabled DLA to establish the Army Reserve Element command to lead the 196 Army reservists assigned to DLA.”

As deputy director, Adolphi implemented DLA instructions that established policies for managing the Joint Reserve Force Directorate and procedures on recalling reservists assigned to DLA to active duty for deployment. Due to her understanding of national policies regarding management of reservists, these instructions are still enforced and continue to govern the directorate's activities.

“Ms. Adolphi's caring leadership, attention to detail, unwavering commitment and contributions to the Defense Logistics Agency and the JRF has been significant,” McCullough wrote. “Her unparalleled leadership, vision and continuous customer service focus throughout a long and commendable career identify her as most deserving of the DLA Hall of Fame.”

— Dianne Ryder

DEFENSE LOGISTICS AGENCY HALL OF FAME

DEFENSE LOGISTICS AGENCY HALL OF FAME

DAVID ENNIS

David Ennis's career has been marked by notable success — as a leader, mentor, friend, outstanding citizen and mayor of his hometown, Escalon, California. Now he can add to his honors membership in the Defense Logistics Agency Hall of Fame.

Ennis reflected on his most memorable accomplishment as the former deputy commander of DLA's second largest distribution center, DLA Distribution San Joaquin.

"We were able to bring the consolidation of the distribution depots into DLA — all the different services and different systems together and save approximately 25,000 positions," he said. "It was something that I was able to benefit from — [as well as] the agency and the taxpayer, mostly from the improvements that we brought throughout the system."

From 2004 to 2006, Ennis provided distribution services to over 44,000 customer organizations worldwide and sustained military readiness during a time of tremendous organizational change. But Ennis insists on sharing the credit for his many achievements and recognitions.

"I worked with a lot of people from the East Coast, and it was tremendous," he said. "They helped; they weren't selfish at all."

In 1984, Ennis was voted one of 10 Outstanding DLA Personnel, an honor he counted as the highest in his career.

In his nomination package for induction to the DLA Hall of Fame, DLA Distribution Deputy Commander Twila Gonzales referred to Ennis as a "world-class leader."

"As the deputy commander, Mr. Ennis brought the highest level of personal integrity, honesty and dedication to an organization challenged by continual change and uncertainty," Gonzales wrote. "Mr. Ennis exemplifies all the best quality of our senior logisticians and is truly deserving of this recognition."

As deputy commander, Ennis was responsible for the receipt, storage, issue, shipment, surveillance, care and preservation of over 752,000 line items of materiel valued at \$5.1 billion, execution of a \$179 million annual operating budget and administration of 1,600 personnel. If those were the only elements of Ennis's success, they would be stellar enough. But his leadership positions in city government have also been noteworthy.

"When we first met, he was introduced to me as the 'Mayor of Escalon' — an honorary title, I thought," said retired Army Col. John Marx, who served as DDJC commander from 1998 to 2001. "As time passed, I found out that he really was the mayor and that he played a significant role in providing leadership to the people of Escalon."

In fact, Ennis served three terms as mayor of Escalon. He also served on the Escalon City Council and the San Joaquin County Council of Governors. In 1989, Ennis was named Outstanding Citizen in the Community, and he and his wife Rose still serve on the South San Joaquin County Library Task Force.

Retired Army Col. Edward Visker, DDJC commander from 2001 to 2004, also extolled Ennis's leadership outside of his federal position.

"As a soldier who uprooted his family every two or three years, I had never planted roots. I often envied the bonds that Dave had made with his community and his friends and neighbors," Visker said. "Outside the office, Dave was completely immersed in service his community as a civic leader at the town, county and state levels. He was always volunteering to lead, support or help a cause that would improve someone else's life."

— Dianne Ryder



David and Rosalie Ennis, with daughter Andrea Ennis

KENT 'ROCKY' GALBRAITH

One of the 2016 inductees into the DLA Hall of Fame, Kent "Rocky" Galbraith, spent 38 years with DLA, beginning as a warehouse worker at Defense Depot Ogden Utah in 1966.

Three years later, he became a GS-5 computer programmer in DDOU Data Systems, the same year the Department of Defense sent its first message using the precursor to the internet.

"When I first started, we would do our programming on the IBM punch cards. I don't remember what year we got desktops, but that technology allowed much more productivity."

Galbraith steadily moved up through the ranks of what became DLA's Information Operations, working on a wide variety of DLA systems involving everything from finance to human resources to acquisition and distribution, before retiring in 2004 as a GS-15.

The Hall of Fame nomination heralds Galbraith's service as director of the DLA Systems Design Center, during which he led the agency's design, development and deployment of the Distribution Standard System the warehousing and distribution system now used throughout DLA and the military services. Its creation was mandated by the Defense Management Review Decision 902, which recommended a standard system to replace the different ones at the DLA depots and the military services.

Galbraith named the billion-dollar DSS project as one of the greatest challenges in his career — yet also the achievement he's proudest of.

"The requirement was to build a standard computer system that would run at 26 worldwide supply depots, for all the military services and DLA," he said. "Our goal was a DoD standard distribution system that would accommodate their individual requirements."

His team took each service one at a time, making sure all its requirements were part of the new standard system.

They began the project in 1992 and in 1995 deployed DSS to the five original DLA-operated depots. The following year saw the Army's systems retrofitted, followed by those of the Air Force in 1997 and the Navy's systems a year later.



Kent and Nancy Galbraith

Along the way, both Galbraith and his team received numerous awards from DoD as well as the Hammer Award from the vice president of the United States. Ultimately, the DSS system saved hundreds of millions of dollars and is still one of the most critical DLA/DoD systems.

Jeffrey Charlesworth, the current DSS portfolio manager, reflected on what made Galbraith such an effective leader of such a vast and complex undertaking.

"He cared deeply about the mission, and he had great attention to detail," Charlesworth said. The creation and deployment of DSS "was one of the biggest tasks we'll ever undertake, because it involved taking over the workload and systems of all four military services to replace them with ours," he explained.

The necessity of that task was not always universally recognized, Charlesworth noted.

"It took a lot of negotiation and give-and-take with customers who were not always the most willing." Fortunately, he said, "Rocky was good at working with people. He was able to relate to people and work things through."

— John R. Bell

DEFENSE LOGISTICS AGENCY HALL OF FAME

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PAULA KLUCZYNSKI

A program that helps transform Defense Logistics Agency employees into leaders is a legacy that earned Paula Kluczynski a posthumous place in the DLA Hall of Fame.

Kluczynski in 2004 was an essential partner in creating the New Supervisor Certificate Program Level 3, which at

the time was the only certificate program available in the Department of Defense to offer a two-year systematic program to enhance leadership skills.

“As developer and manager of this groundbreaking program, Ms. Kluczynski oversaw the successful transition of newly appointed DLA supervisors into leadership positions within the agency. Through Ms. Kluczynski’s leadership and management, this program became and is still recognized as an industry best practice across both public and private sectors,” said Angela Scott-Tucker, chief of the Supply Chain Logistics Training Division.

April 2016 marks 12-year anniversary of the program.

During her tenure, Kluczynski handled more than 1,700 program graduates and managed more than 700 participants in the program while maintaining outstanding customer service, Scott-Tucker said.

After managing the program for more than eight years until her retirement in June 2012, Kluczynski continued to provide insight and advice to her former coworkers until her death in February 2015. Her 35-year career included other leadership roles from the Office of Comptroller and Human Resources to the Equal Employment Opportunity Office before she joined DLA Human Resources Services in the 1990s.

In addition to her program accomplishments, how she approached her work is also part of her lasting impact.

“Through my history of working with Paula, first as a DLA supervisor with assignment to the Level 3 program, then as a DLA Training forward presence and co-worker, I personally witnessed Paula’s approach to daily work duties in a fierce, determined manner,” said Jacqueline Nelson, program manager for DLA Training. “But Paula also found the time to work with others ... in a patient and kind manner.

“Her approach ensured others, including myself, learned properly to provide quality service to the DLA workforce,” Nelson said.

Before undertaking a new challenge, Kluczynski would also

put in a good deal of time and effort to research and manage a large number of details, aiming to “begin with the end in mind,” according to Bill Velbeck, program analyst with DLA Training.

She would display great authenticity in her leadership and teaching as well, Velbeck said.

“I had the privilege to co-teach a number of leadership classes with her over the years. The course we taught together included a discussion of ethics. Paula always opened that discussion by reciting the oath of office that we all took, then asking the new supervisors what that oath meant to them,” Velbeck said.

“When it was her turn to say what it meant to her, she told a story of a visit she made to the Marine Corps Boot Camp at Parris Island. She invariably became tearful as she described watching the young men and women training to put themselves in harm’s way in order to protect our country. I know that everyone in the room was moved by Paula’s sincere emotional reaction to that experience.”

Whether it’s her passion or her actions, Kluczynski’s impression is still felt in DLA and applied to its training.

Committed and determined, yet humble, Kluczynski approach served as a role model for how to look at training, Nelson said. Her work will live forever within DLA Training because she walked the talk of true and great leadership.

“Paula left a legacy of dedication and a stubborn insistence on quality that we still talk about today,” Velbeck added.

“Paula relished and took great pride in being recognized as the subject matter expert within DoD and the private sector,” said her husband, Al Kluczynski. “She was asked to brief her program at many high-level meetings, to include [with the Department of] Homeland Security when it was first created.”

“From Paula’s perspective, I believe she would express her tremendous appreciation for management putting their trust in her and providing her with the tools she needed to develop this program,” he said. “DLA’s investment in her will have tremendous benefits for decades to come.”

— Christopher Goulait

AL THOMPSON

Retired Navy Vice Adm. Al Thompson had been commander of then-Defense Supply Center Columbus for only five days on the morning of 9/11. He was in the middle of “welcome” orientations with key staff when a messenger slipped into the room and whispered in his ear, “Sir, you’re needed in the command center.” The mission he was responsible for was about to expand.

“It became clear shortly afterward that there would be significant combat operations in the Middle East, so we became completely focused on gearing up to support those operations and anticipating what the material requirements would be,” he said.

Seven years later, as director of the Defense Logistics Agency, Thompson oversaw the return or disposal of that same equipment while simultaneously leading the surge of equipment for an additional 30,000 troops deploying to Afghanistan.

Thompson was inducted into the DLA Hall of Fame for being “truly the right DLA leader at the right time,” said DLA Vice Director Ted Case.

Warfighter support was a focal point of Thompson’s tenure as DLA director. Spare parts for the all-terrain version of the mine-resistant, ambush-protected vehicle, known as the M-ATV, were so critical that Thompson led a group of DLA officials to the manufacturing site to create a sustainment plan.

“We met with the president of Oshkosh and went through our contracts to make sure that when M-ATVs began deploying to Afghanistan, we had parts support already synchronized,” he said.

Thompson also oversaw the massive shift of cargo from DLA’s commercial supply line to the Northern Distribution Network, a series of rail, water and road links enabling the transport of goods to U.S. and NATO troops serving in Afghanistan. Nearly 80 percent of the cargo that passed through the NDN was DLA material, and Thompson built strong partnerships with military and U.S. Transportation Command officials to reduce the time and cost of supplying troops via the NDN.

Many of the results of Base Realignment and Closure 2005 decisions also occurred during Thompson’s three years as director. He ensured effective integration of procurement and industrial support activities previously handled by the services as DLA took on 50 new operating sites and nearly 6,000 employees from the Army, Air Force, Navy and Marine Corps. DLA sales grew by \$10 billion over three years and were accompanied by



Vice Adm. Al Thompson (USN Retired)

consistently improving annual customer satisfaction surveys, according to his nomination packet.

