

DEFENSE LOGISTICS AGENCY

# LOGGLINES

The Right Solution — On Time, Every Time

November / December 2017



DLA AND THE WHOLE OF GOVERNMENT

## INTO THE FIRE

Continuing Support  
to Wildland Firefighting  
with Federal, State  
and Local Partners

## Holding the Line

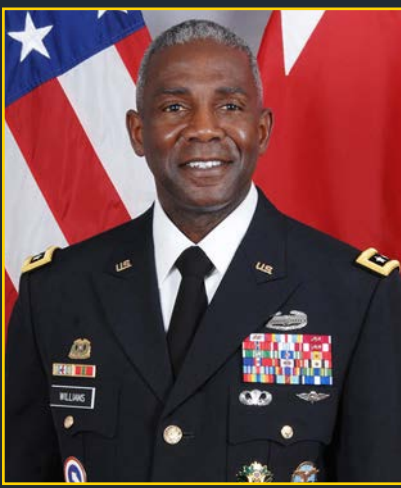
Sustaining Readiness in South Korea.

## Refinery to Flight

The Long Journey from Crude Oil to Jet Fuel

## Deploy and Dispose

DLA Disposition Services Conducts Annual  
Exercises to Hone Its Ability to Dispose of  
Unneeded Equipment and Supplies



Army Lt. Gen. Darrell K. Williams  
Director, Defense Logistics Agency

## LOGLINES

THE OFFICIAL FLAGSHIP PUBLICATION OF THE  
DEFENSE LOGISTICS AGENCY

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# From the Director

I recently joined DLA senior leaders to finalize our updated strategic plan, which you can read about in the "A Conversation with ..." section of this magazine. Collectively, we explored a concept important to the motivation and success of our workforce: why we do what we do. I was introduced to this concept in books and videos by Simon Sinek, who argues that when the people in an organization understand why they do what they do, they perform better and achieve ever greater mission outcomes.

We discussed the "why" for DLA and came up with our own version: "We serve the warfighter and our nation." The result was not so much a surprise as it was affirmation of what we've known all along: that we serve our country by supporting our military and other governmental agencies.


Service to warfighter and nation goes back a long way in this organization, as we witnessed recently while inducting five new members into the DLA Hall of Fame. Each inductee served with incredible distinction, and their accomplishments are extraordinary and inspiring. When you read what they have to say about their time at DLA, you sense they deeply understood the "why" of what they were doing, which led to their amazing careers.

In another article, we pivot to current events with a story about how DLA supports our warfighters in many of the most unstable areas of the world. Our employees focus on their missions with quiet dedication, knowing that the threat of conflict is always present.

DLA also serves the nation through ever-increasing support to the whole of government, a growth that has prompted one of the major changes to our strategic plan. In this issue, we feature a story about DLA's support to wildland firefighting efforts through the U.S. Forest Service.

Another change to our strategy involves the importance of DLA's global posture and our ability to deploy quickly in support of contingency operations across the U.S. and around the world. Several of our subordinate commands now have this capability, and we feature one of those teams as they train for expeditionary duty.

An article from DLA Energy pulls back the curtain and shows us exactly what it takes to get aviation fuel from the refinery to our military aircraft. You'll be impressed with the incredible behind-the-scenes activity and support to produce and transport this precious commodity that fuels our warfighters and keeps our nation in the fight.

All these stories and much more highlight the great work being done by our extraordinary workforce around the globe in support of our customers. We at DLA are fortunate to be able to go about our work believing in something greater than ourselves. We serve with an unwavering commitment because we understand the "why" of what we do: "We serve the warfighter and our nation." Happy reading! 



DLA ON THE WEB



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# HONORING EXCEPTIONAL SERVICE FANTASTIC

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THE DEFENSE LOGISTICS AGENCY INDUCTED FIVE LEADERS INTO ITS HALL OF FAME IN A SEPT. 21, 2017, CEREMONY AT THE MCNAMARA HEADQUARTERS COMPLEX. SEVERAL CURRENT AND FORMER SENIOR LEADERS FROM THROUGHOUT THE AGENCY ATTENDED, AS WELL AS DIGNITARIES FROM THE OFFICE OF THE SECRETARY OF DEFENSE AND THE FAMILIES OF THE HONOREES.

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**Deborah Greger**

All the accomplishments and firsts tied to Deborah Greger's legacy are reasons enough for recognition, but if the people who knew her are any judge, it's her leadership skills that earned her a place in the Defense Logistics Agency Hall of Fame.

Speak to Greger's co-workers, and in the same breath they mention how she ended her 31-career as the first woman and civilian to lead DLA Information Operations' Logistics Information Services, odds are they will want to talk about how she supported her team as well.

Even before she reached her top position with DLA, people like Cris Miranda took notice of the way Greger led. Miranda, now a liaison for national stock number codification with Logistics

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**Mary Studevart**

She gave employees advice like "Never let them see you sweat" and "Always dress appropriately." But for all her talk about appearances, Mary Studevart had a reputation as a hard worker who showed up early and was often the last to leave. She was inducted into the Defense Logistics Agency Hall of Fame for her significant contribution to DLA, the Aviation workforce, their military customers and the community.

Studevart grew up in Kenbridge, Virginia, a small farming town where most girls grew up to be teachers or government workers.

"Going to work for the government was the most convenient thing to do because, at the time, you took the Civil Service exam, and if you passed you

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# FIVE



## Retired Army Lt. Gen. Kathleen Gainey

Retired Army Lt. Gen. Kathleen Gainey said she was surprised and awed to be nominated as a 2016 Defense Logistics Agency Hall of Fame inductee.

Before Gainey served as DLA Distribution's commander from June 2002 to June 2004, when the organization was known as the Defense Distribution Center, she knew little of DLA's mission.

"I was amazed at how parts, equipment and supplies that we needed always showed up," she said.

"I never understood the role of DLA until I deployed to Albania with Task Force Hawk and never fully understood the span of responsibility until I got into DLA."

As commander, Gainey established new standards for performance and

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## Larry Wilson

With the right attributes and helpful mentors, a person can lead others to great things even without being an expert in the technical aspects of their work.

Larry Wilson is proof of that.

After starting in the government as an intern, Wilson rose through the ranks of the newly formed Defense Logistics Agency Information Operations to become its executive director of enterprise solutions. He managed this despite having worked up to then as an editor of a policy magazine and public affairs officer, with no background in information technology.

Once in this leadership position, he drove the division to make long-needed reforms and to develop systems relied on today across the agency.

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## Donald Peschka

Donald Peschka has a place on the Defense Logistics Agency's Hall of Fame wall, yet the former deputy director of DLA Energy's Bulk Fuels division said he is "shocked" to have been nominated.

"I was extremely surprised, because I know and have worked with a lot of people on that wall," Peschka said. He was under the impression only very senior leaders were nominated to the DLA Hall of Fame, though his own accomplishments and enduring legacy have earned him several honors.

Peschka served in DLA Energy as an Air Force major and a civilian from October 1983 to December 2004, when he retired. During his tenure, DLA Energy — along with DLA Headquarters

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## Deborah Greger

— *continued from page 2*

Information Services, was a self-described outsider about to retire from active duty when he joined Greger on the team supporting the mine-resistant, ambush-protected vehicle program.

"I was immersed in that program with Deb Greger, from the rapid provisioning of the repair parts to supporting the program in southwest Asia," Miranda said. "She always supported us 110 percent. And when I say 'us,' I mean the DLA workforce and the customers."

Anything needed to help the group do their job better, whether it was training, conferences or deployment, got full backing from Greger, Miranda explained.

Being easily approachable was another valuable resource in Greger's toolkit, he said.

"We could reach out to her any time we needed to; there was no red tape or needing to go through anyone else to get to her," Miranda said. "I could directly connect to the senior management about an issue and have it resolved right there and then, instead of having to go through multiple layers."

That sentiment was echoed by Oriel Paulino, a program analyst with Logistics Information Services.

"Something big and amazing about Deb was that she was a very personal and approachable boss," Paulino said. "It seems that she knew all of us, what we did, our problems, our abilities and our names."

That openness was something Greger said she strived for.

"We all have many challenges throughout our careers," Greger said. "To overcome them, whatever they may be, requires an environment that encourages communication.... I tried to be as open, accessible and personal as possible. While not always easy or comfortable, I tried to create

an environment of trust and mutual respect, especially during times of disagreement and adversity."

Greger began developing those traits in 1982 as she worked in what was then known as the Defense Logistics Service Center and, later, the Defense Reutilization and Marketing Service. Her work evolved into cataloging modernization, where a team focus showed its strengths.

"I learned early on about the value of teamwork during a major cataloging modernization in the late 1980s and early 1990s," Greger said. "Since that time, I truly embraced the power of teams in meeting diverse challenges, from system implementations to issues such as nuclear weapons identification, process improvement and climate culture."

Building on those lessons of teamwork, Greger's responsibilities grew as she became the first director of the Logistics Initiatives Office, where she managed all developmental logistics information programs for what was then the Defense Logistics Information Service. With an array of programs like the Department of Defense Electronic Mall, the Universal Data Repository, Asset Visibility, and the Cataloging Reengineering System, she had a huge impact, according to Raymond Zingaretti, the current Logistics Information Services director.

Managing those programs "on time and within budget, has led to important advancements within DLA and DoD in the areas of medical logistics, electronic commerce and environmental controls," Zingaretti said. "Development of the CRS program turned the estimated long-term benefits savings of the DoD cataloging consolidation in [Battle Creek, Michigan,] into a reality."

Then, as Greger scaled the ranks of Logistics Information Services, she became responsible for the overseeing the array of services that fall under

the office, such as the DLA Customer Interaction Center, federal and international cataloging, and several cataloging-related logistics applications. She developed an alternative budget strategy with a costs savings of \$51 million. She also served as the U.S. representative to NATO Allied Codification Committee 135 to help with the NATO Codification System policy and data exchange standards used by nations around the world.

"Her outstanding commitment to customer service, resource stewardship and professionalism has enabled her to succeed at each stage of her career, to serve as a role model to future leaders, and to ensure Logistics Information Services and DLA provides dedicated support to the warfighter," Zingaretti said.

When it comes to role models, Greger noted that she is especially honored by acceptance into the DLA Hall of Fame because of the reputations of its prior inductees.

"Many of my mentors are on that wall," she said. "I am truly honored and humbled to have earned a spot beside them."

For those seeking mentorship of their own, Greger offered her own words of advice.

"It's not enough to know what you do and do it well," she said. "You have to know why you are doing it, how it benefits the DLA enterprise and ultimately the support of our military. Make relationships, learn and contribute!"

— *Christopher Goulait*

## Mary Studevart

— *continued from page 2*

were called in to work," she said. She started out as a part-time clerk with the Internal Revenue Service in 1962. A year later, she and her husband, who was serving in the Air Force, moved to Hawaii, where she continued her federal

service at Hickam Air Force Base.

When they returned to Virginia in 1966, Studevart began her 30-year DLA career as a secretary with what was then Defense Supply Center Richmond, now DLA Aviation, where she progressed through many positions. But in 1973 she took a nine-year break to be a stay-at-home mom.

She returned to DLA in 1982 as a trainee in contracting and took advantage of every training opportunity available, attending evening classes and earning a bachelor's degree from Virginia Commonwealth University and a master's degree in business administration from the University of Richmond, completing a pre-graduate fellowship at the University of Virginia and attending Harvard University's John F. Kennedy School of Government. These opportunities were the catalyst that moved her up the career ladder.

Studevart's passion for learning inspired one of her earliest contributions to the agency. During her 17 years of procurement experience, she developed the agency's first contracting intern program at DSCR to ensure newly hired employees completed a structured program of on-the-job training that aligned with Department of Defense standards. It was an important step in a time when media reports were lambasting Pentagon officials for buying \$700 toilet seats and paying too much for other supplies.

"The new program enabled us to be sure our folks were certified to do the things they did and had the training that would help them make smart business decisions. It went on to become a template for training throughout the agency," she said.

Agreements Studevart made with two community colleges and

Virginia Commonwealth University also paved the way for employees to take college courses relating to their contracting duties.

"Many employees said they couldn't go back to college because they had to get home and take care of their kids. But with these agreements, all they had to do was walk across the hall to receive college-level courses. We even put together a program where students were reimbursed for tuition, and later we paid the cost for them up-front," she added.

In 1994, former DLA Director Vice Adm. Keith Lippert selected Studevart to serve as his chief of staff. She supervised the command staff and supported four consecutive commanders, advising them on strategic planning while also overseeing the activity's equal employment opportunity and small business goals.



The DLA Hall of Fame Class of 2016 (L-R): Retired Army Lt. Gen. Kathleen Gainey, Donald Peschka, Mary Studevart and Larry Wilson. (Not pictured: Deborah Greger)

As activities throughout DLA strived to improve warfighter support, Studevart was key in pioneering the Strategic Management System, which helped Defense Supply Center Richmond measure day-to-day operations with a combination of metrics and performance indicators. The system led to the first "balanced scorecard" that all DLA

activities used to measure success and is a forerunner to similar systems used across the agency today.

