

FALL 2019

# Distrib<sup>Y</sup>ution



News from DLA Distribution's Worldwide Network - Supplying the Warfighter on Time, Every Time!



**American  
Red Cross**



**FEMA**



**United States  
Department of  
Agriculture**

DLA DISTRIBUTION'S  
**WHOLE OF GOVERNMENT SUPPORT**

# Commander's Corner

Welcome to the Whole of Government edition of DistribYOUtion! The Defense Logistics Agency has been involved in the interagency supply-chain provider effort for years, and last year the WOG support effort was identified in DLA's 2018-2026 Strategic Plan.

We've provided distribution services to many interagency partners including: the Federal Emergency Management Agency; American Red Cross; United States Department of Agriculture's Forest Service for wildland fire support; and the National Science Foundation's Antarctic research mission at McMurdo Station, Antarctica. This edition highlights the great Whole of Government projects we have completed, some that are currently in the works and also explains how you can become a member of the DLA



Distribution Expeditionary team to help support our military and humanitarian whole of government aid missions.

**I hope you enjoy this issue of the magazine—and I hope you learn more about what DLA Distribution is doing around the globe.**

**I am proud to serve as your Commander and proud of this great Team!**

HOOYAH!  
Kevin Jones  
RDML, SC, USN

## DistribYOUtion

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# DLA Distribution and Whole of Government Support to the Nation and its Interagency Partners

**By Diana Dawa,  
DLA Distribution Public Affairs**

The Defense Logistics Agency began focused support to non-Department of Defense customers in 2012 and later identified it as a line of effort under the whole of government portion of DLA's Strategic Plan 2018-2026.

"The whole of government is an approach which involves the integration of U.S. government efforts to harness the strength of all interagency partners to solve common problems," stated Stephen Dubernas, chief, DLA Whole of Government Division.

According to Dubernas, DLA acknowledged the power that interagency partners bring to support those common problems and has identified WOG approaches in its strategic goal to support the warfighter and the nation.

"DLA's global network and expertise in supply chain management can improve efficiency and increase effectiveness of the DLA whole of

government partners. Collaboration ensures a healthy, viable base of suppliers able to surge when needed," said Dubernas, "Working alongside whole of government partners in domestic and international operations, DoD and DLA strengthen their ability to serve national interests."

"DLA provides logistics support for crisis response, and is beginning to serve more than just defense agencies," said Dubernas, adding, "The mission of the Whole of Government Division is to support the nation and our interagency partners with supply chain solutions when the nation needs it most."

DLA fits into the Whole of Government approach as a key service provider of warehousing, container consolidation, shipping, receipting and stowing of materiel on behalf of over 40 federal partners and 25 International Partners—Foreign Military Sales.

"As a defense agency, we have 26 thousand employees. We support the warfighter every day, but we also have capacity in place so when our nation goes into duress or an agency partner needs support, or even an international partner needs support, DLA is viewed as a national asset. We can provide our supply chain capabilities to our inter-agency partners just as we would our warfighters," said Dubernas.

For example, in 2017, the nation was under significant duress within hurricane season, so DLA, beyond supporting our warfighter mission, supported the Federal Emergency Management Agency in responding to those hurricanes.

DLA Distribution aided in that support.

"DLA Distribution staffed and managed four FEMA Incident Support Base locations (ISB) during 2017 for hurricane support, and two FEMA ISB locations during 2018. The coordination for that support flows through DLA headquarters' Agency Synchronization Operations Center—ASOC," said Jared Crain, chief programs project management division, DLA Distribution Logistics Operations Center.

"In 2017 our ISB's received, stored, shipped and maintained accountability of 3,474 trailers of hurricane relief supplies. The total dollar value of support provided exceeded \$3.7 million, with main commodities shipped in support of hurricane relief efforts (meals and water) totaling over 62 million items. For 2018, Fort AP Hill ISB and Maxwell ISB received, stored, shipped and maintained accountability of 1,159 trailers of hurricane relief supplies consisting of 8.46 million liters of water and 8.73 million meals as well as other commodities such as tarps, sheeting, cots, blankets, hygiene kits and generators needed in the disaster areas," said Crain.

DLA Distribution is an agile, innovative, adaptive organization supporting DoD and Whole of Government customers around the globe in peace, war and natural disaster.