As Thompson visited installations during the BRAC implementation, he recognized that service members were often confused about who did what at DLA, or if DLA was even involved. The need for a new naming convention struck him at a DLA Distribution facility in Puget Sound, Washington, where he saw a sign that read “Defense Supply Center Columbus Puget Sound Detachment.”

“First of all, if I was a DLA team member who worked there, what does that name say about what I do? Second, people don’t like names of an organization they work for [whose] geographic location is 2,000 miles away,” he said. “And frankly, it was way too many words.”

He called together a team of senior leaders from throughout the agency and gave them this mission: clean up and clarify the titles of DLA’s field activities. The initiative was named “We Are DLA,” and it united the agency’s 27,000 employees.

The movement was more powerful than Thompson envisioned. “As I visited various field activities, working-level employees would come up to me and say they thought it was fantastic, because it made their mission clearer when they were communicating with customers,” he said.

— Beth Reece

DEFENSE LOGISTICS AGENCY HALL OF FAME

DEFENSE LOGISTICS AGENCY HALL OF FAME

PAUL ZEBROWSKI

Who could the Defense Logistics Agency turn to help stand up a new office, modernize the way it does business or stabilize support for an entire supply chain after a scandal? In each case, Paul Zebrowski answered the call.

“I have always enjoyed solving problems: the thornier, the better,” Zebrowski said, summarizing much of the work he did for DLA.

Zebrowski cited rebuilding the DLA Troop Support Clothing and Textiles industrial base as the most difficult challenge he faced in his 34 years with the agency.

“Several key members of C&T management were removed due to alleged illegal activities involving government contractors,” Army Brig. Gen. Charles Hamilton, commander of DLA Troop Support, explained in his nomination justification. “The events during this time left the workforce extremely vulnerable. Paul’s confident, methodical approach to returning normalcy to the workplace allowed employees to recover and return to the world-class support they were known for.”

Both employees and vendors needed support in the aftermath of these events, aided by Zebrowski as the Clothing and Textiles deputy director. Town hall meetings, an expanded Employee Assistance Program and supervisor counseling helped steady the workforce, while enhanced relations with vendors and trade organizations reinforced the supply chain.

“He led C&T out of a very dark time, healing a shattered industrial base and strengthening a workforce,” said Keith Ford, current deputy director of Clothing and Textiles.

Steadying Clothing and Textiles is often the first thing mentioned about Zebrowski, but it’s not what he considers his most enduring mark on DLA.

“While rebuilding the Clothing and Textiles industrial base was the most difficult challenge that I faced, I think that helping that organization modernize its business practices and management structure was my lasting contribution,” he said.

In 1987, Clothing and Textiles only had five computers for 500 people, kept excess obsolete items in inventory and had shortages of required items. In 1989 there were no shortages, and excess items were reduced, thanks to improved acquisition strategies and a vibrant new supplier base. Employees became linked by an internal network in 1990. Then in 1995, Clothing and Textiles deployed the Department of Defense’s first internet-based catalog and ordering system, which eventually became part of the DoD Electronic Mall.

“His unique in-house, on-the-job training sessions, C&T University, are still a practice today. His business acumen led



Paul and Clare Zebrowski, with son William Zebrowski

C&T to change into ‘tip of the spear’ support to many customers,” Ford said.

Zebrowski also changed the way contracting was handled in the organization.

“Historically at DLA, contracts were awarded using sealed bids for periods of time ranging from three months to a year,” Ford explained. “Under his leadership, C&T staff executed some of the first best-value acquisitions in DLA and implemented the use of multi-sourcing and long-term contracts. These techniques are now considered the standard for DLA contracting.”

Acquisition expertise led to Zebrowski moving from the field at DLA Troop Support to the headquarters with DLA Acquisition, where he finished his career. Assisting with the creation of DLA Acquisition was one of his other top accomplishments, and he noted it reflected the recognition of acquisition as a pillar of the agency’s mission.

“He was a pioneering leader whose guidance and expertise influenced many policies and daily practices that are still implemented throughout DLA,” said William Kenny, executive director of Contracting and Acquisition Management for DLA Troop Support. “From his understanding on mandatory sources to ensuring contracts were compliant with Federal Acquisition Regulations and garnered the right completion, Paul’s knowledge on procurement and acquisition matters was beyond impressive.”

— Christopher Goulait

Mobile teams taking Defense Logistics Agency support to the warfighter are not new, but DLA Disposition Services-Afghanistan had an idea to improve support to Afghan forces returning items to the U.S. military.

The Combined Security Transition Command-Afghanistan asked Navy Cmdr. Orlando Lorié, the DLA Disposition Services-Afghanistan commander, to help the 215th Afghan National Army Corps increase its combat power by removing more than 500 irreparable vehicles from its inventory to free up slots for replacement vehicles. Lorié explained the U.S.-issued vehicles were controlled items that had to be demilitarized before they could be returned to the U.S. government.

“Once ‘demilitarized,’ the 215th Corps could then receive replacement combat vehicles from CSTC-A,” Lorié said. “That’s when CSTC-A challenged us to complete the mission of demilitarizing and disposing of the large number of vehicles located in a remote area of Afghanistan.”

Lorié said the vehicles were in various yards throughout the 215th Corps’ facilities, which are scattered among former U.S. and coalition bases in Helmand province. With its abundant poppy fields, the heavily contested

AFGHAN DISPOSITION MISSION

Story by DLA Disposition Services–Afghanistan
Photos by Navy Cmdr. Orlando Lorié

province has seen some of the heaviest fighting in Afghanistan, Lorié said. In addition, the only U.S. presence in the area was a small combat outpost that could not host the mission because of its limited size; this meant the mission had to be executed “outside the wire” on the Afghan facility.

The location presented a security challenge, Lorié said. The team for conducting DEMIL operations is a mix of military personnel, Department of Defense civilian workers and foreign contractors. Only mili-

tary personnel are armed, so mobile teams typically operate in a U.S. or NATO base to have a secure environment. But that would have meant taking the damaged vehicles to one of four DLA Disposition Services-Afghanistan sites — the closest being over 100 miles away at Kandahar Airfield. The journey would have taken 12-14 months and cost more than \$1 million.

“More importantly, it would also expose thousands of coalition troops to significant risk,” Lorié said.

Recon yards at an Afghan National Army camp where vehicles would be collected to start the DEMIL process.





Army Sgt. Christopher Tennent

Navy Cmdr. Orlando Loríe (center) presents a commander's coin to a Delta Nine employee as Courtney Aubrey (far right), a DLA Disposition Services employee, observes along with two members of the force protection detail.

Loríe said he explored the feasibility of a doctrinal change to create and deploy a mobile DEMIL team. Although DLA Disposition Services had completed a handful of small DEMIL operations on-site, Loríe said it had never conducted such a large mobile operation.

To help with this new task, three expeditionary disposition experts visiting from DLA Disposition Services' headquarters helped the local leadership team identify the equipment and develop the procedures to deploy such a unit. Their efforts were rewarded as senior leaders from United States Forces–Afghanistan and NATO's Resolute

Support Mission quickly embraced the mobile team's course of action because it could get the job done with the greatest efficiency and least danger.

With a start date of July 1, DLA had less than two months to coordinate logistics, maintenance support and security for what would become the main line of effort to increase the Afghan National Army's combat power in southern Afghanistan. The key to success, Loríe said, was close coordination among five commands: the 518th Resolute Support Sustainment Battalion, the 2/87th Infantry Battalion, the 215th ANA Corps, CSTC-A and DLA Disposition Services-Afghanistan. With an operations order from USFOR-A in hand, Loríe's staff created a mission-critical milestone timeline with decision points that triggered alternate and contingency plans.

They then convened planning sessions with all stakeholders, who developed a comprehensive transportation plan identifying what would be flown and what would travel via ground transportation, Loríe said.

"From early on it was clear the mission would require special considerations in the areas of life support and force protection, climate and cultural awareness," he said.

Loríe said requirements for personnel support further taxed the Afghan camp, already over capacity. Additionally, because every person on the roster increased the number of force protection personnel required, the crew roster was reduced from 22 to 16.

The extreme heat in southern Afghanistan also made changes necessary. Because portable armor-cutting systems (similar to an industrial cutting torch) produce heat, the unit instead chose to rely primarily on specialized material handling equipment, despite the cost and risk of transporting it. To reduce that risk, most of this specialized material handling equipment was transported by air via three C-17 sorties, although a six-truck convoy was also used. The effects of the heat were



Two days' worth of munitions removed during "ammo abatement" process to ensure vehicles are free from dangerous items before DEMIL work begins. Items shown include smoke grenades and .50 caliber rounds.

worsened by the disposition cutters' full kit, which includes a Kevlar helmet and vest, respirators and heavy leather personal protection equipment.

Temperatures also forced DLA to reconsider the operational tempo. Lorié said the typical work schedule for personnel in Afghanistan is 70 hours per week with no days off, with the day starting a 7:30 a.m.

"However, because of the high temperatures, the work hours were adjusted to start the day at 5 a.m.," Lorié said. "The total hours worked each week were also reduced to lower the risk of heat fatigue."

The heat was also a factor for the force protection personnel, who had to wear combat protective equipment. To acclimate to the heat, they arrived at the Afghan camp seven days before the start of the mission.

Lorié credits the DLA team on the ground with getting all gear and cutting bays staged and completing an Operational Risk Management assessment three days ahead of schedule.

"Among the unexpected tasks was to evict a pack of eight wild dogs and then

"Among the unexpected tasks was to evict a pack of eight wild dogs and then plugging numerous holes in a long fence to keep animals out."

— Navy Cmdr. Orlando Lorié

plugging numerous holes in a long fence to keep animals out," Lorié said.

The next day, the team validated its operations by demilitarizing two Humvees. It also implemented all risk-reduction precautions listed in the risk-management assessment, allowing the mission to begin two days ahead of schedule.

Ultimately, the group completed the mission three weeks ahead of schedule, demilitarizing 619 vehicles in only 10 weeks.

"It was a great experience to see personnel from different organization within DLA come together and work as a team," said Ruben Ortiz Jr., a DLA safety specialist. "The way the DLA leadership, personnel, contractors and supporting units came together and worked as one

made it possible for us to accomplish such a daunting task."

For one of the team members, it was a major milestone for his career.

"This is the most impressive mission I have seen in my four tours with DLA," said Michael Kelly, team member and DLA Disposition Services' site chief at Kandahar.

Lorié attributes success to the constant and open communication with all the stakeholders. For DLA Disposition Services-Afghanistan, Lorié said the mission provided a new proven tool that redefines how DLA Disposition Services can reduce its Afghanistan footprint while fully supporting the warfighter. 🌟

Disposition cutters use armor-cutting tools to dismantle a U.S.-provided mine resistant, ambush protected vehicle.



A LOFTY VINTAGE

KEEPING CRITICAL VINTAGE AIRFRAMES FLYING

Story by Leon Moore
DLA Aviation Public Affairs

Buckle up. You're about to take a journey into the Defense Logistics Agency Aviation's quest to ensure the Air Force meets its goal of flying the B-1B and the B-52 bombers until at least 2040 and sustaining the Navy's MH-53 helicopter through fiscal 2030.

The quest falls in line with DLA Director Air Force Lt. Gen. Andy Busch's strategic plan and the vision of "delivering the right solution on time, every time."

The B-52 Stratofortress is the elder statesman, a few years into its sixth decade of operational service, and almost as old as the Air Force itself. It's seen action in the Korean War, the Vietnam War, the Gulf War, the Afghanistan War, the Iraq War and in Syria.