Studevart's leadership and attention to detail led to Defense Supply Center Richmond being recognized as a premiere location for executive-level conferences, former DLA Aviation Commander Air Force Brig. Gen. Allan Day said when Studevart was inducted into the DLA Aviation Hall of Fame last year.

She coordinated command conferences with an eye on even the smallest details, but two weeks before hosting one Joint Logistics Commanders' Conference in Richmond, the leaders decided to move the event to Northern Virginia.

"It was quite a challenge, but after driving to check out several locations, I was able to negotiate the meeting location, meals, rooms and everything that went with planning a conference with the Ritz Carlton in Tysons Corner.

Even with very short notice, it was recognized by the leadership as one of the best conferences ever," she said.

After a reorganization at Defense Supply Center Richmond in July 2001, Studevart became deputy director for Support Services, now DLA Installation Support in Richmond. It was in this position where she was charged with overseeing the local infrastructure when

terrorists attacked the nation on 9/11. The agency had already established a Continuity of Operations Program, but events of that day helped Studevart and other leaders tighten the plans for doing business in emergencies.

Like most former employees, people are what Studevart remembers the most about her years with the agency. In particular, she recalls those who taught her the value of mentoring, as well as a special evening at the White House.

Teodora Mocarau

"When Vice Adm. Lippert received his second star, he was pinned at the White House. He, his family and a few select people were invited to have dinner there, and he invited me," she said. "I still have fond memories of that occasion."

"Another mentor I remember, and one who taught me so much, was Frank Lotts. Frank encouraged me to take time to walk around, talk and listen to your people. He shared that if you take care of your people, the key performance indicators would take care of themselves."

Angela Curtis, a human resources specialist for DLA's Human Capital Program Development Office, worked for Studevaut as a corporate planning officer. She was inspired by Studevaut's transparency and ability to help those following her footsteps become strong leaders.

"The test of true leadership is when one can admit to making mistakes, accept responsibility and not place blame. Mary's uncanny way of doing this made it possible for employees throughout DLA to learn how a true leader can be transparent and trusted at the same time," she said. "She was a role model for all employees, and particularly for the women at DLA."

Retirement has given Studevaut more time to pursue her greatest pleasure: mentoring young people at local schools.

"Somewhere along my career I had someone tell me there was no better use of time than through mentoring," she said. "I feel like this is my way of giving back to the great mentors that I had throughout my career."

— Beth Reece

## Retired Army Lt. Gen. Kathleen Gainey

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direct support to the warfighter during the initial surge of troops into Iraq.

"We just became overwhelmed in the DDC," she said. "I'm proudest of how we got 300 more people to meet surge requirements in time to get the new workforce trained up and ready. Because you can't just hire people and



Teodora Mocanu

DLA Director Army Lt. Gen. Darrell Williams and DLA Command Senior Enlisted Leader Command Master Chief Shaun Brahmsteadt flank the DLA Hall of Fame Class of 2016 (L-R) Retired Army Lt. Gen. Kathleen Gainey, Donald Peschka, Mary Studevaut and Larry Wilson.

say, 'OK, now go to work.'"

It was at this time DLA Distribution formed its emergency essential program, which enhanced the organization's ability to deploy civilians in contingencies.

"We had a group of people willing to go and wanting to do the right things," she said. "We did have to look more carefully at the medical side, to make sure we were sending people capable of going into austere conditions."

Regarding the quality of the people, their willingness to serve and desire to work hard, Gainey said there was no difference between the civilians and military members who deployed.

Providing distribution support in theater and in a "non-doctrinal manner" was extremely challenging, Gainey said.

"There was not a distribution point forward in Iraq to send to — or a fully enabled group of people capable of receiving and doing the distribution," she said. "The organization that was there was very much a shell organization and not a trained [group] that had been working together historically."

Gainey established a combat theater distribution platform in Bahrain, which allowed forward positioning of critical

inventories and direct delivery to allied units engaged in combat. This innovation saved money and time and freed up aircraft to supply emergencies.

"We had to change how we were moving supplies forward; we didn't have a really good central site to move them forward into Iraq," she said. "We created the mixed pallet and pure pallet to try and speed the throughput

process."

Gainey said that process afforded DLA Distribution to respond more quickly and provided a more efficient method of shipping aggregated supplies to the right unit.

"We changed the metrics to meet the requirement," she said, explaining how instead of measuring how fast they could move one part, they consolidated items to send in bulk packages.

Gainey defines her success by the number of people who have told her that she and her team made a difference during her time as DLA Distribution commander. She also credits many co-workers and supervisors with improving her performance as commander.

DLA Distribution's former deputy commander, Phyllis Campbell, was soft-spoken, but a "powerhouse," Gainey said.

"She was very authoritative and articulate, but only spoke when she had



something to say," Gainey said.

"She was just a wonderful example of leadership and making things happen."

Gainey also spoke highly of a fellow DLA Hall of Fame member, former DLA Director Vice Adm. Keith Lippert.

"He was very much a person who empowered me — who gave me guidance when I needed it and never made me feel stupid but always challenged me," she said. "He made me understand the role of metrics and how they can either direct right behavior or wrong behavior."

Selecting the right people, putting them in the right job and empowering them to do those jobs are elements Gainey said are hallmarks of great leadership — things she was able to accomplish during her time at DLA Distribution.

Gainey even attributes her many honors and awards to the efforts of her coworkers and various "unsung heroes," especially her Hall of Fame induction.

"It's a recognition of the incredible workforce at the DDC that just gave their all," she said. "They were some of the most helpful, hardest-working people I ever was associated with — military or civilian. It was an honor to work alongside them."

— Dianne Ryder

## Larry Wilson

— continued from page 3

### Out of Many, One

Wilson joined DLA Information Operations in 1996, after finishing a Senior Executive Service development program and a Brookings Institution fellowship on Capitol Hill. He saw that a few systemic problems had long stymied the agency's IT operations.

In the 1990s, every major DLA field activity had its own IT budget and bought whatever it wanted.

"We joked that if somebody built a technology, someone somewhere in DLA bought it," Wilson recalled.

This meant one division produced documents in WordPerfect while another used Microsoft Word, and another still used WordStar — so that one division often couldn't read a document created by another.

Wilson remembered discovering a closet piled with 8,000 copies of a software program — only to be told the work unit that bought it had decided not to use it.

No one had the authority to change that, Wilson said — until then-DLA Chief Information Officer (and eventual Vice Director) Mae DeVincentis created his SES position, tasked with unifying — or "operationalizing" in technology parlance — DLA IT processes, policies and hardware.

"We wanted consistency, policy conformance and technological compatibility," Wilson explained. "And we wanted it to be measurable. In short, we wanted IT — in all of its variations — to be much more of an enterprisewide solution" he said.

So he asked for his site directors to submit ideas that were working in their units and submit them to be considered as DLA-wide IT policies or practices.

Once those were in place, Wilson began having regular reviews to track performance in each field activity.

### The Beginning of Better

One of his first tasks was to consolidate the agency's menagerie of service contracts, software and hardware. No longer could divisions buy different brands of computers.

In addition, "we had a shop in the headquarters where they would repair the computers," Wilson said. "In fact, the people in one [Major Subordinate Command] were actually building their own computers!" He put a stop to that.

Wilson also tasked his deputies

to develop a single, simple contract for computer purchases. The contract had to include contractor repair or replacement within two days, with all the software installed and the employee's files recovered.

This one change saved DLA \$18 million over only four years. And it led to the creation of a single division responsible for enterprise licensing.

Wilson's reforms also included a policy for workplace use of the internet, suddenly commonplace in the mid-1990s thanks to the new World Wide Web. Developing and coordinating a DLA-wide policy took over a year but was so on target, it became the basis for the Defense Department's internet policy, Wilson said.

Wilson was a pioneer for modernization efforts, successfully implementing many groundbreaking programs, including the Enterprise Telecommunications Network, Demilitarized Zone for business-critical websites, numerous Information Assurance partnerships, and a major production and sustainment center for DLA's ERP implementation, the Business System Modernization. BSM, now known as the Enterprise Business System, replaced numerous DLA legacy systems, some dating nearly to the punch-card era.

He even created the EAGLE timesheet system, still used by the entire agency.

All this standardization improved what even then he realized was the primary IT criterion, Wilson noted: security.

Finally, Wilson led the DLA IT workforce to consistently measure, record and analyze its work. Work units had been measuring outcomes using different metrics — or not at all — and there was no broader analysis from the enterprise level.

Fixing this led to consolidating funding and unifying staffing under the

new organization. "I went from having a headquarters staff of dozens to a staff of more than 3,100," Wilson said.

## Leading by Listening

But bringing all those workers under one organization didn't solve the longstanding morale problem, Wilson said. But first he needed to get candid answers from the workforce.

Wilson leveraged the highly critical results of a DLA climate-culture survey. "We got obliterated," he said. The comments had a common theme: a lack of trust in management, with allegations of unfair hiring and promotion practices hiring and, conversely, an "Everyone gets a trophy" approach to performance awards.

"We called it peanut-butter management," Wilson said. "Everybody got a little piece of the peanut butter spread across the bread," even if they didn't deserve it.

This was meant to keep the peace, "but it had exactly the opposite effect," Wilson recalled, since those putting in extra effort saw no more recognition than the person doing the minimum.

Wilson began visiting the field sites regularly, some as often as four times per year. He led town-hall events but realized many employees were reticent to ask candid questions in front of peers and supervisors.

So Wilson added non-attribution small-group discussions — some with just supervisors and some with only the employees.

"It worked," he said. Both groups were more candid and gave Wilson a sense of the common complaints. He then brought those to the management team, to develop action plans.

Wilson also started what he called "Food for Thought."

"I picked one person a month to have lunch with me," he explained. "In exchange for me buying them lunch, they told me what they were thinking.

There were no rules; you could talk about whatever you wanted."

Although the first employee chosen "immediately thought I was going to fire him," the lunches became a great way to get the views of those doing the hands-on work, Wilson said.

He next addressed the discontent with performance awards by requiring that managers write a brief justification for each award, to ensure fairness.

"I looked for internal consistencies and logic about why someone was getting an award," he said.

## Support From Above

Wilson noted he was only able to achieve these things thanks to the encouragement and guidance of his mentors. DeVincentis and current Vice Director Ted Case — who both served as chief information officers in Information Operations — were "extraordinarily generous" with their time and insights, he said.

Case noted Wilson's personal touch as a leader. Despite ending up with more than 3,000 employees,

"Larry made each one feel appreciated," he recalled.

That Wilson did so without a background in technology further impressed Case.

"Larry could always make the very difficult understandable and always with a touch of humor."

And that humor served him well in leading people, Case noted. "Larry had a natural talent to attract the best and most talented folks, and they loved to work with and for him."

DeVincentis called Wilson "a truly indispensable senior leader" through his 20 years at the agency, the force behind "significant improvements in IT employee leadership and training practices that continue to pay great dividends for DLA." And yet he managed to meet each employee personally to

discuss individual development plans, she noted.

"It is impossible for me to over-represent Mr. Wilson's contribution to DLA's mission," DeVincentis said.

— John R. Bell

## Donald Peschka

— continued from page 3

— moved from Cameron Station in Alexandria, Virginia, to Fort Belvoir, Virginia, while the Defense Fuel Supply Center reorganized, becoming the Defense Energy Support Center.

Peschka successfully guided this transition for the Bulk Fuels business team while maintaining a 100 percent on-time success rate for contract awards.

"I honestly think [leadership is about] listening to the people you have working for you, understanding their needs and responding to those as you can, but keeping in mind that your No. 1 passion for the day is supporting the people giving their lives for our country," he said. "You don't let anything get in the way of that."

Peschka said warfighters and other remote customers may not know or understand the complexities of DLA's business, but they know to come to DLA when they need something.

"What makes me most proud is the fact that each day when I went in that office, I tried to put aside everything else that was going on in my life to concentrate on one thing only: the men and women of our armed forces, who rely daily on everything that DLA does," he said.

Peschka's commitment to supporting the warfighter is deep-seated and something he tried to impart to his subordinates. It was reinforced by mentors like former DLA Energy comptroller, Thomas Hickey,



another DLA Hall of Fame member.

"I worked for him when he worked for the Air Force as the head of the Missile Fuels division," Peschka said. The division was responsible for supplying missile fuels not only for the Air Force, but also for NASA. "Working for him was probably one of the most enlightening experiences of my life."

Another former DLA Energy comptroller, Carol O'Leary, began her career as Hickey's secretary, Peschka said. "She didn't have a degree, but she went to the 'University of Tom Hickey,'" he joked. "Anybody who went there and survived was an exceptional employee!"