"We can, and do rapidly respond to changing DoD and Whole of Government demands," said Crain, continuing, "Our men and women provide exceptional performance whether they are supporting a combatant commander or providing class IX support for the U.S. Fire Services fighting wildfires in the west, or supporting our partners at FEMA with ISB support."



Cassandra Cornwell



# Whole of Government

## WHOLE OF GOVERNMENT Overview

**OBJECTIVE 4.1:**  
Crisis Response

**OBJECTIVE 4.2**  
Provider of Choice

**OBJECTIVE 4.3**  
Expand Support to  
Federal Agencies

## Support to the Nation

DLA's global network and expertise in supply chain management can improve efficiency and increase effectiveness of our Whole of Government partners. Collaboration ensures a healthy, viable base of suppliers able to surge when needed. Working alongside these Whole of Government partners in domestic and international operations, DoD and DLA strengthen their ability to serve national interests.



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**OBJECTIVE 4.1:**  
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Expand Support to  
Federal Agencies



Strengthen the crisis-response and contingency operations of our Whole of Government partners. DLA team members plan, organize and train to mutually support swift interagency response by proactively engaging with federal, state and local organizations. Drawing on our extensive supply chain partnerships, we develop processes, actions and policies that enable agile, rapid responses.

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**WHOLE OF GOVERNMENT**  
Overview

**OBJECTIVE 4.1:**  
Crisis Response

**OBJECTIVE 4.2**  
Provider of Choice

**OBJECTIVE 4.3**  
Expand Support to  
Federal Agencies

Extend DLA capabilities to support daily operations of other government partners. While providing uninterrupted support to the warfighter we will offer our collective expertise, focusing on supply chains and services where DLA offers a unique advantage. Drawing upon our global network of command and control capabilities, suppliers and expertise, DLA will further extend its support to the Whole of Government.



**WHOLE OF GOVERNMENT**  
Overview

**OBJECTIVE 4.1:**  
Crisis Response

**OBJECTIVE 4.2**  
Provider of Choice

**OBJECTIVE 4.3**  
Expand Support to  
Federal Agencies



Support interagency and DoD reform initiatives. DLA's core competencies can offer the most cost-effective, efficient solutions to our Whole of Government partners. We will assess other agencies' solutions for their value to the government and adopt solutions that enhance DLA's warfighter support. We will actively participate in federal initiatives to eliminate duplication, capitalize on economies of scale and create additional category management opportunities for the DoD.



# San Joaquin Continues to Provide World-Class Support to the Critical Wildland Fire Mission

By Annette Silva,  
DLA Distribution San Joaquin,  
California Public Affairs

Marine Lance Cpl. Drake Nickels

Fire in the Zulu Impact Area

The men and women of Defense Logistics Agency Distribution San Joaquin, California's Wildland Fire Mission Team are doing their part by supplying critical items to the wildland firefighters battling fires across the nation.

California experienced the deadliest and most destructive wildfires in its history in 2017 and 2018. The size and intensity of these wildfires caused the loss of more than 100 lives, destroyed thousands of homes and exposed millions of urban and rural Californians to unhealthy air according to California Department of Forestry and Fire Protection. In 2018 alone, 1,618,033 acres were burnt, 310 incidents were recorded, 93 fatalities occurred and over 23,000 structures damaged or destroyed.

For the year 2019, from Jan. 1 to July 30 there were 25,619 wildfires compared with 37,591 wildfires in the same period in 2018, according to the National Interagency Fire Center. About 3.2 million acres were burned in the 2019 period, compared with 4.8 million acres in 2018 in the United States. Fortunately, California has not been as busy as previous fire seasons; however,

there has been an increase of support to Alaska.

The common denominator in all the statistics are that the Wildland Fire Mission team at DLA Distribution San Joaquin, California, dedicated themselves in supplying critical assets to the firefighters every day. Some of the critical items that DDJC ships range from hand tools, fire hoses and gaskets, water handling accessories, pumps, personal protection equipment and meals-ready-to eat.

DLA is in their sixth year of managing the Wildland Fire program. Mr. Jon Hill, the DLA headquarters account manager for the U.S. Forest Service, takes extreme pride and dedication in supporting such a critical mission.

"Supporting this program has many rewards and challenges. Knowing the critical nature of what these firefighters need to accomplish the mission is in the forefront of our minds at DLA," said Hill.

Last year, DLA filled 1,377 contingency operation orders and issued 24 thousand material release orders in support of the Wildland Fire program.