Fast forward roughly 30 years. The B-1B joined the Air Force's arsenal in 1985, the same year Ronald Reagan was sworn in for a second term, Windows 1.0 was

released and the likes of Tears for Fears and Chaka Khan blared over the airwaves. "Back to the Future," "The Color Purple" and "St. Elmo's Fire" ruled the big screen.

A year later, on the big screen Maverick and Goose were battling Iceman and Slider for the coveted Top Gun trophy. While the movie made being a fighter jockey seem like the ultimate in coolness, many Navy aviators signed up to fly the MH-53, the Navy's newest minesweeper.

Although these weapons systems aren't as romanticized as their supersonic counterparts, they are just as vital to the nation's warfighters.

IMMEDIATE NUCLEAR AND CONVENTIONAL GLOBAL STRIKE CAPABILITY

The sheer magnitude of an Air Force B-52 bomber is breathtaking. The Stratofortress is more than 40 feet high,

has a wingspan of 185 feet and is 160 feet long. That's 25 feet wider and a little less than half the length of a regulation football field.

From 1952 to 1962, Boeing built 744 B-52s in eight different models. Seventy-six B-52H models remain in the Air Force arsenal. They're assigned to the Air Force Global Strike Command.

DLA Aviation manages 60,439 national stock numbers in the B-52 supply chain, of which 15,807 are unique to the weapon system. An example of a unique NSN is trunnion mounts, a major structural part of the B-52 landing gear.

Alonzo Miller is the B-52 weapon system program manager for DLA Aviation's Customer Operations Directorate.

"The B-52 presents constant challenges for parts and material availability because it is an older weapon system facing significant challenges driven by diminishing manufacturing sources," Miller said.

He said DLA Aviation collaborates with the B-52 System Program Office and engineering activities at Tinker Air Force



Air Force Senior Airman Michael B. Keller

Nicknamed the Bone, the B-1B Lancer is a U. S. Air Force long-range, multi-mission conventional bomber. DLA Aviation manages roughly 64,000 national stock numbers for the bomber.



Base in Oklahoma City, Air Force Global Strike Command at Barksdale Air Force Base, Louisiana, as well as industrial partners to mitigate sustainment challenges.

Boeing, the bomber's original equipment manufacturer, still has much of the data rights and original drawings. But because there is less demand for B-52-unique NSNs, it's a challenge to find vendors or sub-vendors willing to make so few of a specific part, given that the cost of producing a low-volume part is significantly higher. This is known as diminishing manufacturer support.

Miller said in the face of DMS, needed parts can sometimes be acquired from decommissioned B-52s sitting outdoors at the Aerospace Maintenance and Regeneration Group at Davis-Monthan Air Force Base in Tucson, Arizona. Hundreds of surplus B-52s were dismantled at the facility in the 1990s. If needed parts are unavailable via DLA sourcing, DLA will try to source them from AMARG, Miller said.

Additive manufacturing, more commonly known as industrial three-dimensional printing, is also being explored as an additional solution to DMS issues. When Busch established the DLA Nuclear Enterprise Support Office under DLA Logistics Operations, he positioned the agency to be fully responsive to the needs of the Air Force and Navy nuclear communities. Miller said the general's actions also placed the B-52 on the high priority list.

"He reinvigorated a sense of urgency across the DLA enterprise in trying to significantly improve the B-52 supply chain, to help ensure the B-52's support of the U.S. nuclear triad," Miller said, referring to nuclear missiles based on submarines, ground bases and heavy bombers.

Miller said Busch also put a moratorium in place that NSNs coded to nuclear-capable weapons systems will not be disposed of.

DLA Aviation is using all available resources and options to ensure its leg of the B-52 supply chain keeps her flying, and the B-52 remains a bedrock for the U.S. nuclear triad.

Air Force engineering studies suggest that extensive system and structural upgrades already done and planned for the B-52 will extend its lifespan beyond 2040.

GOLDEN OLDIE

The B-1B, nicknamed the Bone, is the Air Force's long-range, multi-role, heavy bomber. It was originally

A B-52 Stratofortress is refueled in flight over the Pacific Ocean near Joint Base Pearl Harbor-Hickam, Hawaii.

— Air Force Staff Sgt. Nathan Allen

designed and built by now-defunct Rockwell International in the mid-1970s as a replacement for the B-52. Four prototypes were developed before the program was canceled but later brought back to life in the early '80s. Boeing now owns the rights to the bomber.

According to the Air Force, there are 62 B-1Bs in its arsenal, assigned to the 7th Operation Group at Dyess Air Force Base, Texas, and the 28th Bomb Wing at Ellsworth Air Force Base, South Dakota. The B1-B has been used as a conventional and nuclear strike option, flying more than 12,000 sorties since 2001 in Syria, Libya, Afghanistan and Iraq.

Tim Condon is the B-1 weapon system program manager for the Air Force Customer Facing Division in DLA Aviation's Customer Operations Directorate.

"I've learned a lot about our customer base and how they want to be supported, and building partnerships with not only our customers, but internal to DLA. It's been very rewarding," he said.

Condon said DLA Aviation manages roughly 64,000 NSNs for the B-1B airframe.

He said not all of them are active. At any given time, there are active and inactive groupings, depending on what's going on with the aircraft, and then there's a group that probably haven't been active



A B-52G bomber takes off as two others wait on the runway. DLA Aviation is tasked with helping sustain the Air Force's long-range bomber for another 30-plus years.

— Photo by Air Force Senior Airman Chris Putman

in some time and may not be replaced throughout the aircraft's lifecycle.

"Then there's a group that we haven't replaced, but when we see modifications or maintenance projects where we haven't touched that part of the aircraft and we're going to do a replacement, then we start planning for that and they become active items again," Condon said.

He said roughly 12 B-1Bs go through planned depot maintenance at Tinker Air Force Base each year, with four-to-six being out of service at any given time.

The bomber is concurrently going through a major modification called Integrated Battle Station, which essentially turns the B-1B into a new aircraft, adding full-color displays, moving maps and a new diagnostics system. Air Force personnel are making the upgrades at a Boeing facility near Tinker.

DLA Aviation planned and procured 44 airframe parts to support IBS. They range from cannon plugs to clamps and backshells.

Condon said 11 B-1Bs are scheduled for IBS modification this year with seven currently in depot maintenance. IBS modification for all of the bombers will be completed by May 2018.

DLA Aviation is also in the planning and procuring phase for more than 500 parts to be used for a wing sweep

modification beginning in October 2018.

"We've done something unique with this one. We split the items in terms of the way we are going to support them. We have a traditional grouping that we are supporting through our normal processes and then we have a group of more complex parts that have tooling, material and engineering issues and we have decided to use Captains of Industry long-term contracts to support them," Condon said.

ONE TEAM, ONE FIGHT, DIFFERENT MISSION

While the B-52 and B-1B bombers soar high above, in military jargon, "dropping warheads on foreheads," the Navy's MH-53E Sea Dragon is tasked with keeping the world's sea lanes free of dangers from below.

"The mission of the aircraft is to protect our national security and, foremost, to keep the seas safe for our warfighters," said Eric Monroe, weapons systems program manager for the H-53 type/model/series.

The B1-B has been used as a conventional and nuclear strike option, flying more than 12,000 sorties since 2001 in Syria, Libya, Afghanistan and Iraq.

Monroe said DLA Aviation's Navy Customer Facing Division in the Customer Operations Directorate in Richmond, Virginia, is part of the team helping keep the MH-53 helicopter mission-ready.

The MH-53 team also includes Marine Capt. Sean Crilley, deputy weapons system program manager, and Linda Morgan, a logistics analyst. They manage the consumable items for 30 MH-53E and 147 CH-53E aircraft in support of the Naval aviation enterprise.

The Navy's MH-53E model is similar to the Marine's CH-53E helicopter but comes with additional capabilities for airborne mine countermeasures, tow sled, minesweeping, vertical on-board delivery and special missions that require a longer range and more precise navigation.

At any given time, a number of these aircraft may be in need of repair or replacement, because of the number of flight hours, recall, excess wear or broken parts, Monroe said.

However, "the overall goal is to get the fleet up to 100 percent mission-ready," Monroe said.

He said the top three sustainment issues the team is working on for the MH-53 are the main gearbox, main rotor head and the rotary blades' sleeves and spindles.

"We have sustained this aircraft's main rotor head longer than its scheduled life of approximately 1,400 flight hours. Some have been given up to four flight extensions, and some of the parts have never been replaced until now," Crilley said.

The WSPM team is staying ahead of procurement of consumable items by identifying inhibitors. The team participates in weekly bill of materials reviews and team briefings. They also participate in the triannual critical parts review with their military partners and in the biannual Integrated Logistics Support Management Team reviews, which includes Naval Supply Systems Command; Naval Station Norfolk; Fleet Readiness Center East, Cherry Point, North Carolina; Marine Aviation Logistics Squadrons 16, 24, 29, 36; engineers; and industry partners.

At Norfolk Fleet Type Command, each commander of the type/model/series regulates which aircraft have priority for repairs, based on deployment status. TYCOM Norfolk also regulates flight hours and uses that data, along with the overall aircraft condition, to determine the maintenance schedule for each aircraft.

TYCOM also determines which parts warrant extension. Monroe said that flight time may indicate the part is up for maintenance, but depending on the condition and number of flight hours, the use of the part can be extended.

Monroe said the team is working with FRC East on organically manufacturing the MH-53E sleeve nut, a part on the main rotor head and on the sleeves and spindles mechanism. There are eight sleeve nuts on an aircraft: one on each of the seven sleeves and spindles and one for the main rotor head. It's about the size of a steering wheel, about 3 inches thick and made of a combination of metals.

"The plating process is the challenge," Monroe said. "The sleeve nut is made up of three different types of metals, and it requires specific metal-plating techniques. After the nut is made, it is sent to another manufacturer to get one

side of the nut plated with a different metal. This situation causes backorders and is one of the areas we are working," Monroe said.

Crilley said the MH-53 community is taking a hard look at the Marine Corps Reset strategy, which applies an integrated maintenance process to groom, sustain and reconstitute Marine aircraft involved in overseas contingency operations, while increasing cooperation among type/model/series program managers, team leads and team members in support of the MH-53's future Naval operational commitments.

This strategy focuses on maximizing flight line availability and reliability of aircraft, reducing depot backlog and out-of-reporting status time, enhancing the visibility of aircraft material condition, and reducing the burden on organization-level Marines, he added.

"Our goal for the H-53E is to provide support and operational commitments to the warfighters and to provide logistical sustainment of the platform through fiscal 2030."

"We are working for our warfighters and knocking down barriers daily to leave no stone unturned to get them what they need," Monroe said.

For the last few years, a major focus of the Department of Defense has been to do more with less, in order to save taxpayer dollars.

No one is putting this into practice more than the pilots and crews of the Air Force's B-52 and B-1B bombers and the Navy's MH-53 Sea Dragon helicopter — along with the people at DLA Aviation who support them. 🇺🇸

Bonnie Koenig contributed to this story.

Editor's note: See the first installment of this series from DLA Aviation in the July-August 2016 issue of Loglines.



Navy Petty Officer 3rd Class Travis M. Burns

DLA Aviation Customer Operations Directorate's weapon systems program manager team manages the consumable items for 30 MH-53E and 147 CH-53E aircraft, as well as for the T-64 engines on those models. This Navy photo, taken in the Persian Gulf, shows an MH-53E Sea Dragon, assigned to the "Blackhawks" of Helicopter Mine Countermeasures Squadron 15.