Peschka credits Hickey with helping him to understand the important role of civilians in the workforce as well.

"A lot of military people have struggled to have the right interface with civilians," he said. "Hickey taught me civilians are really valuable [assets]. Yes, they see things differently, but their job is really important."

By the time Peschka retired from the Air Force in 1984, he had worked with

many civilians while detailed to McDonnell Douglas and at DLA. During his 20-year civilian career at DLA, he mentored many employees who still work for the agency.

"A number of people in senior positions today in DLA worked with me or for me, and I'm very proud of that," he said. "I've kept my belief that we should be doing the best we can for our military forces, and that's what I hope that every DLA employee does."

When Peschka retired, he did not seek further employment.

"When I retired, I actually retired – I didn't go to take a different job or to keep working," he said. "In fact, I was asked by a number of contractors to come to work for them, but I just said, 'I retired – I'm just going to enjoy my life.'"

Even post-retirement, Peschka was honored with the Under Secretary of Defense for Acquisition, Technology and Logistics and Contracting legends award in January 2016 and was inducted into DLA Energy's Hall of Fame in May 2016.

Although Peschka is retired, he's stayed busy giving back to his

DLA Director Army Lt. Gen. Darrell Williams and DLA Command Senior Enlisted Leader Command Master Chief Shaun Brahmsteadt flank the DLA Hall of Fame Class of 2016 (L-R): Retired Army Lt. Gen. Kathleen Gainey, Donald Peschka, Mary Studevant and Larry Wilson. (Not pictured: Deborah Greger)

community. He found a new passion as a master gardener volunteer for Prince William County, Virginia.

"I spend a lot of time doing that — and I had no idea that was going to take so much of my time and that I like it so much," he said.

He also volunteers for the Prince William County government, on its extension leadership council, an advocacy group for environmental, financial, nutrition, parenting and other education programs.

Ultimately, Peschka defines his level of satisfaction and success is defined through his family ties.

"I've passed the right ideas of what's important in life to my two daughters," he said. "They have been very successful in raising my grandsons and granddaughters and have passed the same kind of guiding principles on to them."

— Dianne Ryder



DLA WORKING WITH FEDERAL, STATE AND LOCAL PARTNERS

# INTO THE FIRE

DLA works closely with the U.S. Forest Service, state governments and local fire departments to get firefighters like the Silver State Interagency Hotshot Crew, shown fighting a blaze in the Stanislaus National Forest, California, the equipment they need.

## Story by Dianne Ryder

**T**hrough September 2017, more than 49,000 wildfires across the United States burned more than 8 million acres, destroyed billions of dollars' worth of property, took scores of lives and injured countless people, according to the National Interagency Fire Center.

Fighting these fires requires thousands of employees from multiple federal, state and local agencies. And they often need critical equipment delivered in short order to remote areas.

Fortunately, the Defense Logistics Agency has been part of the fight since 2014, working closely with the U.S. Forest Service, state governments and local fire departments to get the firefighters and their support staff the equipment they need.

DLA does this by supporting the Forest Service's nationwide National Interagency Support Cache system. Each regional support cache stockpiles

items like gloves, goggles, fire-resistant clothing, canteens, hardhats, hand tools, chainsaws, radio kits and other critical equipment to meet short-term needs.

This is a particularly important partnership each June through November, the wildfire season, said Jon Hill, DLA customer account manager and the liaison officer to the U.S. Forest Service.

He said the number and intensity of fires can vary greatly based on the summer heat, the amount of rainfall, high winds and the presence of potential

fuel for wildfires, such as fallen leaves or pine needles and dead branches.

Hill has been with the program since its inception.

"We took over management of the Forest Service program through a logistical reassignment from [the General Services Administration] in May 2014," he said.

The task previously fell to the GSA, which managed the program for 50 years.

When the program transferred, there were 296 items being managed. The program has grown and now includes 344 firefighting items for the Forest Service, Hill said. The items are sourced through DLA Troop Support, DLA Aviation, and DLA Land and Maritime, assisted by people in DLA Distribution centers, primarily the one in San Joaquin, California.

Steve Dubernas is the newly appointed chief of the DLA Whole of Government Support Division. He's already visited the National Interagency

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THE FOREST SERVICE  
PROGRAM HAS  
GROWN AND NOW  
INCLUDES 344  
FIREFIGHTING ITEMS

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Firefighting supplies are loaded onto a Bureau of Land Management Alaska Fire Services truck after arriving at Eielson Air Force Base, Alaska. More than 127,000 pounds of supplies for Alaska firefighting efforts were delivered by the 60th Air Mobility Wing from Travis Air Force Base, California.

Fire Center headquarters in Boise, Idaho, to get a firsthand understanding and coordinate with his counterparts.

"A month into the position as division chief, you begin to realize quickly you're supporting a customer who is literally saving lives on a daily basis," he said. "This is a mission DLA needs to support as a critical interagency partner."

Dubernas was struck by the challenge inherent in the smoke jumpers' mission.

"Firefighters actually jump into [areas threatened by fires] from aerial platforms to cut fuel away ... to try to stop the fire from burning over homes and doing more damage," he observed.

The NIFC supports state and local firefighters who work to protect infrastructures all over the country.

"We work very closely with them to maintain their critical reorder point levels on fire equipment," Dubernas said.

Hill added, "We participate in a daily Forest Service call with the National Interagency Support Caches ... and I have several representatives in the [DLA major



Sam Harrel/Bureau of Land Management-Alaska Fire Service

subordinate command] whose critical-item listings we look at. There are 25-30 high-priority, recurring items; we monitor those items. And as we see stock levels getting low, we initiate a replenishment."

DLA provides the materials through a system of 10 interagency support caches, the Forest Service equivalent of DLA's distribution centers, Hill said.

At the end of each year, DLA and the Forest Service establish how much inventory to maintain for the coming year at DLA Distribution San Joaquin, based on stock levels from the previous year's use.

Then throughout the year, DLA monitors and responds to support to Forest Service preparedness levels, on a 1-5 scale, from least to most prepared.

The level is influenced by the number of fires in a particular region, the number

of fire-suppression crews deployed to manage those fires and the severity of the fire itself.

As regional fires continue to spread, they have a distinct impact on the national preparedness level. And as they intensify, they require different levels of management and different suppression methods, Hill explained.

In the most severe fires, "evacuations are taking place, there's structural damage and homes are being threatened," he said.

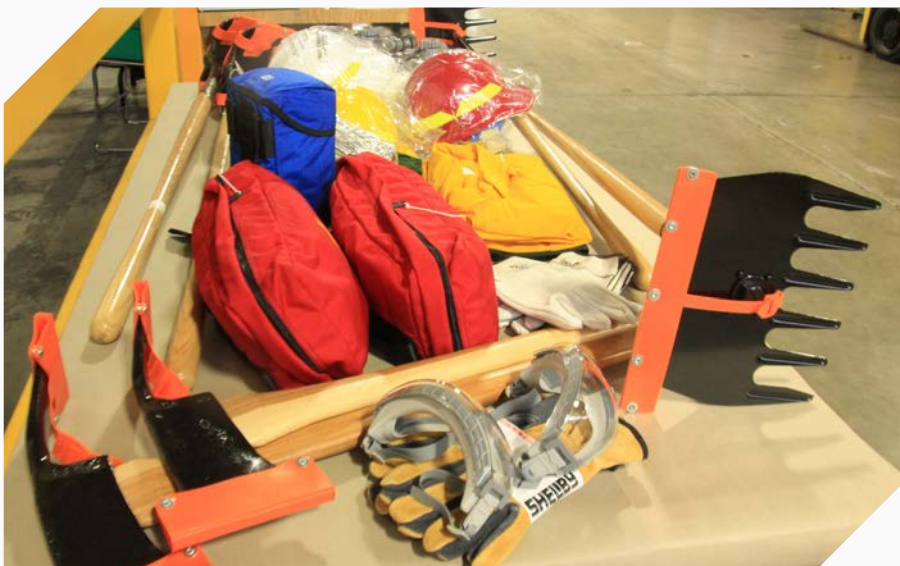
The fire type also determines the types of incident-management teams that will deploy to help. Teams are rated as 1, 2 or 3, based on the level of help they'll provide and how long they plan to deploy.

"For initial fires, a Type 3 team deploys and stays on site about 12 hours," Hill said. "They make assessments, coordinate fire and containment efforts and then turn [operations] over to the next-higher level, beyond that 12- to 16-hour mark."

The Type 2 team has more training and more access to resources than the Type 3 team. The Type 1 team has the highest level of expertise, Hill said.

"They are very well-trained with movement of on-site materials, personnel, equipment to containment areas and fire-suppression efforts," he said. "And that team will generally consist of 27 personnel, with the ability to increase by 15 more."

San Joaquin/Tracy DLA Distribution firefighting equipment waits to be shipped to the California Department of Forestry and Fire Protection.



Nurhan Chacra

Even fires that start small can quickly escalate into large fires. The Detwiler fire in Southern California made national news in July when its reach spread from 2,500 acres to 47,000 acres in just three days, Hill said.

"The Detwiler fire grew by 900 percent overnight," he said.

"I have access to Forest Service websites and monitor these different type fires," Hill said. "But sometimes, the data changes from morning to evening, from day to day, from hour to hour. It's quite comprehensive and widespread in terms of how those fires change."

Because Hill keeps such a close watch on the changing data, he's constantly engaged and ready to help DLA mobilize needed materials.

"I get a daily update that is an actual fire map; I can see how many critical fires are on there," he said. "I will generally reach out to the cache managers in the area where we're seeing a large spread of fires in a very short period, and we will intervene to help expedite materials going to them as needed."

Hill said when preparedness levels reach 4 and 5, he sometimes must travel to the area to help on site.

"That involves the full array of looking at materials, reaching out to the various field activities, working with our distribution centers, being involved with the transportation aspects," he said.

When severe fires intensify quickly, the Forest Service calls in additional resources and suppression-management teams.

"The Forest Service will then go in to action going through several iterations of fire crews until they get the right containment level," Hill said. "The focus continuously shifts; while we're having all these very severe fires in Southern

California, we're also having a large number of fires in the northern Rockies."

While not all fires are Type 1, there are enough Type 2 fires to warrant the presence of more crews and equipment. When a fire has been suppressed, the resources are brought back into the interagency support system, cleaned up and dispersed to the next most severe fire.



Nutian Chada

Margarita Rivera-Juarez and Hector Madrigal of the Warehousing Division of DLA Distribution San Joaquin, California, pack firefighting equipment to be shipped to the California Department of Forestry and Fire Protection in support of firefighting efforts.

Once a fire is contained, the Forest Service and DLA will continue to monitor it in case it jumps outside the containment area. And when full containment is achieved, the crew can be demobilized.

"It's a matter of prioritizing their resources in the right way to support or suppress the most critical fires across the U.S.," Hill said. "We are always going to face challenges, merely because fires have spread so quickly that resources we had projected [to last] through a fire season are exhausting rapidly."

Dubernas agreed there's room for improvement in DLA support, specifically by honing the critical-items list and increasing inventory levels when necessary.

"That's something we're going to work on with the Forest Service

— looking at demand levels, reorder points and some things that DLA can do to support the mission seamlessly," Dubernas said. "We don't want to go into an emergency contingency response scenario with the Forest Service; we want to have the stock levels that they can use to support these fires from June to November."

That requires management at all levels. And while Hill manages the program at the federal level, Tracy Shepherd manages the state and local level.

"Tracy works with those state and local fire departments that do not always gain the credit our federal firefighters get," Hill said. "They play a very vital role in the fire suppression teams and what happens within their individual states — and Tracy champions those efforts."

Both rely heavily on the major support activities as they perform this critical mission. Hill likens the

work of all the firefighters to the warfighters DLA supports.

"They also put their lives on the line — protecting people, federal lands and government entities across the board," he said.

Both Dubernas and Hill touted the importance of the program and its growing mission, a priority for the DLA director.

Dubernas noted DLA's support to wildland firefighting is just one way the agency partners with its sister federal agencies to help with disaster relief across the nation.

"Other agencies that have heard of us have not always known what our capability was," Hill said. "We're proud of what we've done to this point and for the program being seen for what it truly is." 📌



Photo Courtesy Charles D. Machon, Museum of Missouri Military History

A pair of JN-4D 'Jennys' belonging to a National Guard unit in St. Louis, Missouri.

# SOARING SURPLUS

WORLD WAR I EXCESS GIVES RISE TO HOBBY AVIATION, AIR MAIL AND SEEDS OF EQUALITY

Story by Kenneth MacNevin, DLA Disposition Services Public Affairs

**S**urplus military equipment is nothing new. Except for some new surplus, unused and made for wars that end before the supplies get used up.

When wars ended in the days before there was a Defense Logistics Agency or DLA Disposition Services, the armed services had to seek ways to get rid of piles, mounds, buildings and fields full of stuff.