The San Joaquin team played a large role in fulfilling those requests through their warehouse in Tracy, California. The San Joaquin team processed 27,096 requisitions in 2018 and 21,446 requisitions year to date for 2019.

For a critical program such as the Wildland Fire mission, communication is key across all channels.

Hill went on to explain that DLA has assembled very specific procedures and teams that span the entire agency. DLA communicates daily and weekly across all of the major subordinate commands as well as with its partners internally and externally.

“The importance of this communication is invaluable to me as the account manager and is a glaring example of the professionalism of the people involved. The flow of information allows us to track trends, resolve issues and keep everyone informed of support being taken from senior leaders at DLA down to the end user at the fire camps,” said Hill. “I truly believe it is this type of collaboration and communication that has allowed DLA and the U.S. Forest Service to build an ever-growing partnership that allows us to assure public safety and minimize the destruction a wildfire can cause,” concluded Hill.

San Joaquin encourages all stakeholders to engage in constant dialogue to continuously improve the program. Joe Sousa, Bulk Division Chief who manages the team understands the critical communication element.

“Communication has been key to strengthen a trusting, collaborative and responsive relationship with our wildfire partners,” said Sousa. To prepare for the wildland fire season, leadership from San Joaquin engages in daily and weekly calls with the fire cache managers during peak season in addition to weekly teleconference calls with DLA and DLA Distribution headquarters. Further, the team streamlined communication updates through combined after-action reviews and CROP discussions (what the U. S. Forest Service deems as acceptable stock levels for the upcoming fire season).

The team at San Joaquin is always improving processes to better support the U.S. Department of Agriculture’s Wildland Fire Protection Program. For example, the team cross-trained all their employees across all shifts to work this demanding mission which enabled DDJC to expand support with reduced overtime. Further, customer service hours were adjusted to have personnel on-site and available seven day a week.

### **Joe Sousa is proud of his team supporting the critical fire mission.**

“The men and women of the fire mission understand the criticality of this material they pack and ship to the fire caches on a daily basis and they take pride in their work. Numerous employees from San Joaquin support this mission from receiving, warehousing, inventory, transportation and shipping,” concluded Sousa.

San Joaquin acquired the critical fire mission from the United States General Services Administration back in May 2014. Today, DDJC is responsible for 370 national stock numbers in support of the program.

The fire mission supports the 11 United States Department of Agriculture Large Fire Support National Interagency Support Caches located in strategic areas throughout the Continental United States and Alaska. According to the USDA, these caches work together to provide the supplies and equipment for wildland fire and other all-hazard incidents. In addition to these 11, San Joaquin also provides material to six other smaller fire caches throughout the United States.

# DLA Distribution Expeditionary Whole of Government Logistics Enabler

By Cory Angell,  
DLA Distribution Public Affairs

Hurricane Katrina, a Category 4 hurricane with a storm surge well above normal high tide levels, swept across the Louisiana, Mississippi and Alabama Gulf Coasts in August 2005, with maximum sustained winds at landfall estimated at 140 miles per hour. There were many lessons learned from Hurricane Katrina. One major lesson was that support supplies need to reach victims sooner rather than later following a disaster.

In late January 2006, in the aftermath of the Hurricane Katrina recovery efforts, Defense Logistics Agency Distribution was directed to develop an expeditionary capability that would provide tailored distribution support for humanitarian assistance and natural disaster recovery. The federal government realized it needed to move resources to a disaster zone before a storm rather than wait for formal requests from governors after the event. As a result, supplies are now positioned at incident staging bases outside of disaster zones, waiting for rains to subside so that they can be sent into the recovery zone.

"These tasks were laid out in a memorandum from 2006 by the Defense Logistics Agency J3



DLA Distribution Expeditionary team members at an incident support base during Hurricane Florence in 2018 process incoming trucks carrying disaster support supplies for victims of the hurricane.

Director of Logistic Operations, Maj. Gen. Bennie E. Williams," said John Heikkinen, an operations and planning specialist with DLA Distribution. The immediate focus was to develop a support package capable of providing wholesale distribution support following a natural disaster."

With that, DLA Distribution Expeditionary was born with teams located at DLA Distribution San Joaquin, California and DLA Distribution Susquehanna, Pennsylvania.