DLA NEWSWIRE

DLA ENERGY AEROSPACE ENERGY SUPPORTS NASA ROCKET LAUNCH

Defense Logistics Agency Energy Aerospace Energy recently supported NASA's first U.S. mission to sample an asteroid with a launch from Cape Canaveral Air Force Station, Florida.

The activity provided fuel and hydrazine required to launch the Atlas 5 rocket's orbit of asteroid Benu, where it retrieved 2 ounces of surface material before returning to Earth.

"It gives me a sense of pride knowing that the hard work of the men and women of DLA Energy Aerospace Energy supports a multiyear

space mission to asteroid Benu," said Damon Moore, DLA Energy Aerospace Energy chief of contracting.

Benu is as tall as the Empire State Building, weighs 60 million tons and is about 4.5 billion years old. Scientists hope the organic material from the asteroid will give them an inventory of the materials present at the beginning of the solar system that may have had a role in the origin of life on Earth and potentially elsewhere.

DLA Energy Aerospace Energy partnered with NASA, Lockheed Martin, NASA's Goddard Space Flight Center, the University of Arizona, the U.S. Air Force and NASA's Canberra Deep Space Communication Complex, a tracking station in Australia, for the project

*– Elizabeth Stoeckmann,
DLA Energy Public Affairs
More online: go.usa.gov/xkmSt*

DLA LOOKS TO COMMERCIAL INDUSTRY FOR INNOVATION

Counterfeit parts prevention and additive manufacturing are among numerous areas that need innovative solutions from commercial industry, Defense Logistics Agency's research and development chief said during the agency's first Research and Development Industry Day at the McNamara Headquarters Complex at Fort Belvoir, Virginia, in September.

"There are innovations out there that you have that we may not even be aware of but should be following. It might just be your innovation or new product that's a logistics solution for DLA," Kelly Morris told representatives from 14 companies.

Research and development efforts stretch across DLA's nine supply chains and involve distribution modernization, strategic materials, combat rations and supply chain security.



Casting and forging programs are in dire need of innovation, Morris said, because many of the parts on aging weapons systems are no longer available and businesses no longer manufacture them.

"Our casting and forging program is critically important because we've got to have sources of supply," she said.

The agency is also seeking advances in battery technology. Service members on deployment often must carry 20-30 pounds of batteries. Goals include extending battery lifespans, as well as reducing size and weight. Using lithium-ion batteries instead of nickel-cadmium cells may also yield environmental benefits.

DLA is already working with the Navy and the Air Force to accelerate additive manufacturing for parts that are hard to source or backordered, but wants to "move the needle forward."

"We're now looking for ways to procure parts via 3D models using our existing DLA processes and manufacturing. We also want to move DLA from a PDF tech data package to a 'smart' data and engineering models," Morris added.

Other areas industry can influence include the modernization of warehouses with robotics and automated ground vehicles, as well as counterfeit parts.



“We want parts that are trusted and true from original equipment manufacturers. It’s not like walking around with a knock-off handbag,” Morris said. “We need real parts that are going to last.”

DLA is also looking for domestic sources for high modulus carbon fiber needed in airframes and the aerospace industry.

– Beth Reece

More online: go.usa.gov/xkmSu

LOUISIANA FLOOD VICTIMS GET LIFESAVING SUPPLIES FROM DLA

To support humanitarian efforts in the wake of overwhelming flooding in Louisiana in August, an expeditionary team from Defense Logistics Agency Distribution deployed to support the Federal Emergency Management Agency’s Incident Support Base in Montgomery, Alabama.

The expeditionary team, led by John Heikkinen from DLA Distribution Headquarters and Jason Middleton from DLA Distribution San Joaquin, California, sent 16 members from DLA Distribution Red River, Texas, and two Information Operations employees from DLA Distribution Warner Robins, Georgia, to manage the dispatch of supplies to residents of 20 Louisiana parishes designated as federal disaster areas. The supplies ranged from food and water to baby formula and generators.

“This is how we show our commitment to interagency partners. We are on the ground, right away, ready to support,” said DLA Distribution Commander Army Brig. Gen. John S. Laskodi.

Louisiana’s governor, John Bel Edwards, called the disaster, caused by prolonged rainfall in the southern parts of the state, a “historic, unprecedented flooding event.”

– Brianne M. Bender,

DLA Distribution Public Affairs

More online: go.usa.gov/xkmSS

NOVEMBER IS NATIVE AMERICAN HERITAGE MONTH

Performers from the Comanche tribe put on a show at Sheppard Air Force Base, Texas, in honor of Native American Heritage Month. In 1990 President George H. W. Bush approved a joint resolution designating November as “National American Indian Heritage Month”.



— Photo by Air Force Airman 1st Class Jelani Gibson

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READY FOR THE

Story by Beth Reece



There's a way to do it better – find it. Those words by American inventor Thomas Edison could be a mantra for Defense Department acquisition professionals and logisticians as they seek ways to preserve the nation's advantage in military technology.

Defense Logistics Agency and DoD leaders explored innovative ways to maximize warfighter readiness and equipment with more than 90 small and large business owners at the three-day DLA Land and Maritime Supplier Conference and Expo in Columbus, Ohio, Aug. 29 - Sept. 1.

"Our adversaries and potential adversaries have had a very long time to study how the United States fights and what we use, what we rely upon for critical assets and then how to attack those assets," said Frank Kendall, under secretary of defense for acquisition, technology and logistics.

Innovation is a key tenet of Better Buying Power 3.0, DoD's acquisition efficiency initiative. The problem isn't a lack of innovative ideas within the department, but the lack of resources to implement them and make them a standard practice.

"Controlling costs is basically job No. 1 because that allows us to put more resources into the things we need. The point of all this is to get more for the warfighter and more for the taxpayer with the money they entrust us with," Kendall said, adding that the department is prepared to incentivize industry partners for their role in cutting costs and increasing the military's technological edge.

Army, Navy and Marine Corps officials described the size and structure of the future force, as well as the need for industry to rapidly field new, emerging technologies.

NEXT FIGHT



"It comes down to increasing the competency of the individual Marine. More and more, we're seeing smaller units as our primary fighting force, so a lot of the innovation we're trying to import is focused at that level," said Marine Corps Maj. Gen. John Broadmeadow, the service's vice director for logistics.

He highlighted DoD's work to integrate industry partners with warfighters on the ground via the newly created Operational Contracting Support Integration Cell, which supports U.S. Central Command.

"We're taking commanders' requirements and translating them into ways that we can bring industry onto the ground, both in terms of making sure the requirements are met and writing the right contract while making sure we're managing those contracts in the right way," he said.

The future force will also have to resource itself as far forward as possible, he continued.

"That puts us in a data business with many of you as we talk about how we are going to approach 3D printing or additive

manufacturing. Rather than buying a thing, it's how do we buy the data to build that thing closer to the point of need?"

The Army's program executive officer for Ground Combat Systems advised fellow logisticians and industrial representatives to not become victims of the acquisition process.

"Everybody wants to hear that the acquisition system is so corrupt that it must be reformed. What I've told my team, what I'm going to tell you, is we will not be victims of the acquisition process," said Army Brig. Gen. David Bassett.



Bassett oversees the Army's \$80 billion combat vehicle fleet, which includes Abrams tanks, Bradley Fighting Vehicles and Strykers. Despite leaner budgets, those vehicles continue to be modernized with the use of tenets outlined in Better Buying Power 3.0, such as incentivizing productivity.

The key, he said, is setting priorities on what's important and then incentivizing those areas.

"If you've only incentivized schedule or cost, you might get a system that doesn't perform as you expected. If you incentivize reliability, you might get a more reliable system, but it might cost more," he continued. "Smart acquisition is about figuring out what's important to you and prioritizing."

Bassett gave examples of how the Army's ground combat systems continue to improve. A new version of the Abrams tank and Bradley Fighting Vehicle are in testing. The first Stryker vehicle in support of the 2nd Cavalry Regiment is on schedule for delivery by late December, and the first prototype of the armored multipurpose vehicle is

scheduled to be released just 18 months after the program started.

Shorter production times for critical repair parts are a must in sustaining new and legacy equipment, he added.

"What keeps me up at night is the idea that, because we haven't had demands for a particular part in a while, I'm going to find something in the Army's combat vehicle fleet that's failing, but that part is not in the supply system," Bassett said.

Navy Vice Adm. Thomas Rowden, commander of Naval Surface Forces, U.S. Pacific Fleet, said he spends about 80 percent of his time on sustainment issues and agreed that the department and industry must work together to plan sustainment strategies.

"The parts have to be there [and] the fuel has to be there, in order for us to get after this piece of providing ready forces forward," he said.

Kendall highlighted several BBP 3.0 principles that could help acquisition professionals and industry improve lifecycle sustainment. While controlling costs is the fundamental responsibility of everyone in the government, focus

Bob Willis, national government sales manager for Trelleborg, describes the company's engineered polymer solutions that seal and protect critical applications in demanding environments during the DLA Land and Maritime Supplier Conference and Expo in Columbus, Ohio. More than 90 small and large businesses attended the event, the first since 2012.

should also be on using the most effective contracting vehicle available.

"This is an area where we can be more innovative and creative so that our business deals are a win-win. The best business deals in my perspective are those where industry gives us more of what we want for less money, and industry makes more money in the process," he said.

DoD is pulling through some of the toughest budget constraints in history, due to the hard work and dedication of acquisition professionals, such as those at DLA and its partners in industry, Kendall added.

"The lives you save and the success you give the United States of providing peacekeeping around the world is really critical," he said. "It's an accomplishment you can all be very proud of." 🌟



INHERENT RESOURCEFULNESS

SUPPORTING THE FIGHT IN IRAQ AND SYRIA

Story by John R. Bell

[Note: For security, sources are identified only by first names.]

Like other defense agencies, the Defense Logistics Agency is supporting the fight against the terrorist group that calls itself the Islamic State of Iraq and the Levant.

DLA personnel are deployed to several nations to support U.S. military forces as they supply and train forces ranging from the Iraqi Army to the Kurdish peshmerga to local forces in Syria.

Ryan is a civilian DLA liaison officer to Combined Joint Task Force Operation Inherent Resolve, embedded with a sustainment element at a base in a country near Iraq. His unit provides materiel from all classes of supply, coordinates movements, contracts for services and performs other sustainment tasks.

That can mean supplying unusual items on short notice, Ryan noted. He recalled earlier this year, when CJTF-OIR warfighters needed inflatable boats to cross a particular river.

This type of boat "isn't a stock item for U.S. military," Ryan said. "It certainly wasn't one for the Iraqi military either."

Making the task even harder, Ryan had a two-week lead time to make this purchase.

"The military turned to DLA as a sourcing solution, because we've got an outstanding reputation for flexibility, resourcefulness and speed," he said.

"In 48 hours, DLA had accepted the requirement, coordinated with prime-vendor partners who had found a new manufacturer

An Iraqi army soldier exits an Infantry Fighting Vehicle during a training scenario at the Taji Military Complex, Iraq.

— Photo by Australian Military Cpl. Jake Sims

for this materiel," he said. Within the two weeks, "we were able to get the manufacturer engaged and up and running, manufacturing brand-new boats and delivering them into the theater."

The customer considered this achievement "miraculous," Ryan said.

"At one point, I was in Kuwait on a cellphone with the contracting officer in Philadelphia, who was on his desk phone with the manufacturers in California. Meanwhile, I was having a face-to-face conversation with my colonel, who was on his own cell phone, talking to a colonel with the sustainment elements, who was on his desktop with the customer. And this was all happening at 10 p.m. local time."