At the end of the First World War, there was the usual excess stuff of ground pounders and cavalymen. But this time, there were also hundreds of surplus machines that dreams and unthought-of industries would spring from.

Committees and boards and members of Congress struggled to figure out how to legally manage all that excess.

There were the millions of pairs of uniform pants and coats for soldiers.

By one published estimate, there were 28 unneeded saddles for every horse in the Army.

And then there were those hundreds of contraptions made of wood and cloth, some hidden away in barns and large buildings, others disassembled and packed away in crates. Those waited for dreamers, daredevils and farm boys and city kids who spent the war at home reading all about them.



Charles Lindbergh

U.S. Information Agency

Excess aircraft they were. They were all over the country where there had been military aviation training. And the country had gone aviation crazy.

## Jenny, I've Got Your Number

Up in Minnesota, a mechanically adept but socially inept kid wanted one. And in Chicago, a manicurist would own one after achieving what seemed a truly impossible dream.

They both wanted a Jenny, a biplane with fore and aft seats, a Curtiss JN-4. That's where the "Jenny" nickname came from.

Nimble but controllable and slow, the humble Jenny had been a primary trainer for Army aviators in the United States.

And the geeky kid? He was Charles Lindbergh.

He knew how machines worked. As an unlicensed 14-year-old, he drove his mother from Minnesota to California, a



## HUMBLE AIRFRAME, PHILATELIC ICON

By flying the first Air Mail, a war-surplus Jenny also made stamp-collecting history. A surplus Jenny bearing the first airmail aircraft's serial number was the central illustration on a 24-cent Air Mail stamp. There was a printing error, and a sheet of 100 stamps had the airplane printed upside-down.

When one of the surviving "inverted Jenny" stamps comes up for sale today, they routinely bring around \$1 million. A 24-cent stamp showing a \$5,500 airplane selling for a cool million or more.

If you tried to tell that yarn to the spirits of old barnstormers swapping stories around a heavenly hanger — they'd laugh you right off the cloud.

—Kenneth MacNevin

40-day road trip over what passed for roads in 1916. Then he drove her back home — another 40 days of driving — while figuring out how to keep the car running and repairing road damage when roadside assistance meant a farmer might come by with a team of horses to pull you out of a ditch.

Lindbergh went to college but dropped out. He enrolled as an aviation student. He learned how to build and repair aircraft and their engines. But not how to fly solo — not yet.

He became a barnstormer. Before he had flown on his own, he was paid to stand on the wing of a flying airplane (probably a Jenny), hang upside down and jump off the wing wearing a parachute.

Finally, with some help from his father, he scraped together some money, climbed on his motorcycle and drove to Georgia. For \$500 he got a Jenny with a spare engine and some other necessities. The Jenny was in flying condition — or would be after it was assembled. His was one of the many that at the end of the war had been crated for potential shipment to France.

And then, using what he'd learned and experienced as an aviation student and barnstormer stuntman, he taught himself to get off the ground and back down.

## Eyes on the Sky-High Prize

As Lindbergh found the way to achieve his dream, that Chicago manicurist was still dreaming, with an audacity of hope.

She was Bessie Coleman, an African American woman who had come north to seek more opportunity.

In recent years, many DLA employees in offices around the country have heard her story. One was a March 2016 African American Heritage program in Battle Creek, Michigan.

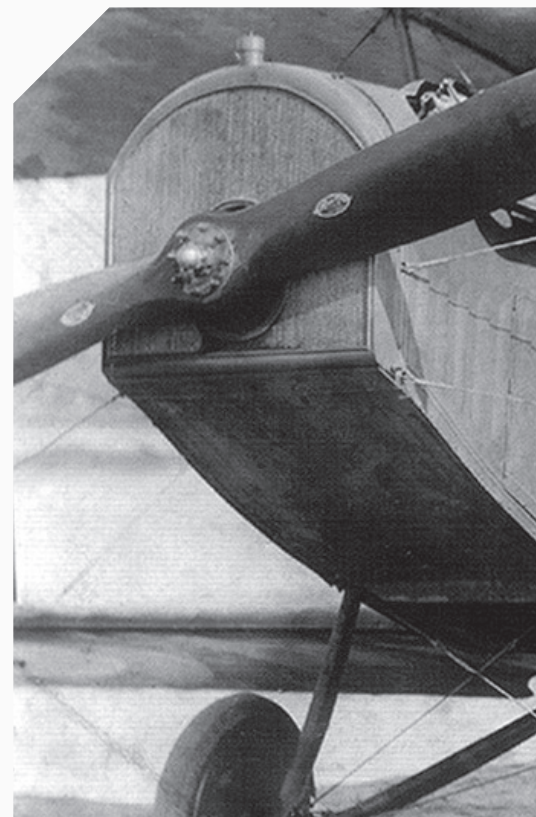
The audience was asked if anyone knew who Coleman was. "She's a pilot" was the only response that came from the room until a woman sitting at a front table raised her hand.

"I'm Gigi Coleman," she said as she stood. She told the audience that Bessie Coleman was her great-great aunt.

The appearance had been secretly arranged. She came to the podium and told how young Bessie Coleman had been taken with the idea of becoming a pilot while in Chicago. But no pilot training program would take a black woman as a student.

She said Bessie then learned from a World War I veteran in her family that in France it seemed there was more opportunity for black people, as well as for women.

Bessie Coleman took classes to learn French. With financial help from the founder of the famed Chicago Defender



Bessie Coleman stands on the wing of a World War I surplus Curtiss JN-4 Jenny in an image thought to have been taken not long after journeying to France where she became the first African American woman to earn a pilot's license.

newspaper, she sailed to France, where she took flying lessons that led to her receiving an international pilot's license. Gigi Coleman said that made Bessie the first African American woman licensed as a pilot.

Then Bessie got her hands on a Jenny and became one of hundreds of young fliers who started earning a living in aviation with that wooden cloth-covered war surplus dream machine.

Like Lindbergh, she too became a "barnstormer," performing acrobatics at county fairs, flying passengers for sightseeing, or strapping on a parachute to jump from an aircraft.

Gigi said that after Bessie was injured in one parachute jump, a family member tried to talk her out of flying again. But her great-great aunt responded that "up in the air she felt so free — the freedom she couldn't get on the ground."

The freedom she felt was short lived.

Less than five years after receiving her license, she fell to her death while rehearsing an airshow in Florida. She





wasn't wearing a seat belt, and when her aircraft lurched, she fell out.

## Air Mail and the Air National Guard

But surplus Jennys became far more than platforms for stunts, safe or deadly. They were an aircraft of choice for the Air Mail Service of what was then the Post Office Department. Air Mail took off in 1918, when a trusty Jenny made the first delivery.

The pilot got lost, was found, and the

mail put on another aircraft. The next pilot was told to follow the railroad tracks. It was not the Jenny's fault, of course.

As the years went on, Lindbergh continued to fly and became friends with other young aviators flying from a field in the countryside near St. Louis. He was able to overcome his shyness around other pilots.

He went to work for three brothers named Robertson who had formed an aircraft company and gained the right to run the Air Mail route from St. Louis to Chicago. They had created what would become an Air National Guard flying unit — one of the first.

Their first aircraft? A Jenny, of course. The first members kicked in enough to buy that first aircraft and later were able to get three newer Jennys with more powerful engines from the military.

Even as flying became a more routine business and more modern postwar Jennys were replacing the war-surplus aircraft, the sturdy, dependable Jennys still helped satisfy a craze to be flying. The unit history of that first Missouri Air National Guard unit tells the story of how three people got flying time

in a limited time aloft in a two-seater Jenny.

One man was in front, the second at the controls in the rear cockpit. The third? The third lay flat on the biplane's upper wing. To share piloting time of course, they just switched positions while in flight.


The Jenny eventually left military service, both active and Air Guard. Barnstorming became old-school. Three pilots swapping positions in an open cockpit aircraft fell into some disfavor.

No matter. A Jenny had cost the taxpayers less than \$5,500. Their far lower cost as surplus meant Jennys were at the center of crowdsourcing, 1920s-style. People were kick-starting their motorcycles. The Jenny kick-started an entirely new kind of business, industry and mass transit.

Lindbergh went on to fly across the Atlantic to Paris and become what some consider the first true international celebrity.

Like others who got their start in a Jenny, he also was one of the founders of a commercial airline. And along with other war surplus Jenny pilots, he showed the Army there was a place for citizen airmen.

Some of the Air Guard units that first took flight in Jennys still fly two-seat aircraft, with space for two pilots but certainly no third pilot hanging on the wing. The successor to that first Air National Guard unit in St. Louis, now operates from Whiteman Air Force Base in western Missouri. They are flying worldwide missions in two seat B-2 Stealth bombers.

So if you could scratch the carbon composite skin of that complex airframe costing millions of dollars, you'd find DNA from a Jenny. 

Charles Lindbergh at a St. Louis airfield after his Atlantic crossing, promoting the 35th Division, Missouri National Guard. The barrels and two small cans contained fuel for his transatlantic flight.



Photo Courtesy Charles D. Machon, Museum of Missouri Military History

SPECIALISTS AT DLA DISTRIBUTION PERFORM CRITICAL FUNCTIONS IN PREPARING SUPPLIES FOR A

# PACKAGE DEAL

Story by Dianne Ryder

**P**roper packaging of materiel is an essential part of the Defense Logistics Agency's mission. Members of a specialized team at DLA Distribution Warner Robins, Georgia, ensure the job is done right, no matter how unique or challenging the item.

"We get materiel coming in from different depots that's not packed in accordance with the standard operating procedure, or dunnage — the materials to keep it preserved or mission ready," said Jonah Blunt, material examiner and identifier for the Preservation, Packaging, Packing and Marking section.

Bobby Small, branch chief of the special assets division, explained the process in brief: "Items are sent to the PPP&M area for packaging. The packer verifies the materiel is packaged

correctly and forwards it to the warehouse for storage."

Several months ago, DLA Distribution put together an ad hoc, multifunctional team, including Blunt and packer Christie Williams. The group received a "Team of the Quarter" award for packaging and re-warehousing 1,800 work orders, consisting of about 6,000 units of materiel from one PPP&M section into one major PPP&M functional area. The project freed up several thousand square feet of warehouse space for use by central receiving or other functional areas at DLA Distribution Warner Robins Depot.

Everything that comes into the packers' hands is checked and often repackaged, based on packaging requirements for the item. Williams has been on the job less than a year, but Small said she has risen to the challenge.

"I perform a variety of tasks, including packaging and repackaging of non-hazardous material, such as selecting the proper container, using the correct method of packaging and cushioning and following the specific packaging procedures for

the materiel," Williams said. "It's important to the warfighter they receive the correct materiel on time and properly packaged."

Most of the materiel the packaging specialists pack are parts for aircraft, tanks and other vehicles. Pylons, which are used to hold fuel tanks on the aircraft, require extra cushioned packaging, Williams said.

"We have to have bags inside and pack it a certain way, so it won't get damaged," she said.

The packers also affix a label to the package that includes information in accordance with Military Standards and Department of Defense Standard Practice Military Marking for Shipment and Storage guidance. Labels also include the national stock number, part number, serial number, nomenclature, quantity, unit of issue, military preservation method and date of unit preservation, as well as the Contractor and Government Entity, or CAGE, code.

Blunt has been with PPP&M for several years and uses a number of

The DLA Distribution Warner Robins, Georgia, Preservation, Packaging, Packing and Marking Section Special Assets Division team (L-R): Ernest Melonson, Greg Bedford, Christie Williams, Jonah Blunt and Jettie Evans. They were selected as DLA Distribution Team of the Quarter for the 3rd Quarter 2017. Teammates not pictured: Richard Langford and Michael Scott.



DLA Distribution

Packer Christie Williams applies protective packaging to preserve the integrity of the item.

standards to help him perform tasks more efficiently.

"I use technical specifications and websites to pack various types of DoD equipment to meet the requirement, as well as packaging and marking regulations to ensure equipment is in a serviceable condition for the customer."

Two websites he uses are the Web Federal Logistics Information Service and Special Packaging Instructions Retrieval & Exchange System. WebFLIS provides essential information about supply items, including the NSN, item name and company data through a web interface connected to FLIS data. SPIRES is used to identify the design, materials required and construction of wood and fiberboard containers for Air Force materiel.

Small noted another tool that helps the packers is a new conveyor system. The old system hampered the way materiel was received and distributed to the packers, he said.

"Once we get the materiel in, we look it up in the Distribution Standard System, which will tell us what the method of packing is for that particular item," he said.

"In the past, [materiel] wasn't coming in where we could segregate it quickly. We redesigned the area so it's not cluttered and we can get the materiel to the packers in a timely manner."