"DDXX started with the concept outlined, quickly establishing the capabilities to support the Federal Emergency Management Agency and over time the DDXX has evolved into a robust logistics enabler," said Heikkinen. "DDXX can provide a wide variety of capability such as establishing an incident support base during disaster response, as well as providing overseas forward distribution points. However, the core of their mission began with humanitarian assistance."

"Close integration between FEMA and DLA has resulted in pre-scripted mission assignments for DDXX," said Heikkinen. Upon receipt of a Department of Defense and U.S. Northern Command task to support the FEMA mission assignment, the DDXX is ready to provide immediate support."

Heikkinen said a typical mission assignment for DDXX is to establish an incident support base to receive, manage, and ship trailers of disaster relief commodities.

"For example, FEMA will designate federal staging areas where ISB's are to be established," said Heikkinen. "Generally these areas are capable of handling between 500 to 3,000 trailers worth of disaster supplies. It is essentially a large trailer transfer point that can process 500 trailers in 24

Beth Reece





The DLA Distribution Expeditionary team deploys to Liberia in support of the 2014 Operation United Assistance military operation. Workers offload supplies from the Vega, a civilian cargo ship contracted by the Defense Logistics Agency to support the U.S. government effort, at the Port of Buchanan, Liberia.

hours. The team manages not only the trailers but then accounts for the commodities in them as well.”

Heikkinen said that holding yards and trailer transfer points were just one capability and that they provide support with incident support bases, which is where trailers of commodities are held until points of distribution are established.

“DLA Distribution also has many of the first to go items such as blankets, tarps and meals ready to eat warehoused for response efforts,” said Heikkinen. “The DDXX mission though remains focused on projecting logistics support and providing command and control of the logistics effort.”

Heikkinen said that the teams have been deployed three years in a row due to hurricane response but they also have provided humanitarian assistance overseas.

“They have provided humanitarian assistance overseas by establishing forward distribution points in Jordan and Kuwait to support the humanitarian aid efforts in Syria and Iraq in 2015,” said Heikkinen. “They also assisted in supporting response to the Ebola virus epidemic in West Africa during Operation Unified Assistance in 2014 with three forward distribution points in West Africa.” Several DLA distribution sites have been supporting the packaging and movement of critical supplies to the U.S. Africa Command area of responsibility as part of the Department of Defense mission, supporting the U.S. government’s overall response to the Ebola epidemic in West Africa.

In close coordination with the Humanitarian Assistance Staff from U.S. Africa Command, Sustainment Operations staff from U.S. Army Africa, and commercial transportation partners, DLA Distribution Europe, located in Germersheim, Germany, processed 1,400 cots for air movement





**Mario Johnson, Defense Logistics Agency, directs a truck driver supporting Hurricane Harvey disaster relief efforts on where to park her vehicle August 30, 2017, at Joint Base San Antonio-Sequin Auxiliary Air Field, Texas. JBSA units are supporting DLA and the Federal Emergency Management Agency in the disaster relief efforts after Hurricane Harvey.**





Sean M. Worrell

to the Liberian capital, where AFRICOM is supporting a comprehensive U.S. government effort led by the U.S Agency for International Development, to support the World Health Organization and other international partners to help the Governments of Guinea, Liberia, and Sierra Leone respond to and contain the outbreak of the Ebola virus in West Africa.

DLA Distribution Europe also prepared over 100 pallets of meals, ready to eat, as well as approximately 150 pallets of bottled water, for movement to Liberia and Senegal. Additionally, the organization's mapping division fulfilled a requisition for maps of these locations in varying quantities, as requested by the DLA Europe and Africa regional commands. DLA Distribution Sigonella, Italy, shipped 800 cots to Monrovia and 60 cans of insect repellent to U.S. Army Africa troops. Support from continental U.S. distribution sites included over 200 tents to Monrovia from DLA Distribution Barstow, California, while DLA Distribution Susquehanna, Pennsylvania, prepared 20 tents and approximately 550 cots for shipping, alongside mosquito netting.

Heikkinen said that overseas humanitarian assistance is less common and that stateside duty remains the more probable mission.

"Having been called on the past three years during hurricane season we take the disaster response mission pretty seriously and remain prepared to support," said Heikkinen.