It was a coordination feat that included many late nights.

Another short order requirement for Ryan and his team was for a large shipment of fog oil, also known as "battlefield obscurant," used in every major U.S.-involved conflict since World War I.

Like the requirement for the inflatable boats, this was another demand with a short lead time of only two weeks,

Navy Petty Officer 2nd Class Chenyu Tsui tends to a cauldron of chicken stir-fry in the galley of the USS Dwight D. Eisenhower deployed in support of Operation Inherent Resolve maritime security operations and theater security cooperation efforts in the U.S. 5th Fleet area of operations.



Courtesy Photo



An Army and an Air Force engineer review a pallet of containers of DLA-provided ground-hardening paste, commonly called "rhino snot," which is used to reduce dust. This shipment was used to coat a makeshift runway for an unmanned aerial system.

Ryan said. Again, it took personnel working together from around the world.

"I was coordinating with DLA points of contact on four different continents to make this happen," he said. "We had supplied it in Korea. We had the vendor in the United States. We were coordinating with transportation folks in Europe and we were receiving it here in the Middle East. It was literally an around-the-world effort to fulfill this requirement."

Ryan's unit leveraged its relationship with the vendor to get an expedited shipment of the fog oil, and worked with partners with U.S. Central Command to transport the materiel in the region.

In addition to the Iraqi army, the U.S. military also relies on DLA for supplies it provides to the Kurdish peshmerga forces. And this comes with its own set of challenges, said Bill, another DLA liaison officer in the region.

This was particularly true during Ramadan this year, because it came in the summer.

"[Muslims] don't eat or drink from sunup to sundown during Ramadan," Bill explained. "So when you have 14 or 16 hours of daylight, and it's 120-130 degrees out, you won't have nearly the productivity that you would in the middle of winter, when daylight is shorter and

it's 20-30 degrees, [and people aren't going as long without food]."

The long days without eating mean people in the region have less energy after the noon hour, he said.

"So you have to do things a lot earlier in the morning due to the afternoon heat," Bill noted. "Most of the tasks are done in the early morning hours."

Although many aspects of OIR in Syria are similar to operations in Iraq, they differ, said Adam, an officer in the U.S. Navy Reserve working for DLA Distribution.

As DLA's liaison officer at a training base in the region, his job is to make sure the special operations forces have what they need so they can continue training, securing and supplying the local forces fighting ISIL.

Unlike Iraq, however, the local forces in Syria are not a single, organized national army. Instead, multiple, fluid, unofficial militias — not unlike the men who first joined Gen. George Washington in the American Revolution — fight ISIL terrorists with whatever they can get their hands on.

And thanks to DLA, through its support to deployed U.S. military forces, they get their hands on nearly everything they need.

Navy Seaman Christopher A. Michaels



“When you’re in a forward-deployed environment, you have more operators than you do logistical support staff,” Adam explained.

In addition, the logistical specialists on site often have other duties that compete for their time. Adam explained his job at DLA is a lot more involved than it would usually be.

He said he routinely tells customers what they need to order, provides the national stock number and almost places the order for them. But there’s only so much he can do on their behalf.

“A lot of times, I’ll hear ‘Show me the requisition’ from DLA, and that’s right, because DLA can’t do anything without it. But as a forward-deployed liaison officer,

my job is to get these operators or the few logistical support personnel to move.”

Adam’s unit, given its mission and location, continually supplies items to the CJTF-OIR conventional and special operations forces who work with local militias fighting ISIL.

“There have been certain locations in need of critical materiel or supplies, and DLA has been able to provide it to our special operations forces, which has furthered the objectives of OIR,” Adam said.

One example was an item needed for a major repair project. Getting the item required coordination with Army Central, Air Force Central and multinational personnel.

“DLA shipped the item quickly from Europe ... and it was very important to continue the SOF unit’s operations,” he noted. “And the least of our worries was the product coming from Europe, from DLA.”

The supply of food and fuels to the front lines generally “runs like clockwork,” Adam said. But a supply class requiring more coordination is class IV. Construction material “has been huge lately,” he said.

“DLA Troop Support provides outstanding assistance and, more importantly, makes the process easy for the engineers. The [Maintenance, Repair and Operations] program is very well received,” Adam said of his site.

Some might find it surprising that concrete and steel would make up so

much of DLA’s supply to OIR, but in Syria, they’re crucial to protecting camps used by Syrian forces fighting ISIL, Adam said.

“We need to make sure that camp is defensible — which takes a lot of class IV,” he said. “The SOF guys are the ones out there training them how to defend. But then if something happens — say a vehicle-borne improvised explosive device damages their base — they have to repair it.”

That means material, equipment and manpower, Adam noted.

Additionally, DLA provides aviation fuel for unmanned aerial vehicles. Getting the fuel to them has been challenging, requiring short notices and in austere locations. Because of the road conditions and extreme heat, tires have been torn up some tires getting out there to the units, Adam said.

Supporting the fight in Syria, like the fight in Iraq, comes with its own set of bureaucratic challenges, Adam said. For one, the site where he works is not a U.S.-owned facility, in contrast to most of the bases the coalition forces operated from in earlier Middle East operations. And even close U.S. allies have their own systems of regulations, much like the United States.

U.S. Army soldiers fire an M109A6 Paladin howitzer during a fire mission at Al-Taqaddum Air Base, Iraq, to support Operation Inherent Resolve.

Marine Sgt. Donald Holbert



This means tasks can take longer than they did during the recent U.S. operations in Iraq, he said.

"If you give a project 10 days, and the first three of those are waiting for permission from the host nation, then obviously you have only seven days to follow through. The acquisition and transportation time did not get adjusted for those three days."

An example is minor electrical repairs.

"It's not like we can just go out and fix [the quarters] ourselves really quickly. The 'landlord' is supposed to fix that. And if they're dragging, we don't have too much leverage. There have been numerous times when the landlord has not gotten around to it, says he can't do it, or we don't like the way he's going to do it," Adam said.

However, he said, his team is fortunate in that some of the Reservists stationed there work as licensed tradesmen, such as electricians, in their civilian lives.

"With that skillset, they've been able to take care of some of these repairs."

Another example of how OIR is different from prior engagements is the process for scheduling vehicles, Adam said. The base where he works has no U.S. military sustainment brigades using flatbed trucks to transport cargo.

"So we have to schedule them in advance, because there are no warehouses where we are. It's a big, open field — a container yard."

This means the facility must use a contractor, via a line-haul contract, to transport the materiel. For Syria in particular, this is a tough challenge, he noted.

"To get one truck out there, the driver has to be vetted to get past the [Syrian] border guards," Adam explained. "If the contractor is held up at the border, we have to jump in and help expedite this, to get them whatever information the



An Army flight medic crew assigned to Company C, 1st General Support Aviation Battalion, 111th Aviation Regiment, Task Force Dragon, instruct coalition soldiers exiting procedures during a hot-load litter carry out of an HH-60M Black Hawk helicopter during a coalition medevac and hoist training exercise at Erbil, Iraq.

Army Sgt. Kalle Jones

it came to sourcing. But we've had the opportunity to be successful and prove ourselves," he said, and CJTF "is becoming more and more aware" of what DLA can accomplish.

"Even if the campaign stays in a relative steady state, I see DLA's involvement only growing, because we're really proving ourselves in our capabilities, our responsiveness and our flexibility," Ryan said.

He explained that the general logistics expertise

of DLA personnel can be useful to customers even when not expected.

"One of the unwritten ways we add value is that DLA being a strictly logistics entity, we have subject matter expertise. So even if conversation is about a part that DLA didn't supply or is about the customer's internal storage and distribution systems, we bring expertise to the conversation."

For example, he said, DLA puts a radio frequency identification tag on everything it ships.

"It gives us in-transit visibility from factory to foxhole," Ryan said. "We were successfully getting material into theater. We could see the part moving from continent to continent and into the country."

"We're in talks with our customers about improving their own in-transit visibility by using similar technology," Ryan explained. "Being able to see exactly where your materiel is as it travels ... It's all the more valuable that they be able to have that same visibility."

"And the feedback from the customer has been really positive," he added.

DLA's support to OIR is as diverse as the fight itself, uniting civilians and military service members in support of DoD's mission as DLA personnel ensure that the right supplies and materiel are delivered to its customers on time, every time. 🌟

border guards need to allow the delivery to the forward-deployed soldiers."

Several times, food trucks have been held up for two to three days, he said. That's where the management comes into play, in keeping a large enough food reserve on hand.

Adam said that providing the outstanding support is a DLA-wide effort.

"I'm able to work with many great people in each of the primary-level field activities that answer all of the customers' questions. Many I visit with are the face of their respective PLFA," he said.

"But what enables the soldiers to receive the products in a timely manner is the success of the back-office personnel — those who make the agreements with the vendors and write contracts for who knows what."

Warfighter feedback on DLA's support has been largely positive, he noted. But often, their focus on the daily fight means sometimes no news is good news.

On food and fuel, "I don't hear much feedback at all," Adam said. "The only time I hear anything is when a truck is delayed. Ninety-nine percent of the time, I hear nothing, which is great!"

Ryan acknowledged it's hard to predict how such a complex, yet crucial, operation will evolve.

When OIR began, "the sustainment element didn't think of DLA first when

Story by Dianne Ryder
Photos Courtesy Jeff Grady
and Steve Van Sickler

MISSION: POSSIBLE

MITIGATING MISFIT MATERIALS

In its pursuit to eradicate non-conforming spare parts and materials — including suspected counterfeits — from the defense supply chain, the Defense Logistics Agency has some powerful assets.

Doug Fosnaught, technical quality analyst in DLA's Logistics Operations directorate, heads up a team of four test coordinators at various DLA distribution centers: Jeffrey Grady, in DLA Distribution Center San Joaquin, California; Reuben Martinez in DLA

Distribution Center Red River, Texas; and Steve Van Sickler and Joe Manta, who both work in DLA Distribution Center Susquehanna, Pennsylvania.

Grady has a degree in mechanical

engineering, worked for the Navy and has 11 years of experience in DLA laboratory testing. Martinez retired from the Army as a maintenance supervisor where he gained knowledge in inspections,



Test coordinator Jeff Grady demonstrates the dimensional test capability of an optical comparator.



This fuel tank appears to conform to standards. The inset image shows how incorrect packaging can damage the tank. This particular damage revealed a commercial item painted to appear to be a military-grade item.



installation and testing of individual parts and components on various types of ground vehicles and equipment systems. Van Sickler retired from the Navy, where he gained extensive knowledge in ship maintenance/repair and failure reporting. He's also knowledgeable in weapon system assembly operations, detailed technical data analysis and product testing. Manta has 14 years of experience in DLA laboratory testing and six years as a DLA headquarters distribution policy representative.

"We looked at the stock positioning; we looked at items and material stored at different places, determined the risk — and the three locations we got were the most important to work on," Fosnaught said.

Susquehanna warranted two test coordinators since it is the largest distribution center.

The four test coordinators, though assigned to DLA headquarters, are located at the distribution centers to assist the supply chains and the depots, since their on-site quality and technical resources are limited.

"Currently, depot personnel only determine kind, count and condition,"

Fosnaught said. "Sometimes an item needs more inspection and testing or a defined review of the technical requirements."

That's where the test coordinators come in. They fill the gap between the depot personnel, who perform cursory visual inspections, and other on-site quality and technical experts, who have access to complete laboratory inspection and testing, Fosnaught said.

"The coordinators also have direct access to the technical data [and] are trained to interpret the drawings and specifications" he said. "They are able to research suspect items and determine quality deficiencies from the available technical data."