Small said the packers also use mechanized handling equipment, including forklifts, heat sealers for plastic barrier bags, air guns to suck the air out of a barrier bag so it can conform to the part, and auto baggers for smaller items such as nuts, bolts and washers.

Williams said the auto baggers are great time-savers.

"[Packers] used to have to count thousands of nuts and bolts by hand, but now they can just put it inside the auto bagger and it will automatically count and package them in individual packs," she said.



Alicia Friend

Materiel from the military services, central receiving, other depots and the DLA Distribution warehouse arrives in a trailer or on a pallet in the receiving area and is routed to the packers. From there, it's sent to separate areas for packaging, depending on the characteristics of the materiel, such as the condition code, size, need for special packaging materials (for items such as precision measurement equipment) and whether an item is 40 pounds or less, meaning it can be hand carried.


Shipment of materiel is handled differently, depending on the urgency of its delivery.

"Sometimes we get a plane that's down and it needs a part; we have to pack that part and quickly get it to the customer," Blunt said.

In this case, the part would be sent without elaborate packaging on an emergency walk-through basis, so it can be transported as soon as possible, often within an hour if it's a local delivery.

"It's very important to get the part out to the warfighter in correct condition and on time," Blunt said.

Small said he's pleased with the progress his team has made in efficiencies, but there's always room for improvement.

"We focus on continuous process improvement; we keep looking at our processes, and if there's any way we can improve or make that process better, we do it," he said. "A lot of improvements have come from the floor, so we're always asking them to keep that in mind." 

# HOLDING TH

## SUSTAINING READINESS IN SOUTH KOREA

Story by Beth Reece

**M**embers of the U.S. military have guarded freedom's door on the Korean Peninsula more than 60 years, ready to defend on a moment's notice. Supporting them at U.S. bases are Defense Logistics Agency employees, quietly keeping U.S. Forces Korea ready, if called on, to make good on the motto "fight tonight."

Terry Harrington, manager of DLA Disposition Services' 24-acre disposal yard in Gimcheon, reflected on how even daily tasks have a greater meaning in this uneasy peace.

"We're cognizant of ... just how precarious and unstable things truly are," Harrington said. "I tell my people that whether they're driving a forklift or destroying equipment,



A DLA Distribution employee readies cargo for delivery to one of the U.S. military's 13 supply-support activities spread across South Korea. The agency uses dedicated trucks to deliver material daily from its warehouse in Camp Carroll.

— Courtesy Photo

# E LINE

Republic of Korea tanks with the 1st Marine Division head a firing line during a Korea Marine Exercise Program in Pohang, South Korea. Exchange agreements between the U.S. and South Korea governments allow DLA to provide items and fuel to the South Korean military.

— Marine Corps Cpl. Anthony Morales





Courtesy Photo

The relocation of units in South Korea has dramatically increased the workload for property disposal specialists at DLA Disposition Services' 24-acre disposal yard in Gimcheon.

more planners, teams from MSCs like DLA Disposition Services and DLA Distribution, as well as warfighter support representatives and DLA liaisons co-located with key USFK units. A representative from DLA's Joint Contingency Acquisition Support Office is also there to arrange operational contracts that streamline support for all the services.

Customers are spread from the demilitarized zone to the southern port of Busan, but the ongoing Korea Transformation Initiative will soon consolidate most forces at one of two enduring hubs: Camp Humphreys in central South Korea and Daegu, a southeastern city that's home to a small DLA Logistics Operations Center at Camp Henry and a DLA Energy team at Camp Walker. Daegu is also 14 miles from Camp Carroll, a supply staging ground since the late 1950s, where DLA Distribution manages materiel.

## Fast Pace

As units on the peninsula move south from USFK's current headquarters

we don't want in the enemy's hands, they're contributing to warfighter readiness. Because of them, our warfighters are ready."

USFK personnel stationed in South Korea know the country and its northern neighbor are only under what is technically a temporary cease-fire, not a permanent treaty. The bloody, three-year Korean War, which Harrington's father fought in, ended in 1953 with an armistice that's been repeatedly tested.

But every year and decade since, U.S. and allied nations have perfected the plans that would be required for any future military action. And logistics has always been an essential part of that.

"Our support in this time of armistice is pretty smooth," said DLA Pacific Commander Navy Capt. Tim Daniels. "During a contingency, we would provide the same kind of support but with a larger footprint. That means bringing in additional experts from the [major subordinate commands]. And our rapid

deployment teams and other DLA support teams across the agency could also help meet increased demands."

Daniels' team of planners and commodity experts work with U.S. Pacific Command in Hawaii to integrate DLA into military planning and operations. More than 100 DLA employees on the Korean Peninsula provide daily support. They include

DLA Energy supports military customers across the Korean peninsula with 22 fuel facilities. The team also oversees maintenance and repair programs for fuel infrastructure since many of the units who use the facilities are not locally based.



Courtesy Photo



Air Force Staff Sgt. Alex Fox Echols III

in Seoul to Camp Humphreys, DLA will follow. A new DLA Pacific Korea headquarters is scheduled to open there in April 2018. For DLA's fuel experts, unit relocations intensify an already busy schedule as the agency adjusts its footprint to best serve the warfighter.

DLA Energy Pacific at Korea Commander Army Lt. Col. Faith Chamberlain and her team are working to meet a year-end deadline to close one of multiple fuel facilities, according to U.S. and Korean government agreements, while opening a new one at Camp Humphreys.

"As my team does the hard work of clearing out seven different tanks at the old facility, testing that fuel and distributing it to other tanks throughout Korea, they're also making sure the new facility meets contracting specifications and is testing fuel there," Chamberlain said.

"At the same time, we're anticipating an increase in drills where warfighters test contingency operations," she said, adding that the pace of business has doubled in just a few months.

The moves have dramatically increased work for disposal experts, too.

"Some of these closing bases have been around for almost 70 years," Harrington said. "It's like moving out of your house; units are finding a lot of junk they don't need

anymore. They can't just throw it away, because it's on their property books and we don't want it to end up in the wrong hands. So they're bringing it to us."

Getting equipment to DLA's disposal yard is easy for customers, since it's in a city that sits along a major highway and a rail line. The facility was built in 2010 with the relocation of troops nearby at Camp Humphreys in mind.

But the agency will make it even easier for units to transfer equipment when it opens a new facility at Camp Humphreys in 2018. This will significantly increase receipt and storage capacity and help Army units as they continue to return items ranging from individual equipment to tracked vehicles.

## Daily Deliveries

Moving new equipment to troops is the work of DLA Distribution Korea Commander Army Lt. Col. Gary Whittacre and his staff at Camp Carroll.

"We have dedicated trucks that go out daily with deliveries to 13 supply-support activities and other customers. Because we're ... in the center of Korea, those trucks spend an average of just four to five hours getting to our most distant locations," Whittacre said.

Aircraft from the U.S. Air Force, U.S. Marine Corps, Japan Air Defense Force and Republic of Korea Air Force conduct a show of force south of the Demilitarization Zone in South Korea.

Materiel destined for Korea is collected at DLA Distribution San Joaquin, California, then flown to Osan Air Base or shipped to Busan via commercial carriers. Air shipments take a few days, and surface shipments take much longer. But it takes only one day, and often less, for equipment to be offloaded at Camp Carroll, grouped according to destination, loaded onto outbound trucks and delivered.

"Ninety percent of the materiel we receive is shipped and receipted to the unit in less than 24 hours after it comes through our doors," Whittacre said.

DLA Distribution also stores thousands of items, including stock reserved for use in a contingency and repair parts commonly required by maintenance units.

"The military has equipment here that we know has a high probability for repair parts, so item managers forward that stock to our warehouse and we manage it until a unit drops a request for it," Whittacre explained. "Customers don't have to wait for stuff to be sent over from California; we can put it on a truck and they'll have it the next day."

## Forward Stock

Item managers from DLA's major subordinate commands correspond weekly with military supply personnel at units like the 19th Expeditionary Sustainment Command and 2nd Infantry Division, to determine what to provide ahead of the need — items known as forward stock.

A recent analysis by DLA Pacific and Army units, for example, evaluated which items were vital to maintaining the readiness of critical weapons systems needed to support USFK's "fight tonight" posture.

"The result was a recommendation to forward-stock [a few dozen] critical items in Korea. It was the first request of its kind for the Army here," said Sly Ahn, DLA Pacific chief for operations in Asia.

Collaboration with warfighters in Korea has also shaped how the agency provides materiel for countering weapons of mass destruction, he explained.

"A key part of the concept is DLA's ability to 'kit' items, meaning that DLA

DLA Disposition Services is busy helping Army units retrograde material throughout the peninsula and expects to open a new 110-square foot operations site at Camp Humphreys in March 2018.

## MILITARY EXERCISES HELP DLA IRON OUT ITS SUPPORT TO ALLIED NATIONS NOT ONLY IN THE PACIFIC BUT ALSO IN OTHER REGIONS, SUCH AS THE MIDDLE EAST.

can group multiple items under a single item number to streamline ordering and delivery of material to customers. The plan is to designate a site where CWMD kitting operations will occur, test the building of kits as a proof of concept, and then add CWMD kitting and sustainment to operational plans around the globe," Ahn said.

In 2020, DLA Distribution will open a new state-of-the-art facility at Camp Carroll to store materiel like those CWMD kits and millions of maps. The maps include sea charts, aerial charts and topographical maps that would be used by incoming units in a contingency.

### Dress Rehearsals

Annual training exercises like Key Resolve and Ulchi Freedom Guardian are an important part of how warfighters prepare for possible real-world events. They also give DLA the

chance to rehearse logistics support and keep up with support plans that are susceptible to change due to the high turnover rate of military members in Korea, Daniels added.

During these exercises, DLA Pacific stands up a 24-hour logistics operations center manned with liaisons who can answer urgent calls for support and help solve problems like transportation delays.

"Our rapid deployment teams and DLA support teams also fly in to participate in the exercises, so customers get to see the broad scope of DLA's expertise," Daniels said. "And these exercises help us make continual improvements in our support, based on lessons learned."

U.S. forces also participate in numerous routine, multinational exercises in other Pacific nations, like Japan, Thailand and Australia, that draw support from forces and DLA assets



Courtesy Photo





Marine Corps Cpt. Anthony Morales

U.S. Marines with the 4th Amphibious Assault Vehicle Battalion take on crashing waves from the shores of Dogu Beach during a training exercise in March 2016. Exercises like this one help warfighters prepare for enemy action and give DLA the chance to rehearse logistics support.

in Korea. The exercises help DLA iron out how it supports allied nations, and they give U.S. and South Korean military leaders the opportunity to hone the agreements that authorize the two nations to provide mutual support — not only on the peninsula but even in distant operations, such as those in the Middle East, Daniels noted.

“During Operation Pacific Reach, we saw the great level of interoperability between U.S. and Korean forces to the point where Korean forces were doing maintenance on U.S. equipment and vice versa,” he said. This really shows how closely integrated and tight we are in the realm of logistics.”

The hectic schedule of exercises also includes non-combatant evacuation rehearsals for families of DLA employees in Korea and DLA civilian personnel who aren't considered emergency-essential. The exercises are a chance to review emergency data for non-combatant evacuees and for them to practice what they would do in an evacuation.

“This makes our employees and families familiar with what would actually happen [in a conflict]. Often it's the unknown or uncertainty that leads to anxiety in these situations,” Whittacre said, adding that DLA is also prepared to provide disaster relief items like cots, bottled water and meals in support of non-combatant evacuations and foreign disaster-relief efforts.

Materiel destined for customers in South Korea is flown to Osan Air Base or shipped to Busan via commercial carriers. It's typically shipped and receipted to units within 24 hours of its arrival at DLA Distribution's warehouse.