**"With all the missions the team supports, helping in the wake of a natural disaster is meaningful to the team members and remains at the heart of what they do."**

# Join the DLA Distribution Expeditionary Team!

By Kylie Young, DLA Distribution Public Affairs Student  
& Dawn Bonsell, DLA Distribution Public Affairs



Army MAJ Grant Thimsen

Looking for an adventurous learning experience that includes worldwide travel and on-the-job training opportunities to enhance your career? Join the Defense Logistics Agency Distribution Expeditionary team, or the DDXX team.

The expeditionary team enables regional DLA commanders with a deployable, scalable and joint distribution capability that is capable of supporting combatant commanders' operational and logistical requirements for unified land operations and contingency operations. The DDXX team was formed in the aftermath of Hurricanes Katrina and Rita and continues to support the Federal Emergency Management Agency's disaster relief efforts within the United States as well as humanitarian aid in other countries.

In just the past two years, DDXX teams have deployed overseas to Poland in support of

U.S. European Command's Saber Strike 18, and to Australia in support of U.S. Indo-Pacific Command's Talisman Saber 19. During these training exercises, DDXX personnel worked closely with active and reserve component members from all U.S. services supporting theater training objectives and increasing theater logistics distribution capabilities.

DDXX is capable of supporting the current defense planning construct as well as other types of contingencies such as Humanitarian Aid / Disaster Relief support and internal DLA surge support to other depots. DDXX can deploy necessary capabilities as rapidly as the forces it supports.

The current structure of DDXX has four core functions. They can establish a theater consolidation and shipping point, forward deployed warehousing, a material processing



center and an incident staging base for disaster support.

There are currently two DDXX teams—based out of DLA Distribution Susquehanna, Pennsylvania and DLA Distribution San Joaquin, California. Why should you join the expeditionary team? Current DDXX members have several answers to this. When asked what inspired them to become a DDXX team member, one current team member was inspired to join the expeditionary team because they “wanted a career change with a challenge.” While the work that the DDXX team does is extremely challenging in some ways, it is also very rewarding. The expeditionary team helps the communities that they are deployed in; whether they are supporting a military installation or a relief effort. It is often enlightening as well. One team member’s advice for incoming recruits is to “focus on yourself and to learn as much as you can.”

Another current team member’s inspiration for joining the expeditionary team was that they wanted to travel while on the job. The expeditionary team travels nationwide and even abroad to offer any military or humanitarian support needed.

Recently, the DDXX Susquehanna and DDXX San Joaquin teams were deployed to serve as incident staging bases in support of the Federal Emergency Management Agency’s response to Hurricane Dorian. This expeditionary distribution capability gave FEMA significant responsiveness and flexibility to flow critical relief supplies, to include food, water, fuel, and generators, to the impacted areas.

Shortly before Hurricane Dorian, a team from DDXX Susquehanna also deployed to DLA Distribution Warner Robins, Georgia, to support the distribution center with a large re-warehousing project to ensure material storage compliance and inventory accuracy and audit readiness.

“We’ll be completing this task by identifying and re-warehousing non-bulk material out of warehouse 380 to warehouse 385,” said Christopher Early, expeditionary site supervisor.

Part of the work that they did was erecting large, temporary warehouses made of tent-like material and steel beams called air beams. Workers drive in anchor points and lace together skins that are then inflated with a compressor that erects the large structures.

“The air beams play a major role, because they can be utilized as a mobile and deployable warehouse,” said Early. “They will give us the ability to build temporary locations, so they can be eventually stowed elsewhere. They will, also alleviate congestion in receiving, by allowing inducted material to temporarily be stored in there as well.”

The expeditionary team is an important addition to DLA Distribution. Many things would not be possible of it were not for the team. Helping military installations, or helping with disaster relief, the expeditionary team is an extreme help to the communities they are deployed in. Not only does the expeditionary team look great on a resume, but by being a part of the team, you can help military contingency efforts and communities in need of humanitarian aid and disaster support.

For additional information on joining the DDXX team, please contact your local human resources representative and check out [www.dla.mil/Distribution/Locations/DDXX](http://www.dla.mil/Distribution/Locations/DDXX).

These positions are key and essential, so all DDXX employees must sign an emergency essential position agreement and meet certain qualifications to include medical fitness requirements and special training to include survival, chemical, biological, radiological and nuclear defense. Some positions require a government security clearance as well.



Army MAJ Edward Strzalkowski

**Proud of**

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**"I am proud to serve as  
your Commander and  
proud of this great Team!"**

-Kevin Jones  
RDML, SC, USN