Using high-risk procurement and analytical data from external sources, the test coordinators identify items as high-risk candidates in the federal supply class, Fosnaught said.

"They're reviewing quality discrepancies and also counterfeit mitigation," Fosnaught said. "Everything counterfeit starts out as a quality discrepancy."

Andrew Meighan, branch chief for product assurance for technical quality,

attested to the test coordinators' value.

"These guys are a phenomenal asset for us out there," he said. "Counterfeit has gotten complex in what it entails and these guys offer up an opportunity for us to go beyond the visual inspections."

"My input for looking at items comes from many sources," Grady said. "The depot personnel come to me with two items — one is round, one is square — they don't have any technical information on them, they just look at me and say, 'Which one is it?'"

Grady said if he has access to the technical data on the item, he can find out how it should be identified, or if notify product specialists if he has suspicions about the item.

Meighan said the test coordinators perform inspections with no preconceived notions of manufacturers' guilt or innocence.

"It's important to mention that, because when other people come to them and ask them to do things, if they're not objective, then it leaves [the inspection] open to being skewed," he said. "We keep our guys completely away from that."

Meighan said items are tested according to the manufacturer's or user's requirements.

Sometimes an item may have come from a contractor that depot personnel had problems with in the past, or an item that doesn't fit where it's supposed to. Then it's up to the test coordinators to examine the item and reference any available drawings, commercial or military standards. The coordinators rely on both commercial and government database systems that can provide technical data.

"Sometimes it's just a good old-fashioned phone call the coordinators make back to the users to ask them if we don't have the technical data," Meighan said. "They'll make efforts to find out what the item is, what it looks like and if pictures can be obtained."

"We've had depot stock get frozen

— even had backorders,” Grady said. “Sometimes, we really need this item and the delay started because we had a problem with the contract in the past.”

Van Sickler expounded on Grady’s explanation, referring to the items as “litigated material.”

“We’ve gone out to look at an item and discovered the problems that happened in the past are no longer happening,” Van Sickler said. “That frees up that material into our value stream and improves our warfighters’ readiness, because it gets them that material they need.”

Fosnaught said another program to assist when technical data is not available is Operation Chain Reaction, used by the Department of Defense and other government agencies to target counterfeit items.

“The Defense Criminal Investigative Service has come to us and said, ‘Hey, we know there’s something up with this, and you guys have got to figure this out,’” Meighan said. “On a few occasions, we’ve

gone through the full blown inspection only to find out there’s nothing wrong.”

If an item is still suspect, further investigation may be necessary to determine if the item could be from a bad batch that’s been in depot stock for a while.

If an item is tested and is determined to be fine, the problem resolves itself. But the test coordinators also rely on each other’s expertise if they know there’s a problem but can’t determine the nonconformity issue.

“Steven, Joe and I reach out to each other when we’re stumped,” Grady said. “And Reuben has a direct pipeline to the U.S. Army Tank Automotive Command people. So when I’ve got some bizarre thing here and I can’t find any technical data on it, I’ll often reach out to Reuben and say, ‘Hey, Reuben, can you find me some tech data on this Army part?’ And he’ll get some information for me so I can move forward.”

“We certainly are diverse in our back-

grounds,” Manta said. “Jeff and I came from test labs — one that was out in Tracy and one that was out in New Cumberland and of course, Reuben and Steve were both forward product specialists prior to becoming forward test coordinators.”

Manta said the breadth of their overall knowledge and capabilities is extensive.

“We can handle a lot of different situations, and as Jeff said, we feed off each other and help each other to come up with tech data solutions,” he said.

Martinez said another challenge is that technical drawings for materials often change and the test coordinators are not aware of the alterations.

Grady said he learned that lesson early on, but it still happens to him occasionally.

“I’m looking at an item, and it’s not just off by a few fractions of an inch — it’s way off. And you wonder, ‘Is this thing suspect?’” he said. “You start digging through all the drawings and find out this is an older item, and what you’ve got is a newer drawing.”

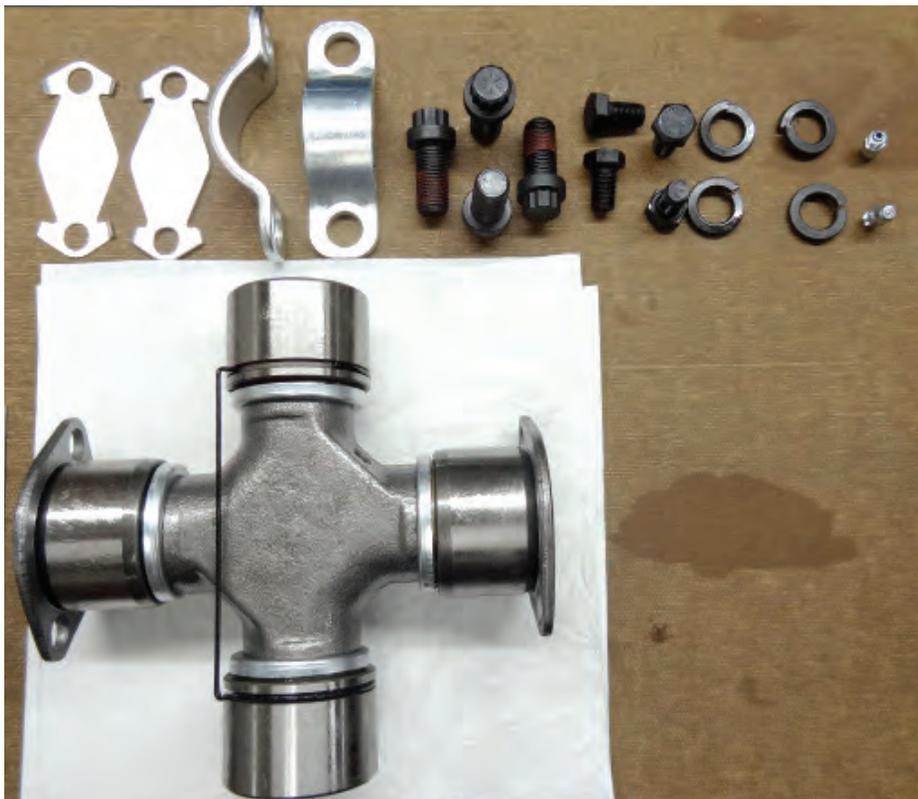
Sometimes a part is the right one, but there’s been a marking error, Grady said.

“There are a lot false positives that you have to weed out before you say, ‘Aha, I’ve got one!’ ... You have to be very careful with what you say and do on some of these inspections before you run around like Chicken Little.”

Grady said the DLA Distribution Center San Joaquin allows him the luxury of comparing suspect items with items in prime condition. Although some items are prepackaged with technical data included, most are not.

“You can’t blame the depot people if there’s something that we find that they don’t, because it’s the nature of the beast,” Grady said. “They would never know that something was up unless they had that holistic look at all the stock. But I take it upon myself sometimes to look at all the material I possibly can.”

This “U” joint kit depicts the various features and complexity of items that test coordinators are required to inspect and test.



Grady provided the example of inspecting an item called a train warning bell.

"At first I wondered what we were doing with government trains," he said. "I really dug into the drawings and tech data and found out that it's a warning bell for a ship-mounted gun that rings when the gun is training left or right."

Another challenge is items that are built incorrectly and have a lot of different parts. Test coordinators have to make the determination: Is it a suspect item or just poorly manufactured?

"There are times we can pick out items that are made poorly. You can see poor workmanship, you can see worn out tools, messed up threads and you can see square holes," Grady said. "There's no malicious intent; they just did a just a sloppy job of making the item."

Grady said a product specialist once asked him about a particular supplier of sextants, a Navy tool used for navigation still used for training purposes.

"The ones that were correct were beautiful; they were in a beautiful case, had all the goodies that came with them, the instruction manuals — everything," he said. "Then there was the stuff they were concerned about that was a really bad knock-off — a blatant substitute."

The test coordinators often don't know what the discrepancy is unless they compare the technical specifications with the correct product.

"Those are the easy ones," Grady said. "It's the ones where you've got a different paint color, a different location where something is marked — or something that just doesn't look right."

Grady cited his experience with another part, a crank arm that fits onto an aircraft.

"A bell crank is what it's called. And I've got the real deal from Boeing that's hermetically sealed, super well-made and painted red," Grady said. "I've got these items that are from another supplier where the packaging is ok, but they're painted green."

Grady said he went through all the



Conforming bolt and nonconforming bolt; the conforming one contains the yellow self-locking pellet. The nonconforming one has a yellow spray mark.

specifications to discover what color should the bell cranks should actually be.

"They were supposed to be red back when McDonnell Douglas made them before Boeing took them over in 1984. But now, Boeing changed all the specs, and I can't find the paint color," he said. "I've told the product specialists I've gone as far as I can, and I can't find out why the paint is green."

The inspections the test coordinators perform are of a preventive nature and resolved in different ways, Fosnaught said. Regardless, the results are put into a test report and submitted to supply chain managers, who may have to perform further investigations.

"The supply chain managers interpret the usability of the item, and they may even reach out to the engineering activities if they're unaware," Fosnaught said. "We try to get some relief and assurance using Operation Chain Reaction to help us contact manufacturers."

Operation Chain Reaction is an initiative that targets counterfeit items entering the supply chains of the DoD and other government agencies. But

sometimes even the current manufacturer is unaware of the original specifications for an item, Fosnaught said.

"Even when we go to Chain Reaction about items and they go to the manufacturer, the manufacturer may say, 'I bought this company 10 years ago, and it's been a business for 150 years; I can't tell you if it's the right item,'" Fosnaught said.

Grady's final example concerned a Japanese-manufactured gas tank that's made to go on a water purification system.

"It fits the fuel tank for a diesel engine," Grady said. "We got complaints from the customer, saying it doesn't have the right fuel gauge; in fact, it failed tests at the Columbus test lab."

Grady said when he did a physical inspection, he discovered the problem.

"The customer is looking for an external fuel tank gauge and all of my fuel tanks were internal."

The Army tech manual sketches showed both internal and external configurations while the manufacturer's drawings showed only internal gauges, just like the one Grady was inspecting.

"So it was more that I had a conflict with my tech data that I could not resolve," he said. "I also highlighted where the tech data was, in my opinion, in error."

Van Sickler said the product specialists will usually coordinate with the engineering support activity and have the publications updated and corrected.

"This also happens with drawings, when we see inconsistencies," he said.

Manta said much of the assistance the coordinators provide is based on their specific areas of expertise.

"I came from DLA Distribution headquarters as the receiving [subject matter expert], so I help the receiving people," he said. "And Steve is probably the biggest advocate of bare item markings; material gets litigated because there are no bare item markings. So we're also educators in specific areas as well." 🌟

Some readers may know the JLOC coordinates Defense Logistics Agency's activities in supporting the warfighter, providing humanitarian assistance and helping with disaster relief. What activities does the JLOC not manage?

I think it's important that people know we don't manage the day-to-day interaction between the primary-level field activities, regional commands and the military services as far as routine supply support and logistics services. The organizations in garrison or deployed are being supported by DLA and staff every day without needing our help.

We're really involved in their work by exception. When there's a problem we make sure the people who need to know about it have the information necessary to make decisions. Or if new requirements emerge that are significant, we make sure that information is in the hands of the organization in DLA that needs to react to it. But as to the daily activities of our field activities — they do what they do very well, and they don't need our oversight for that.

But does the JLOC have visibility over all those daily activities going on out in the field?