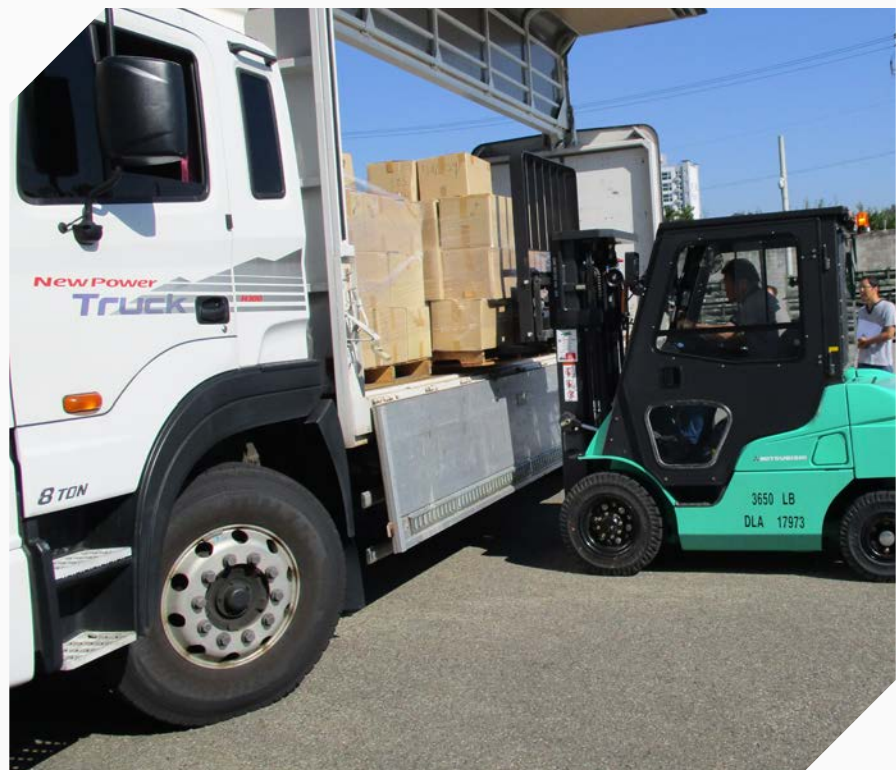
Other contingency preparations include DLA's use of the agency's Joint Reserve Force Individual Mobilization Augmentee Program, which lets the activity train DLA reservists to test fuel at South Korean refineries and conduct batch testing on fuel products like jet propellant.

“This helps us build a bench of seasoned quality assurance representatives who understand the uniqueness of business on the peninsula and who are ready to augment the team if a contingency were to occur,” Chamberlain said.

And since DLA fuel points are often used by forces not regularly stationed in Korea, DLA Energy also oversees maintenance and repair programs for fuel infrastructure there. Recent work arranged by DLA Energy and DLA Installation Support fixed scores of deficiencies at fuel points used by a Marine Corps unit that could be a key player in any future action, even though it's based elsewhere in the Pacific.

“If something were to happen, these facilities would be really important to forces who need fuel to carry out their mission,” Chamberlain explained. “So providing regular maintenance and repair contributes to a strong defense posture.”

“We're not just patching things up or applying a Band-Aid fix; we're making sure these facilities are in good working order for the next 10 years and beyond,” she added.



Courtesy Photo

DLA Energy and contract employees observe refueling operations at a new fuel point in South Korea.

## Time-Honored Rapport

Leaders say that in any potential future conflict, U.S. and allied forces would greatly benefit from DLA's longstanding presence and partnerships with local nationals and vendors who provide goods and services.

"South Korea is a very capable first-world country that's continually growing," Daniels said. "Even though we're not in an active fight, we're already doing daily business with some of the same companies and customers we'd work with during a contingency."


Whittacre added that decades of continuity between U.S. and South Korea mean both nations won't have to spend precious time establishing critical support during an operation.

"The institutional knowledge we have here would be invaluable when you consider situations like we had in Iraq and Afghanistan, where we had to create brand new ways of providing logistics support while also being worried about force protection and conveying material to austere locations," he said.

Whittacre and Harrington agree that the local-national workforce, making up more than half of DLA's employees in Korea, are as loyal and dedicated to the U.S. mission as their military counterparts.

"Our local nationals come in the door each morning ready to work hard, and that's a benefit to both the U.S. and South Korean governments," Harrington said.

News reports of increasing missile tests make it even more important that DLA employees avoid complacency, he noted, citing a recent news report that under the administration of the current leader of North Korea, there have been twice as many missile tests in the last three years as during the previous leaders combined.

"It seems like there's a new threat every day, so we have to know our jobs and be ready for the worst, Harrington said. "Warfighters on the front line are depending on us." 



Courtesy Photo

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# A Conversation with ... Army Lt. Gen. Darrell K. Williams

DLA's New Director discusses his vision and strategy and the critical role people serve in the DLA mission.

## This is your second tour with DLA. Does that give you any advantages in your leadership role?

I think it does. However, I'd be very quick to say that my first tour in DLA, as commander of Land and Maritime, was in a much more limited capacity. When I got to this level as the director, I began to understand the entire capability of the agency, along with the fact that I was now responsible for 25,000-plus employees on a global scale, focused on the warfighter, strategic partners and whole-of-government agencies.

So while my previous experience gave me some knowledge of the business of DLA in terms of supporting the warfighter, I've approached my tenure as director as if it were a totally new experience.

## While you and DLA senior leaders have been focusing on refreshing our strategy, you've asked them to read Simon Sinek's book "Start with Why." Why that book?

Sinek has also released some very interesting videos on Ted Talks. What drew me to reading the book the first time, and now looking at it a second time, was that I believe he's absolutely right. Many organizations know how they're supposed to do a particular task or what the particular task is — but very few ask why they're doing it.

I really believe the why of what we're doing allows us to connect much better with the mission. And I think once we understand the why, there's a better understanding of the mission overall, a better performance of it and a better mission outcome.

## What are your key areas of interest as you develop your strategic guidance for DLA?

Prior to getting here, as I looked through the strategic plan, with its various objectives, and the agency's



Phil Prater

DLA Director Army Lt. Gen. Darrell K. Williams.

vision within the plan, I thought it was very good — one of the better ones I've seen. However, one of the first things every new director or leader of a major organization does is take a fresh look at the organization's strategic plan and direction.

Among my foremost responsibilities is to make sure we have the right vision, that I've stated my intent and that we know exactly what the priorities of the agency are. I also thought we had a few gaps in our plan, given that some elements of our strategic environment have changed since the last plan was published in 2015.

One of those is support to the whole of government. While we always have been and will always be a Warfighter First agency — meaning support to our services and support to our combatant commands — taking on added significance and effort the last three or four years is our support to other agencies, such as the Federal Emergency Management Agency, Department of Homeland Security, the U.S. Forest Service and many others. We're at the point where that support is now, in terms of our sales, about 20 percent of what we do. So in my estimation, that effort demands a more prominent place in our strategic plan.

The other element is the area of global posture and response. Looking back on this phenomenal agency's response to the Ebola crisis in Liberia, we placed some of the first people on the ground. We did it again during the Hurricane Sandy response in New Jersey a few years ago and in the response to Hurricane Matthew. These situations demand a rapid-response capability that is much more than ad hoc — something that is planned, something that is a systemic part of what we do.

Even as I conduct this interview, we're very much involved in a huge response. We have deployed over 100 people from DLA in support of hurricane relief efforts, working with FEMA and other federal agencies.

And all that was facilitated by a rapid response capability my predecessors had the foresight to begin to develop.

Now I think it's come to fruition. We have rapid deployment teams, which provide forward

command-and-control capability, along with a robust communications capability networked back to headquarters. We have a deployable depot capability where we can, on pretty short notice, deploy and operate a distribution center. And we have other capabilities in our Disposition Services arena. Our fuels team is operating what we call Task Force Americas to support the response to both hurricanes.

So it's become very obvious to us that, in addition to our supply chain focus, we also have a growing rapid-response requirement that must be more prominently reflected in our strategic plan.

**You've called DLA a phenomenal logistics organization. How do you see taking the agency to the next level? Is there a next level?**

I think there's always a next level. We should never, ever become complacent, and I think looking at our strategic plan is part of that.

I just talked about two areas where we have to take that next step. What is it we're doing that we can do better? I think you start with the base of what we do. The platform or base from which we launch into anything else, really, is support to the warfighter.

So how can we get better in that area? In DLA, one of our core metrics — one of the ways we determine how well we're doing — is something we call material availability. How often can one of our services or combatant commands ask for a commodity, do we have it available and how quickly can we get it to them?

What we're striving to do within the agency now is to improve our response. The goal should be to have it available to them 100 percent of the time. But while that's a difficult metric to achieve, it's nonetheless something we'll always strive to do — get the warfighter the equipment, supplies and services they require in an even more expeditious manner.

Another way we can improve — we have DLA forward elements in Europe, the Middle East and the Pacific. One of the areas we're attempting to strengthen is our command-and-control structure. This will make us even more responsive to all of the warfighter requirements.

We're also an agency very reliant on our commercial partners and many of our strategic

defense and non-defense partners. There's no way we can do what we do without the thousands of large, mid-sized and small businesses that allow DLA to support its customers. So we're doing everything we can to improve our relations with our suppliers. Improving the strength of these relationships and partnerships will also feature prominently in our strategic plan. And those are just some of the areas where we'd like to improve.

The area where I thought DLA could improve was giving the customer that single face I mentioned earlier. In DLA, we're segmented into subordinate commands. As a customer, I never cared about what specific organization within DLA you came from; I merely wanted a specific result. My predecessor's idea to create regional commands and to give the customer a single face to this vast organization was a wonderful one. I think DLA has done a great job of streamlining its operations over the last four or five years, and this concept will continue to pay significant dividends.

**You've said if you take care of your people and culture, the mission will be accomplished. Why do you think that is?**

It's a philosophy I've embraced for over a decade, and it's never failed me or the organizations with whom I've served. I really believe that, as a senior leader and certainly at the strategic level, it's all about setting conditions within the organization.

I now understand the phenomenal effort involved in getting a single case of MREs, repair part or uniforms to sailors onboard a ship 6,000 miles away — or to a Marine or soldier on point in Afghanistan, Iraq or Syria. Or to a special operations warrior deployed to some area of the world that we can't even name.

It begins with establishing clear priorities and goals, making sure everyone is clear on the direction of the organization. But when we've established all the lines of effort and communicated the strategic priorities, you get down to one simple and incontrovertible truth: that people have to execute the plan.

I understand the phenomenal effort required to ensure that they get what they need, so their aircraft can deploy from its station when it needs to or a ship leaves the shipyard on time and on schedule. This great organization really is focused on the warfighter, getting them the right item, in the right quantities, always on time.

I think people do best in organizations where they feel valued, where they feel empowered and where they feel that what they do makes a difference. To get back to Simon Sinek's point: They understand the why.

**Is there anything else you'd like to discuss?**

There is something I'd like to double down on: an idea in the coming strategic plan.


With that said, it's not just a belief of mine. It's an imperative of all great organizations. You must, first and foremost, take care of your people.

Our current strategic plan addresses People and Culture as a specific line of effort. However, the emerging plan discusses People and Culture as the heart of everything we do. We've chosen that approach because People and Culture touch everything — all the other lines of effort.

**You've also served as commander of the 1st Sustainment Command (Theater) in Kuwait, the 3d Sustainment Brigade in Iraq, and others. What were your impressions of DLA as a customer, and what was the reputation of the agency in the field?**

I can tell you it was a whole lot different as a customer. As a customer, when you're in a deployed environment, and you're merely trying to get the mission accomplished, all you see is the organization's face to the field. You see the people in front of the curtain, but you don't see the vast organization behind it. So as a customer, I was concerned only with getting a particular result. From that standpoint, DLA always delivered.

We're not making this change lightly. It's for a very meaningful purpose and is about all those things I talked about earlier: It's the fact that without people, we can't accomplish any of the other lines of effort or subordinate tasks — we can't have great supplier relations, we can't support the Warfighter First, we can't support the whole of government, we can't do global response, we can't be accountable without first thinking about what makes the engine of this great organization run.

The "secret sauce" of this organization is our people and our culture. So that's what I want them to know. 

# REFINERY TO FLIGHT

## THE JOURNEY OF A BARREL OF JET FUEL

Story by Ronald Inman, DLA Energy Public Affairs

**L**ike blood moving through the body, jet fuel flows through the Defense Logistics Agency Energy's supply chains around the world to keep America's military aircraft — as well as other federal agencies — in flight.

Crude oil is converted to many products at a refinery, including the fuel DLA Energy purchases. These products, such as jet fuel, then begin their journey through the DLA Energy distribution supply chain.

DLA Energy Americas is one of the four DLA Energy regional offices responsible for ensuring a barrel of oil that completes its transformation into jet fuel is properly tested, received, stored, transported, accounted for and distributed to the warfighter.

Randy Cottrell is the DLA Energy Americas at Houston supply operations

manager. He and his 34-member team, including 15 fuel supply planners, ensure fuel moves in a timely manner to support five combatant commands, seven major pipeline distribution systems and 300 military bases across three time zones.

Cottrell and his team track 5,000 fuel movements per month and move 1.2 billion gallons of bulk petroleum products each year.

"The transportation of fuel is not as easy as it might appear on the surface," Cottrell said. "DLA Energy does an excellent job of supporting the military services and federal agencies, making a complicated fuels distribution system seem easy when fuel appears at their front door, on time and meeting quality specifications."

In 2016 DLA Energy transported more than 130 million barrels of fuel

The journey of JetA jet fuel from the refinery in Houston to its destination at Joint Base Andrews, Maryland, includes transport by commercial pipeline and barge, as well as additization to transform it into F-24 – jet fuel with military additives.

— Photo Courtesy DLA Energy



Air Force Tech. Sgt. Thomas Conroy, 459th Aircraft Maintenance Squadron crew chief, attaches a fuel line to a KC-135R Stratotanker prior to refueling on the Joint Base Andrews, Maryland, flight line. The KC-135 is an aerial refueling aircraft capable of holding up to 200,000 pounds of fuel.

worldwide and over 80 million within the continental United States. One barrel holds 42 gallons of fuel.

At home and overseas, a transportation network spans thousands of miles and uses roads, rail, pipeline and waterways to bring the fuel to those who need it.

The Air Force is DLA Energy Americas at Houston's biggest fuel customer. In 2016, 830 million gallons of fuel were distributed to Air Force bases in the DLA Energy Americas area of responsibility.

Joint Base Andrews, in Maryland just outside Washington, D.C., and home to the Air Force District of Washington's 11th Wing, is an especially important



Air Force Tech. Sgt. Kat Justen

DLA Energy customer. The wing supports contingency operations and provides security on the world's highest-visibility flight line for Air Force One and more than a dozen types of aircraft.

Making sure Joint Base Andrews has the fuel it needs to fly its missions is a supply planner's job.

"The supply planner is basically a scheduler of fuel, getting fuel from the refinery to the customer," Cottrell said. Joint Base Andrews is supplied by a DLA Energy contract for 24 million gallons of F-24 jet fuel to support Air Force missions. F-24 is a type of commercial jet fuel known as Jet A, with additives to keep it fit for use in demanding conditions.

Larry Lewis is a DLA Energy Americas at Houston supply planner who works with Joint Base Andrews' fuel services contractor. Lewis monitors and analyzes the base's daily fuel inventory through reports from DLA Energy and Fuels Manager Defense software. He ensures the base is above its control limit — the operational amount of fuel the base is required to maintain by the DLA Energy's Bulk Petroleum Inventory Management Plan.

Each month he creates stock transfer orders to let vendors and suppliers know what quantity of fuel is needed at a particular location.

"The most important aspect of my job is making sure my customers'

needs are met so they can complete their mission," Lewis said. "We track consumption projections to suppliers as far out as 90 days prior to the movement of the fuel."

## The Transformation

The journey of a barrel of jet fuel to Joint Base Andrews begins in the heart of the U.S. petroleum industry: Houston, Texas. F-24 begins as Jet A commercial jet fuel, refined from crude oil. One of multiple suppliers is notified of the amount required by the supply planner.

Phillip Chang, a chemist for DLA Energy's Quality and Technical Support Directorate, explained crude oil's transformation to fuel.

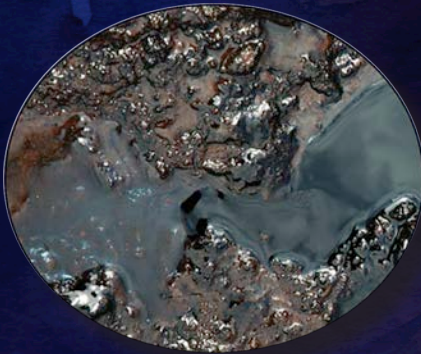
"Crude oil is a mixture of thousands of compounds in liquid state found naturally in the earth. The refinery buys or draws from inventory the crude oil that's best suited to their refinery to produce the most products and profit," Chang said.

"Next, the crude oil goes through many physical separations [distillation] and chemical changes to become refined final products like gasoline, jet fuel, diesel, fuel oil and others," he said. "The final product is tested at the lab to make sure it meets the specifications for the intended product such as [jet fuels] Jet A and JP-8 or diesel and is then stored in tanks until delivery."

# FROM CRUDE OIL ...

It can take up to 48 days for a gallon of crude oil to be transformed through a three-step process before it reaches its final stages as F-24 military jet fuel and can be used to refuel an F-16 on the flight line.

## STEP 1

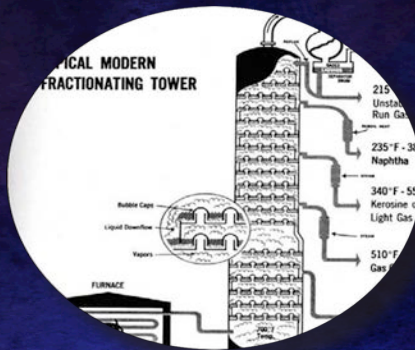


DLA Energy

The refinery buys or draws crude oil from inventory that's best suited to produce the most products and profit, according to DLA Energy's Quality and Technical Support Division. Raw crude oil starts out as a complex mixture of thousands of compounds that are mostly hydrocarbons (compounds with mainly carbon and hydrogen with traces of other compounds such as sulfur, nitrogen, oxygen and metals).

## STEP 2

The crude oil goes through many physical separations (distillation) and chemical changes to become refined final products like gasoline, jet fuel, diesel, fuel oil and others. The final product is tested at the lab to make sure it meets the specifications for the intended product such as Jet A and JP-8 (jet fuels) or diesel, and then is stored in tanks until delivery.



DLA Energy Quality and Technical Support Division

## STEP 3



Air Force Staff Sgt. Benjamin Mota

Three liquid additives are added to the fuel to complete the Jet A fuel's transformation into jet fuel with military additives – F-24. The additives are required to meet the unique needs and specifications of military aircraft.

# ... TO JET FUEL



Alejandro Pena

## The Journey Begins

The journey of a barrel of jet fuel to Joint Base Andrews starts months before delivery, Cottrell said. Ordering and transporting fuel requires coordination, and there can be consequences if it's not properly planned.

"Pipelines are especially busy and often reach full volume allocations during peak periods," Cottrell said. "Peak periods occur when several pipeline customers want to ship fuel at the same time. This mostly happens in the winter, when the pipelines are shipping heating fuel, but can also occur during peak summer months, when airports have heavy fuel consumption due to increased air travelers going on vacation."

Most DLA Energy Americas-supplied fuel travels by pipeline. Regulation requires the regional supply planner to send the supplier the fuel order at least 15 days before the fuel is to be transported, Cottrell said.

After the supplier provides the jet fuel, it's shipped from the refinery either directly into the Colonial Pipeline (whose total branches cover 5,000 miles between Houston and New Jersey) or into Defense Fuel Support Point Houston, a commercially owned and contractor-operated terminal, and then to the Colonial Pipeline.

"It takes a minimum of 20 days for fuel in the Colonial Pipeline to travel north to DFSP Baltimore," Cottrell said.

At DFSP Baltimore, an Energy quality assurance representative ensures three liquid additives are added to the fuel as it's loaded onto the barge, transforming it into jet fuel with military additives — F-24.

## Additizing It All Up

"The use of additives is required to meet the unique requirements and specifications of military aircraft," said Richard Knapp, DLA Energy Quality and Technical Support Quality Operations division chief.

"Fuel-system icing inhibitor is required to prevent the water from

Sources: DLA Energy Americas at Houston Supplier Operations, DLA Energy Quality and Technical Support Division





Air Force Senior Airman Philip Bryant

forming ice crystals that could block fuel lines,” Knapp said.

Another additive prevents the buildup of static electricity while the fuel is moved.

“Static can lead to high-energy sparks in an explosive environment,” Knapp explained. “Static dissipater additives reduce this hazard by increasing the electrical conductivity of the fuel, which promotes a rapid relaxation of any static charge.”

Joining the static preventer is an additive that prevents corrosion and enables the fuel to keep parts lubricated.

“The fuels have been through severe processing at the refinery,” Knapp said. “By introducing the corrosion inhibitor, parts can keep a thin layer of fuel between them. The additive prevents corrosion of the metal parts caused by oxidation and lubricates surfaces to limit wear.”

“The QAR only accepts discharge of the fuel as F-24 when the additization is complete,” Cottrell said.

### Keeping An Eye On Quality

“Once the Jet A is in DFSP Baltimore’s storage tanks, the regional supply planner schedules a barge carrier contracted by DLA Energy to move the fuel,” Cottrell said. “Regional QARs monitor barge loading and ensure product purity.”

Next, the barge travels down the Chesapeake Bay and back up the Potomac River to DFSP Anacostia, in

Washington, D.C., where it discharges the fuel into a pipeline that runs to tanks on Joint Base Andrews. Specialists monitor the fuel to make sure none has been lost or diverted. If they find excessive gains or losses, the specialists start an investigation. They also ensure fuel transactions are processed promptly using Fuels Manager Defense software to ensure auditable accountability along the journey.

### On Mission


Finally, jet fuel is scheduled for delivery from DFSP Anacostia storage tanks to Joint Base Andrews, where contracted personnel load Air Force R-11 fuel trucks and deliver the fuel to base aircraft.

Cottrell noted that delivery of F-24 to Joint Base Andrews is through DLA Energy’s Inland East Gulf Coast

459th Air Refueling Wing KC-135R Stratotankers taxi in formation during an alert exercise at Joint Base Andrews, Maryland.

bulk fuel purchase program, one of four such programs. Other programs cover the Rocky Mountain West, the Western Pacific and Middle East, and the Atlantic/European/Mediterranean regions.

The journey from refinery to flight is just one segment of DLA Energy’s process of providing fuel. Before contracts are even awarded, DLA Energy’s Supply Planning and Acquisition Bulk Fuel Contracting branch puts in significant time and effort.

“Most DLA Energy customers have no idea what work is involved in ensuring a location has fuel to meet the warfighter mission. All they know is that the product is ready when they open the valve,” Cottrell said. 



<https://www.flickr.com/photos/dlamil/>

# DLA NewsWire

## DLA DELIVERS PRODUCE FOR SAILORS ABOARD USS OAK HILL ON HURRICANE RELIEF MISSION

When acquisition professionals at the Defense Logistics Agency Troop Support received an emergency order to restock the galley of a Navy ship performing hurricane-relief operations, they raced against the clock to ensure the sailors had fresh produce to fuel their efforts.

The USS Oak Hill was operating in the Caribbean, ready to help those affected by Hurricane Irma. The ship was running low on fresh fruits and vegetables and would need to be replenished by the USNS Supply, a Military Sealift Command ship docked at Naval Station Norfolk, Virginia.

The USNS Supply was set to depart Sept. 9 on a mission to replenish several ships operating in the Caribbean, including the Oak Hill.

Larry Munoz, a field representative for the DLA Troop Support's Subsistence supply chain, with the help of fellow Subsistence acquisition professionals, received and executed several emergency orders to stock the Supply.

But the order for the Oak Hill wasn't submitted due to a communications error. By the time the error was corrected, only four hours remained before the Supply would close its cargo holds in preparation for departure. However, the team found a way to make it in time.

— Shawn J. Jones  
DLA Troop Support Public Affairs  
More Online: [go.usa.gov/xnc7s](http://go.usa.gov/xnc7s)



Navy Petty Officer 3rd Class Taylor A. Elberg

## NEW SMALL BUSINESS CONTRACT YIELDS MULTIPLE REWARDS

Whenever a person meets one objective, it can be satisfying, but to achieve four at one time is even better.

Robert Steed, a contracting officer for DLA Disposition Services, realized such a feeling when he realized the new contract award with Applied Development LLC made the company

the first DLA Disposition Services multi-year awardee to qualify in all small-business socioeconomic subcategories.

"It was a welcome surprise," Steed said. "We work so hard to hit our small-business goals, that when you see something that gives so much bang for your effort, it fills you

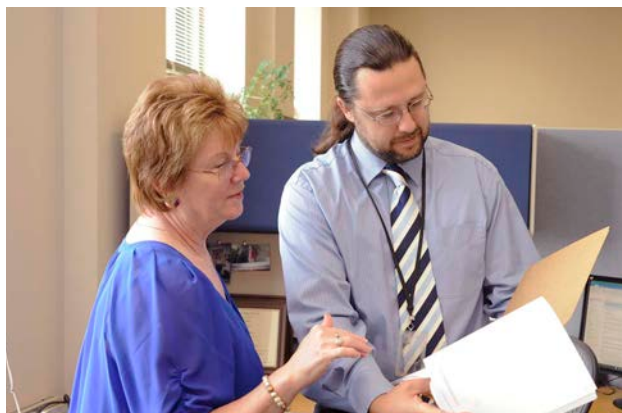
with a sense of accomplishment." Besides providing sign language interpreter services, the Baltimore company helps DLA Disposition Services by qualifying in four small-business subcategories.

These subcategories include being part of the Small Business Administration's 8(a) Business Development Program, its location in one of SBA's Historically Underutilized Business Zones, being a service-disabled-veteran-owned small business and an economically disadvantaged, woman-owned small business.

Sheryl Woods, DLA Disposition Services' special assistant for small business, explained that the federal government as a whole has a goal for small business of 23 percent as well as established subgoals for these subcategories.

— Tim Hoyle,  
DLA Disposition Services

More Online: [go.usa.gov/xnc76](http://go.usa.gov/xnc76)



Jace Armstrong



DLA Distribution Expeditionary

## A LOOK INSIDE DISTRIBUTION'S EXPEDITIONARY TEAM'S HURRICANE SUPPORT

Before the 2017 hurricane season, DLA Distribution had never had all three expeditionary teams deployed simultaneously in support of a natural disaster. They had worked together on deployments in Afghanistan but never for a Federal Emergency Management Agency response. The three teams that make up the DLA Distribution Expeditionary Team are located at Susquehanna, Pennsylvania; Red River, Texas; and San Joaquin, California.