It can, but only to the level necessary based on the situation. As an example, there are times when financial issues become important — for example, when DLA recently provided humanitarian assistance involving a certain type of fund. Tracking whether we received those funds from the combatant command is a big issue; it allows us to start providing the support. So we oversee by exception. We may need to get involved in details to the point where the problem is resolved and the PLFA or the combatant command is able to resume its usual operations.

The JLOC tracks business metrics.

DON BRUCE

The deputy chief of the Joint Logistics Operations Center discusses its role in planning and coordinating contingency operations and other activities for the agency.

Those metrics are shared in a daily executive summary that goes out to the senior leadership and provides a good measure of the agency's overall performance. In addition to business metrics, the summary also provides updates on key operational highlights that are received from across the enterprise.

So on one hand the JLOC is like a team of firefighters, but on the other hand it's like a dashboard for the senior leaders?

Yes, in a sense. Not everything the agency does requires the detailed oversight of the JLOC. We get involved where we're needed, to make sure the agency's effort is synchronized across the

various organizations. So where there needs to be information sharing or decisions that affect more than one PLFA or the services or the combatant commands — then we'll be involved up to the point the decisions are made and everyone knows the way forward. And then we let them do what they need to do.

What determines when DLA is going to assist another agency, such as the U.S. Agency for International Development, the Federal Emergency Management Agency or the U.S. Forest Service? And what's the JLOC's role when that happens?

DLA routinely fills requisitions for the Forest Service without JLOC



Don Bruce, deputy chief of the Joint Logistics Operations Center.

John R. Bell

A Conversation with . . .

involvement. However, there's a separate division of Logistics Operations — the Whole of Government Division — that has liaison officers with USAID, with the Army Corps of Engineers, FEMA and the Forest Service. New requirements that occur outside the normal ordering process usually flow through our Whole of Government liaison officers and are coordinated with the appropriate supply chain managers.

Now if there's a natural disaster or some other emergency in the United States or its territories, and FEMA is providing support, we are often called on to support FEMA. Within the continental United States, U.S. Northern Command would be providing Department of Defense support, and DLA would be supporting FEMA through them. In those situations, we start treating it like a unique operation and we may deploy a DLA Support Team while responding to emergency requests for supplies or services.

For example, for the recent flooding in Louisiana, we deployed an element of the DLA Distribution Depot Expeditionary [force] down to Maxwell Air Force Base in Alabama. For that, we published an execute order that provided guidance and direction to the staff, and in that case to DLA Distribution as well. It told them what we're going to do, how we're going to do it and who's responsible for what.

So the nature of the request dictates how we assist other agencies.

Is the process different when it's humanitarian assistance outside the United States?

It is, in that the JLOC assists the liaison officers by serving as the switchboard that connects the customer to the PLFAs. Ultimately, the JLOC will collect information from the customer, LNOs, regional commands and the PLFAs in order to present it to senior leaders so they can provide guidance as

the situation develops.

Just this spring DLA provided humanitarian assistance to refugees in Iraq, Syria and Jordan. DLA was working with the State Department, USAID and other interagency partners to determine what the refugees needed, buying that material, sourcing it and delivering it to the region and turning it over to the nongovernmental organizations, who actually provided it to the refugees.

It was an operation that took cooperation between various elements of DLA — the Whole of Government Division, Finance, Troop Support and other supply centers who were sourcing the material, and DLA Distribution, which was helping deliver it. The JLOC was involved in orchestrating that whole effort.

We have a formal agreement with FEMA, don't we?

We do. We have an interagency agreement with FEMA that spells out roles and relationships. And we have pre-scripted mission assignments so that FEMA has a menu of things we can do for them. It helps expedite our support in an emergency situation.

Of all the activities and operations, the JLOC has a hand in, what would you say is the one that's least recognized by the DLA workforce?

I think a lot of people, when they think of JLOC, think of that room with the big screens on the wall, the battle caption and the 24/7 operations tracking what's going on. But it's more than that. There are actually three branches.

The Plans, Exercises and Readiness Branch handles a long list of functions and activities from the agency's mission-essential task list. It orchestrates mission analysis

and concept development in crisis situations. It plans and coordinates DLA participation in joint exercises like Ardent Sentry and Turbo Distribution, and produces the director's annual operational training and exercise guidance and schedule. And then there's the group's oversight over the Defense Readiness Reporting System, the joint operational planning process, orders development and publication, doctrine review, and the joint staff action process.

In addition, our Mission Support Branch handles the policy, process and oversight for sourcing, training, equipping and deploying individuals and teams supporting contingency and humanitarian assistance/ disaster relief operations. That includes managing the Global Response Force DST program.

And finally, the Current Operations Branch coordinates involvement, when it's needed, in those contingencies we just talked about, whether in the United States or overseas. They also process Critical Information Requirements from

The Joint Logistics Operations Center.



major issues impacting the DLA mission, and even things like when an employee is injured while on deployment.

Speaking of those big screens on the wall: What kinds of information are those showing?

They show multiple data streams that include the health of the overall information technology infrastructure; current global weather and weather modeling; news, especially on disaster events; items related to the movement of materials; secret and unclassified video conferencing; Defense Collaboration Service conferencing; and standard and short-fused briefings.

How did DLA manage its non-standard operations before the JLOC was established?

The JLOC in some form has been around since the agency began in 1961, though it was much smaller. The mission and

structure have grown significantly as the mission has matured.

When I was here on active duty from 1998 to 2001, we didn't even have a Current Operations Branch. JLOC was organized by combatant commands, with each team doing everything on its own — very stovepiped. We realized you can't suddenly, in the middle of a crisis, reorganize to focus on current operations and the division was reorganized.

Then just a few years ago, the director realized we needed to be able to do this 24 hours a day, seven days a week. Before Operation Enduring Freedom, it was just a normal work day. Once OEF began, it became an extended work day, from about 5 a.m. to about 8 p.m., along with about six hours on the weekend and a staff person on call during the off hours. But now it's 24 hours, and I don't see it ever going back.

What's the makeup of the JLOC staff?

Current Operations has 17 active duty military, about 12 Reservists, three civilians in the JLOC and four civilian LNOs in other locations. The military members rotate into and out of the JLOC. All the active duty folks are in logistics ratings; the Reservists' backgrounds vary.

Then there's the battle captain, a seasoned officer who manages and analyzes current operations information as it comes in and takes action on it. The actions vary from determining who needs to know information and passing it on, to bringing stakeholders into the conversation when something comes up. The battle captain also plays a key role in fielding, analyzing and disseminating the commander's critical information requirements and recurring products like the daily Global Update, daily Executive Summary and Common Operational Picture - Warfighter. The Mission Support Team comprises another three active duty personnel and four civilians, ensuring deploying personnel are taken care of. Plans, Exercises and Readiness rounds us out with two more active duty members and 21 civilians, addressing our support to combatant command plans, exercises, and readiness reporting.

What JLOC capabilities are available to the warfighter or PLFA that they may not be aware of?

If the PLFA or warfighter needs to get hold of a key senior leader quickly the JLOC can connect them to that person.

What practices can the rest of DLA adopt that would help you and your staff execute your mission?

What makes sense to you may not make perfect sense to the parties you are trying to inform. Explain yourself in a manner that any person could understand. 🌐



Dianne Ryder

SHEDDING LIGHT

A FOCUSED LOOK AT LAW ENFORCEMENT SUPPORT

Story by Ken MacNevin,
DLA Disposition Services Public Affairs

No program in the Defense Logistics Agency touches as many people as the congressionally established law enforcement support program, and none has gotten more media and public attention.

Natural disasters, lives saved and people rescued — along with the infrequent and tragic loss of life — have all played a role in shaping the program and how it is viewed by the public.

So too has the coverage by the news media — coverage that has sometimes contained inaccuracies about the origins of the program and the equipment it includes.

A LITTLE HISTORY

DLA did not invent the program.

The program is based on Section 1033 of the 1997 National Defense Authorization Act, with 8,000 law enforcement agencies active in the program today.

The first decade of the modern “1033 program” was fairly quiet. Initially, it was operated by the Office of the Secretary of Defense before being handed off to DLA

headquarters and finally coming to Battle Creek, Michigan, where what was then the Defense Reutilization and Marketing Service — now DLA Disposition Services — was already managing reuse of excess military property. The program is now implemented by the Law Enforcement Support Office.

For several years the LESO team and its implementation of Congress’s 1033 program received little notice in the media. As word spread about the program, law enforcement agencies began to use to the program more often — especially after the recession started to reduce their limited budgets.



A mine resistant, ambush protected vehicle was used to extract people day and night from flooded areas in Florence County, North Carolina.

— Photo Courtesy Florence County North Carolina Sheriff's Department

There was a scattering of stories and inquiries about agencies acquiring what critics felt were unusual items or excessive amounts of property. Some raised questions about how it was being used.

But public interest ran in the background, and almost all news about the program was neutral and remained local until May 2009.

INCREASED MEDIA INTEREST

Then the Boston Globe reported that its hometown had acquired 200 M-16 rifles. Follow-up Globe stories cited objections to arming large numbers of police officers with military firearms. Then the Globe published a statewide town-by-town listing of firearms allocated by the 1033 program across Massachusetts.

Other New England media outlets soon reported the Boston story. More and more media asked DLA for



information on what had been allocated in their region or community.

Statewide media in California and Texas followed suit, and soon the phrase “police militarization” became common in the news.

Public interest grew along with program participation.

Then the Associated Press undertook a nationwide review, in which a team of AP writers made multiple requests for records of what the program had allocated. They interviewed sources in multiple states. “Little restraint in military giveaways to program” was the headline for one AP story at the end of July 2013.

Rescues during floods in Tennessee were made using a Zodiac boat.

— Photo Courtesy Nashville, Tennessee, Metro Police Department

Over 1,400 daily U.S. newspapers are AP members, along with thousands of radio and TV stations. So that AP story led to newspapers and broadcasters across the country wanting details on what LESO had provided law enforcement in their region or circulation areas.

The AP story came right on the heels of a book by journalist Radley Balko called “Rise of the Warrior Cop: The Militarization of America’s Police Forces.” It covered the law enforcement support





Photo Courtesy Mission, Texas, Police Department

program, and the “1033 program” was mentioned specifically six times in the 249 pages.

In June 2014 The American Civil Liberties Union published a study titled “War Comes Home: The Excessive Militarization of American Policing.” It too made multiple references to the 1033 program.

In the summer of 2014, a record number of law enforcement agencies were active customers of the program, and media interest continued to grow. Commentaries and national and international news coverage and blogs were part of the daily reading matter at DLA Headquarters and for the LESO staff at DLA Disposition Services.

FERGUSON

August 2014 saw a major turning point in coverage of the program, as the media focused on unrest in Ferguson, Missouri.

Live coverage showed police officers in military-style uniforms. They wore military-style gear over their uniforms. They carried rifles that looked like current military carbines. One police officer sat on a military style armored truck watching a crowd through a rifle sight.

Ferguson quieted eventually, but scrutiny of the law enforcement support program was just beginning.

Around 300 news media queries about the law enforcement support program came to DLA in the month following the shooting in Ferguson. A public affairs official at DLA Headquarters said the volume of queries on a single subject had exceeded the total number of media queries on all subjects the agency had handled in the entire year before.

The questions were not about the circumstances of the death that sparked the protests. No military-style equipment had been involved in that shooting.

This mine resistant, ambush protected vehicle allocated to the Mission, Texas, police department took 27 rounds of AK-47 fire during a standoff outside a home.