DLA Distribution Expeditionary commander U.S. Army Maj. Jesse B. Holmes worked out of the intermediate staging base located at Joint Base San Antonio Randolph Air Force Base, Texas. He described the daily tasks at the ISB to include multiple daily teleconferences with both FEMA and the DLA Distribution headquarters team to ensure synchronization of effort and information.

"We operated 24 hours a day, so the teams were split into two 12-hour shifts. Approximately 20 employees per shift," said Holmes. "The yard was broken down into three essential functions: receiving, shipping and yard management."

Additionally, Holmes explained that efficient parking plans to maximize space in the yard were crucial to successfully handling the given amount of commodities processed during these missions. Tractor trailers were showing up all hours of the day and night and would back up for miles in every direction affecting the local community. Quickly receiving those trucks were key to preventing backlogs.

— *Brianne M. Bender*  
DLA Distribution Public Affairs  
*More Online: go.usa.gov/xnagF*

## DLA INFORMATION TECHNOLOGY CONTINGENCY TEAM PROVIDES CRUCIAL COMMUNICATIONS TO HURRICANE RELIEF EFFORTS

Preparation was key to the successful deployment of two DLA Information Operations Contingency Information Technology Support team members from DLA Distribution San Joaquin, California, during DLA's current humanitarian efforts for hurricane relief.

Robert Garcia and Charles James deployed for approximately one month. Their journey started at Randolph Air Force Base Auxiliary Field in Seguin, Texas, and later moved to Randolph Air Force Base, Texas. While deployed to the Federal Emergency Management Agency Incident Support Base at Randolph, they sustained 24/7 operations. The last week of September, they returned to their home station at the San Joaquin distribution center.

"There was a lot of hard work involved, but I enjoyed that we were a part of the humanitarian effort to support those affected by the recent hurricanes," Garcia said.

According to Garcia, the DLA Distribution Expeditionary team and the DLA Information Operations Contingency IT teams supported U.S. Northern Command as it leaned forward with state governors and the National Guard to advance understanding, trust, and teamwork in direct support of FEMA through dual-status command arrangements.

He stated that the DDX and Contingency IT teams have trained and worked with FEMA many times in recent years to set up ISBs, so the team knew what to expect as soon as they arrived.

Reliable communications are crucial in humanitarian efforts. Their mission on-ground was to create a command and control element for the ISB located at Randolph Air Force Base. The Mobile Emergency Response Center, along with Garcia and James, were required to establish communications for the DDX teams from Red River, Texas; Susquehanna, Pennsylvania; and Tracy, California. The services provided allowed all DLA personnel on site to access data, make phone calls, print and copy required documents and coordinate ISB operations with hand-held radios.

— *Annette Silva*  
DLA Distribution San Joaquin Public Affairs  
*More Online: go.usa.gov/xnagF*

## PROCESSING EXCESS EQUIPMENT OVERSEAS

# DEPLOY AND DISPOSE

Story by Jake Joy, DLA Disposition Services  
Photos by Jeff Landenberger

**T**he violent crunch of industrial shredders pulverizing ammunition boxes. The screech of 1,000-pound shears disfiguring obsolete aircraft hulls. The roar of armor-piercing plasma cutters slicing effortlessly through Howitzer barrels.

These are the native sounds of fictional "Michiganistan," where Defense Logistics Agency reverse logistics professionals congregate each summer to practice for a potentially austere life together downrange.

DLA Disposition Services handles the disposal or potential reuse, transfer and donation of used and obsolete equipment, hazardous waste and demilitarization-required military gear at its permanent yards and warehouses around the world.

Other than basic refuse and some special waste categories like explosive residue or biological or radioactive materials, if the U.S. military generally needs disposal of something, DLA is there to take charge. The agency continually tweaks the positioning of its global workforce and their destructive

machines to meet the disposal needs of the armed services.

Sometimes, however, providing on-time warfighter support requires even greater speed and flexibility. During natural or man-made disaster response, during a sudden escalation in hostilities or during precision strikes of a limited scope and duration, DLA has to ensure it can marshal resources quickly to provide uninterrupted logistical support to expeditionary U.S. forces. The agency's long-term strategy includes an increased focus on the development of expeditionary or quick-reaction capabilities, and DLA Disposition Services initiatives are helping pave the way.

One critical part of ensuring deployment-ready disposition support comes in the form of annual Overseas Contingency Operations Readiness Training, held in Battle Creek, Michigan, for members of its six military

disposal units and expeditionary civilians. The two-week OCORT event serves as a capstone experience for military-civilian groups that learn and work side by side to build up the individual's disposal skillsets while working toward a deployment-ready team status.

"The way DLA prepares people to deploy has vastly improved. When I deployed, you just showed up and said 'here I am, what am I doing?' The stuff we're doing [now] ... this is awesome," said Navy Lt. j.g. Chris Deason, the officer in charge of Disposal Support Unit 2, out of Columbus, Ohio, and a first-time OCORT participant in 2017.

He previously deploy-ed for DLA but never had a chance for OCORT-depth training prior to heading overseas.

"What we're doing here is way more than what [training] I was doing as an enlisted guy. This has grown in leaps and bounds," he said. "To me, this exercise is phenomenal. I love it"

Expeditionary Operations Chief Tim Walters, the OCORT director, said the continuous evolution and improvement of pre-deployment training is due to a

Navy Petty Officer 1st Class Jesus Martinez demilitarizes a 122mm Howitzer turned in by Detroit Arsenal as part of the 2017 iteration of Overseas Contingency Operations Readiness Training, or OCORT, held in "Michiganistan."





Navy Logistics Specialist 2nd Class Scott Pearson operates industrial shears to turn unusable property into scrap during Overseas Contingency Operations Readiness Training 2017.



Navy Petty Officer 1st Class Annalisa Brown erects a portable shelter, a standard element of one of DLA Disposition Services' four Expeditionary Site Sets pre-staged on three continents for quick use during a contingency operation or disaster response.

few key realities. For one, DLA Disposition Services, despite representing a relatively small slice of the agency's population, has accounted for more than half of DLA's civilian and military deployments to Iraq and Afghanistan since contingencies began in both those nations roughly 15 years ago. Working the tail end of the logistics cycle often means physically going to where equipment finally gave out or outlived its purpose. The thing about sending lots of people to work in forward locations: The plentiful opportunities for trial and error generate a wealth of lessons.

"We're the subject-matter experts when it comes to the ultimate disposal of property," OCORT 2017 Exercise Area Manager Greg Dangremond said. "We're the ones that dot the final i's and cross the final t's. We have to do our due diligence on the back end."

When OCORT began in 2013,

participants focused specifically on personal deployment readiness and preparation for the Afghanistan retrograde mission, Walters said.

However, lessons learned in the first decade of war revealed a greater need for service members and civilian logisticians to build mutual understanding and rapport prior to being thrown together for the first time in a fast-paced and hostile environment. Civilians were incorporated into the following year's training.

"Sometimes, when deployed, [civilians] weren't sure of what the [military disposal teams] were capable of doing," said Victor Ambegia, one of nine civilians who first took part in the exercise. And they didn't know what expertise we had. It was like two teams working on one site. Here, civilians are learning the [military unit] structure, and they are seeing our expertise. We're both learning things,"

Feedback was uniformly positive, and combined training of military and civilians quickly became a regular occurrence. Expeditionary operations

plans provided for more mixed training evolutions to allow the groups to teach each other and develop familiarity.

"It really is a team effort," said Air Force Lt. Col. Timothy Bunnell, the officer in charge of the first 2014 OCORT, which incorporated civilians for the first time.

"We thought we knew how [combining trainees] would work. We thought that as the circumstances dictated, the [Civilian Expeditionary Workforce volunteers] would step up, because they have a higher level of technical expertise than the military, typically, and they would augment our training cadre. That has worked, in my opinion, beyond my wildest expectations. It has been a huge success from a teamwork perspective, from a knowledge perspective, across the board."

The Expeditionary Site Set, known as "DRMO in a Box," — referring to the Defense Reutilization and Marketing Office — represents another lesson learned from time spent downrange and another big OCORT training goal fully realized in time for the 2015 exercise.

**BY 2017, REAL-LIFE OCORT CUSTOMER TURN-INS HAD GROWN TO INCLUDE 13 CUSTOMERS REPRESENTING ALL SERVICE BRANCHES. THEY GENERATED 126 ITEMS WEIGHING 240,000 POUNDS.**

Planners analyzed years of deployer feedback to develop and perfect the ESS: a modular, scalable and fully functional disposition site that can generate its own power, arrives with the tools and the personnel trained to handle the job, and provides for living and working spaces for the 15-20 logisticians who would be responsible for setting it up in less than a week and then operating it indefinitely.

"You're going into a site with no amenities," said Bill Kelley, a former Afghanistan site chief who played a Michiganistan area manager during the 2017 exercise. He said the ESS concept has accounted for all the core disposition tasks and allows people to arrive at a contingency with expectations of what they will have to work with rather than making piecemeal adaptations to conditions on the ground.

"We've got a lot of different capabilities here," Kelley said. "We can do basically anything from A to Z."

Kelley said that by the end of the first exercise day, the team ideally has built up its housing, and its field communications assets provided by DLA Information Operations have come online. By the end of four days, the team should have its yard set and ready to handle just about any property that arrives. He said that in a situation like disaster response, having site sets ready to go saves DLA "hours and days, versus having to put all the stuff together and figure out how we're going to get it there."

Trainers add to the exercise complexity with scenarios or "injects" that mirror the kind of challenges that frequently pop up when operating in an austere environment. Some scenarios involve site visits by VIPs and media.

Some involve accidents or equipment that did not show up. One of the 2017 scenarios involved a generator failure. Participants got an opportunity to practice switching out cables to keep the power flowing to their portable buildings.

"Equipment goes down downrange," Dangremond said. "Depending on how long your equipment has been in country, it may be super reliable or it may be unreliable."

An additional layer of realism added during the 2016 iteration was the incorporation of real-life customers who surrender their used items to participants during the exercise. By 2017, real-life OCORT customer turn-ins had grown to include 13 customers representing all service branches that generated 126 items weighing 240,000 pounds.

"It's been a truly joint, or purple, environment," Dangremond said. "It's been one mission, one team, one fight, and so far, everyone has integrated beautifully."

This year, DLA Disposition Services exercise participants were joined by a pair of separate agency entities whose training events not only overlapped but also took place within mere miles of one another.

Just across the street from Michiganistan, personnel supporting the DLA Distribution Deployable Depot held a weeklong field training exercise and a little farther away, at the Battle Creek Air National Guard Base, one of the agency's two Rapid Deployment Teams represented the full power of the organization's capabilities during U.S. Transportation Command's Turbo Distribution exercise.

Held in New Jersey in 2015 and California in 2016, this was the first time the TRANSCOM event took place in

Michigan. It tests the ability of a joint task force to arrive at an airfield with minimal infrastructure, receive airlifts and then move supplies forward by truck convoy and stage them for distribution. DLA's role is important, and its rapid deployment personnel included headquarters planners and a representative from each major subordinate command to coordinate warfighter demands on each functional area.

Looking ahead to OCORT 2018, Walters said planning has already begun. One exercise goal is to align more closely with a major regional turn-in customer, the Michigan National Guard, so disposition training can support annual Guard exercises that happen to be among the biggest in the country. Trainers will look to continue upping the realism and complexity level to match what logisticians might face in an expeditionary environment and give participants a chance to improve in a supportive environment.

"It's the time and place for mistakes to be made and for participants to learn as a team and as individuals," Walters said. 📌



I AM

DLA



**My name is:**

*Jesse J. Romandia*

**I am:**

*A local stock number verifier for DLA Distribution working with DLA Disposition Services at San Joaquin, California, and a member of the Ohlone and Chumash Tribes of California. Native Americans have supported all branches of the military, and all Native communities have high respect for those who serve in the military, for those who follow the "way of the warrior."*

**Describe your job in a sentence.**

*I verify property being turned in without a standard National Stock Number, so it's correctly identified.*

**How long have you worked for DLA?**

*Eight years: one as a contractor and with DLA since then.*

**What is your favorite thing about working for DLA?**

*Being able to serve the warfighter and help the customers make use of items DLA supplies — especially the customers we've helped during the hurricanes.*

**What are your best memories of working here?**

*Our customers coming in to personally thank us, showing us pictures of how they have used equipment they got from us.*

**How do you make a difference?**

*By keeping all the property where it should be so warfighters can get it when they need it and so none of the bad guys get it.*



Jesse J. Romandia