It did not matter that the small Ferguson Police Department itself had received only two Humvees, a generator and a flatbed trailer from LESO. It did not matter that the armored truck prominent in images of the unrest was a commercial armored truck not issued by LESO.

Based on thousands of news queries and subsequent news stories, what ended up mattering were the concerns about how civilian law enforcement officers were responding to all kinds of situations around the country. Military-style gear, sometimes actual gear obtained through the 1033 program, became a common element of images and videos of police activities. In some cases, the concerns were for safety for both the public and law enforcement officers. In many the concern boiled down to “police militarization.”

CONGRESS RECONSIDERS ITS PROGRAM

Between the AP story, the Balko book and the ACLU report, the staff of the LESO had already been responding to numerous requests for information about their program and its system of controls for months before the events of August 2014. After Ferguson, that demand intensified and soon included requests from both committees and individual members of the U.S. Senate and House of Representatives.

Similar were the requests for information from the most senior levels of the military and civilian chain of command.

Congress held two hearings to take another look at the very program it had created and required Department of Defense to implement.

On Sept. 9, 2014, the U.S. Senate Committee on Homeland Security and Governmental Affairs held a hearing on “Oversight of Federal Programs for Equipping State and Local Law Enforcement.”

Then on Nov. 13, 2014, the House Armed Services Committee held a hearing on “The Department of Defense Excess Property Program in Support of U.S. Law Enforcement Agencies: An Overview of DoD Authorities, Roles, Responsibilities, and Implementation of Section 1033 of the 1997 National Defense Authorization Act.”

Although both hearings included a robust discussion of the program from all perspectives, neither led to legislation that required or permitted changes to the program.

WORKING GROUP REFORMS

However, the LESO staff was providing information and statistics that would become part of a report issued in December 2014 by the White House, called Federal

Law enforcement agencies can also acquire some property from DLA through normal channels for property donation. That’s how Tommy the Horse went to Yuma, Arizona, after he retired from helping pull caissons at a San Antonio, Texas, military cemetery.

Support for Local Law Enforcement Equipment Acquisition.

One of its recommendations was a presidential executive order to move ahead on increased coordination between all parts of the federal governmental dealing with state and local law enforcement agencies. Executive Order 13688 was the result, issued in January 2015. It created the Law Enforcement Working Group, of which DoD was a member, with the involvement of DLA LESO.

In May 2015, the working group issued 24 pages of recommendations in its 50-page report.

The recommendations covered four broad areas: the definitions of prohibited or controlled equipment; policies, training and protocols for controlled equipment; the acquisition process for controlled equipment; and oversight, compliance and implementation.

The prohibited equipment list identified categories of equipment that should not be authorized for LEAs to acquire with federal funds or through the 1033 program.

Of seven items on that list, only three had been allocated to law enforcement agencies under the 1033 program. Those were armored vehicles that use tracks instead of wheels,

LINKS FOR MORE INFORMATION

Federal Support for Local Law Enforcement Equipment Acquisition:
<http://go.usa.gov/xKtQm>

Law Enforcement Working Group Recommendations Report:
<http://go.usa.gov/xKtQy>

Executive Order 13688:
<http://go.usa.gov/xKtQ9>

DLA LESO:
<http://go.usa.gov/xKtQp>



Ken MacNewlin

grenade launchers and bayonets. After the working group recommendations were accepted, the 1033 program undertook a recall of those items.

The tracked vehicles were all variants of the Cold War-era M-133 armored personnel carriers, and 126 were returned. The grenade launchers were all Vietnam-era M-79 single shot firearms, and 138 were returned. The bayonets were effectively heavy-duty knives with a single blade several inches long, that could be carried in a sheath or attached to the ends of some rifles. Law enforcement agencies returned 1,623 bayonets.

The recommended controlled equipment list included several kinds of equipment the program had allocated to law enforcement, including fixed-wing aircraft, helicopters, Humvees and mine-resistant, ambush-protected vehicles known as MRAPs. Law enforcement agencies can retain those they have and other controlled items by meeting justification and approval criteria.

The Policies, Training, and Protocols for Controlled Equipment section of the recommendations contained several areas relating to recordkeeping, training and after-action reviews program participants will have to follow.

The Acquisition Process for Controlled Equipment section also included areas affecting the 1033 program. One requires law

enforcement agencies to include evidence that the agency's civilian governing body reviewed and approved or concurred in the acquisition of controlled items.

A section on transfer, sale, return and disposal of controlled equipment included several areas that govern what law enforcement agencies can do with the equipment when they no longer want or need it, and specified the situations that would require the agency to come to the LESO for guidance or approval.

The final major section of recommendations dealt with oversight, compliance and implementation, and also touched on 1033 program operations in several areas. It also put the word "Permanent" in front of the name of the Law Enforcement Working Group to continue coordinated federal review of management of controlled property.

THE PROGRAM TODAY

Carlos Torres has run LESO since November 2012. He spent several weeks at DLA headquarters during the time the working group wrote its recommendations, coordinating that activity with senior DLA and DoD officials.

"The program is better today as a result of the oversight measures, controls and transparency we have implemented in recent years," Torres said. "Those improvements extend up and down, and with local

A Kalamazoo County, Michigan, Sheriff's Department diver goes over the side while getting familiar with a boat acquired through the Law Enforcement Support Office program.

civil authority approval now required there is local, state and federal oversight — so the public can learn about what's going on at all levels of the program."

"We're also working hard to educate participating law enforcement agencies through their state coordinators so they understand what they have to do meet the oversight and accountability requirements," Torres said.

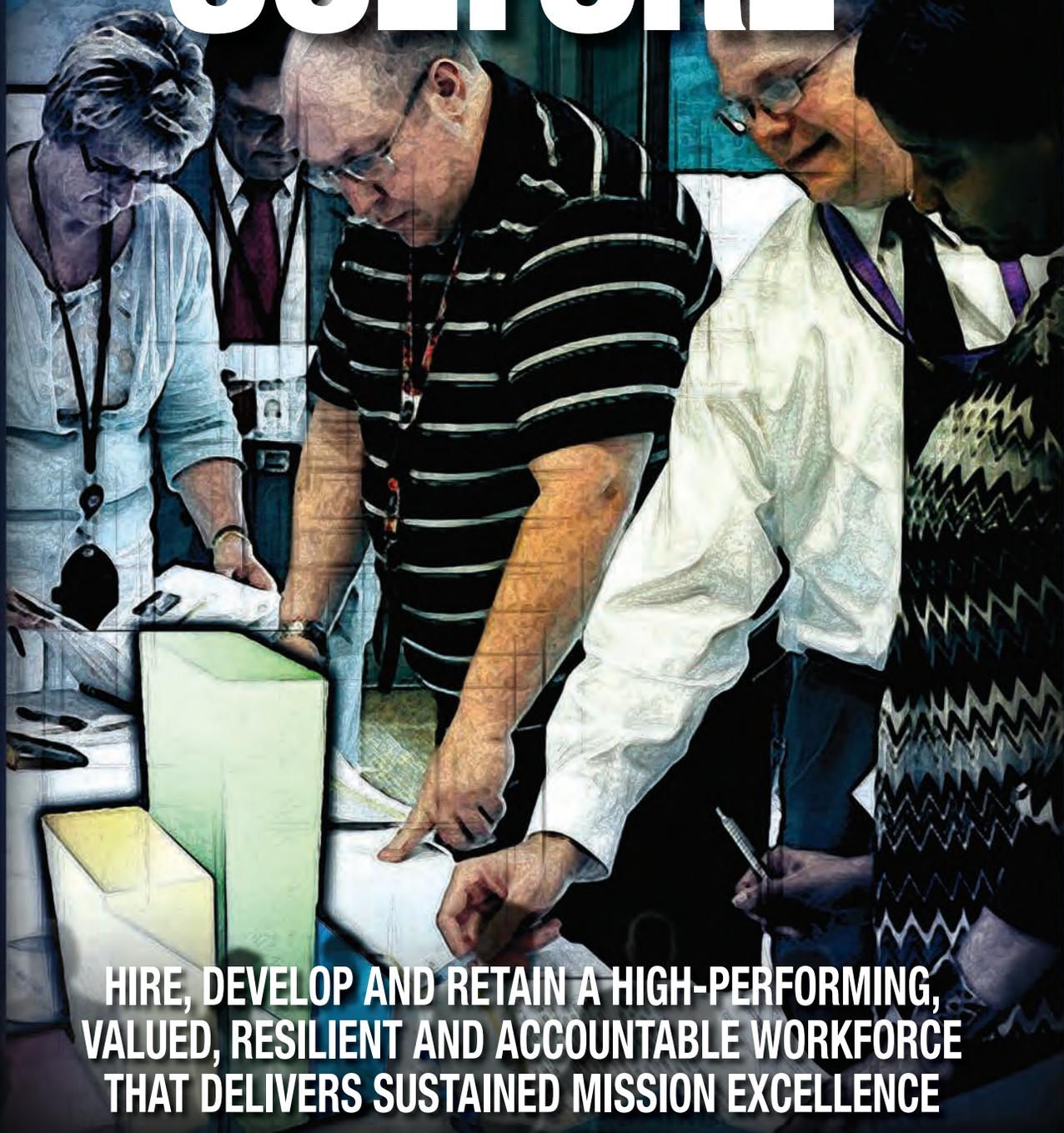
Information about items currently allocated to law enforcement down to the local level is available on the DLA website.

"And to bolster transparency at the front end of the process, people can also access online lists of controlled items that law enforcement agencies have requested on the same part of the DLA public webpage," Torres said.

"There are people alive today who might have died if local law enforcement agencies didn't have equipment they got from the 1033 program on hand the moment an emergency occurred," said DLA Disposition Services Director Mike Cannon. "The recent changes to property controls and procedures are intended to help maintain that response capability while speaking to the concerns of those who want to avoid militarization of civil society." 🇺🇸

DEFENSE LOGISTICS AGENCY STRATEGIC PLAN GOALS AND OBJECTIVES

PEOPLE AND CULTURE



**HIRE, DEVELOP AND RETAIN A HIGH-PERFORMING,
VALUED, RESILIENT AND ACCOUNTABLE WORKFORCE
THAT DELIVERS SUSTAINED MISSION EXCELLENCE**



I AM

DLA

My name is:

Patricia Komondy.

I am:

The lead training coordinator at DLA Disposition Services at Battle Creek, Michigan, and cultural point of contact for Native American peoples.

Describe your job in a sentence:

I lead a team providing training support for all of DLA Disposition Services.

How long have you worked at DLA?

I've been a full time employee since 2004 but began working for DLA as a contractor two years earlier.

What is your favorite thing about working for DLA?

I've had the opportunity to hold some very interesting positions, and I've been able to work with some amazing individuals all over the world, including senior leaders at DLA.

What are your best memories of working here?

My family's heritage includes the Mohawk, Cherokee, Cree and Powhatan tribes, and I've been able to educate our workforce about the rich culture, history and accomplishments of Native American people.



I organized an event on the importance of protecting Michigan's water, including lakes and rivers, from pipeline leaks and other pollution. I brought in two speakers from local Native American communities. One talked about his work in the political realm, including the governor of Michigan. The other talked about water protection from a traditional Native perspective. The event was packed. And when it ran long, the directors of Disposition Services and Logistics Information Services chose to delay an important meeting rather than leave early.

How do you make a difference?

I hope I make a difference by supporting employees and warfighters so they can accomplish their daily mission. I try to treat each employee with respect and professionalism, and to meet their needs in a timely fashion or direct them to someone who can. I also hope I've made difference in educating and enlightening workforce as to history and accomplishments of Native American people.

Patricia Komondy