

DEFENSE LOGISTICS AGENCY

SEPTEMBER – OCTOBER 2015

LOGGINES

A composite illustration featuring a B-52 bomber, a submarine, and a missile against a world map background. The bomber is positioned centrally, with its wings spread wide. Below it, a submarine is shown with two missile launchers, each emitting a plume of white smoke. The background is a stylized world map in shades of blue and green, with a grid overlay. The overall color palette is dominated by blues and greens, with white and yellow highlights from the missile plumes.

A PIECE OF THE ACTION
IN THE **NUCLEAR**
ENTERPRISE



from the
DIRECTOR

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

As we continue to execute our strategic plan, we should consider how we might provide better outcomes through teamwork. Keeping in mind that our team isn't just the group of DLA employees we work with each day; it must include our customers. In this issue of Loglines, we'll highlight how we're refocusing DLA's support of our nation's nuclear enterprise.

When I arrived in December, I started talking to senior leaders about how I thought our nuclear enterprise customers needed our help. I conveyed my customer experiences as the commander of the Ogden Air Logistics Center in Utah. While there, I saw opportunities for improvement between DLA and the support I received as a customer.

DLA's efforts supporting the nuclear enterprise consisted of providing parts for land-based heavy bombers, intercontinental ballistic missiles and submarine-launched ballistic missiles. As a baseline, I knew I could request DLA-managed parts for a ballistic missile or bomber. But I also knew DLA could do more than just deliver parts.

Now, as the DLA director, I am committing us to do more to support our warfighters in the nuclear enterprise as part of the national security strategy.

This commitment started with DLA Logistics Operations standing up the Nuclear Enterprise Support Office in January to synchronize support efforts. NESO is actively engaging with the Air Force, Navy and U.S. Strategic Command to improve the support we provide them.

As an active partner, we will work with the services on their product support strategies for their weapon systems. This team effort to sustain their equipment becomes more relevant when you consider the age of our nuclear fleet.

This issue also focuses on the history of DLA's nuclear enterprise support and our field activities' current support to the nuclear program. You will also learn more about the five

former employees who were inducted into the 2014 DLA Hall of Fame on July 14. This special honor is reserved for former DLA team members who made significant contributions with a lasting impact on our agency.

This issue also features a conversation with Michael Cannon, who is the DLA Disposition Services director. He shares some updates on what his organization is doing in regards to reutilizing and disposing of our customers' materiel properly.

We could not accomplish any of this without all of the employees across the enterprise. This is my third time at DLA, and I am truly excited by the work we do. We have a talented workforce, and I look forward to what we will accomplish together as a team in the future. ★

LOGLINES

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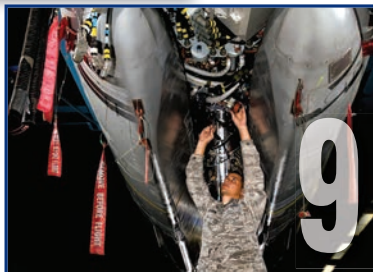
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REVITALIZING SUPPORT TO THE NUCLEAR ENTERPRISE



Story by Beth Reece

“They’ve always known how to order parts from us, but what they haven’t known is how to incorporate us in a product support strategy for taking a weapon system that’s already 40 years old and carrying it another 20 to 25 years.”

— Air Force Lt. Gen. Andy Busch

Having a nuclear arsenal at the ready is a key part of America’s national security strategy, and maintaining the health of those weapons systems is a growing concern for the Defense Logistics Agency.

DLA Director Air Force Lt. Gen. Andy Busch arrived at the agency last December intent on improving support to the nuclear enterprise, which consists of three components: land-based heavy bombers, intercontinental ballistic missiles and submarine-launched ballistic missiles.

Busch’s commitment to supporting the aging nuclear fleet began at Hill Air Force Base, Utah, where he commanded the Ogden Air Logistics Center and observed gaps in support for the intercontinental ballistic missile.

“DLA was helpful, but only on individual things. There was never an office that a customer could turn to and say, ‘I’m having problems with the ICBM that reaches across distribution, disposition, aviation and maybe there’s a contracting piece in this, as well,’” he said.

In January, Busch stood up the Nuclear Enterprise Support Office under DLA Logistics Operations to synchronize the nuclear support efforts of the DLA

Headquarters staff and the agency’s regional commands and field activities such as DLA Land and Maritime and DLA Aviation. His goal is to make DLA a part of the overall product support strategy as the military services modernize their nuclear assets.

While the services already count on the agency for DLA-managed parts on a ballistic missile or bomber, for example, the agency can play a much more comprehensive role in sustainment, Busch said.

“They’ve always known how to order parts from us, but what they haven’t known is how to incorporate us in a product support strategy for taking a weapon system that’s already 40 years old and carrying it another 20 to 25 years,” he continued.

Busch described DLA’s existing support to the subs and nuclear reactors managed by the Navy as “pretty solid” due to decades of formal agreements that address the service’s needs. Although formal agreements are in place with the Air Force, they are not comprehensive enough, he said, and DLA must partner with Air Force Materiel Command, Air Force Global Strike Command and



— Photo by Air Force Airman Brian Kimball

DLA Land and Maritime is working with service logisticians to expand support for land-based heavy bombers, many of which need modernization and haven't been exercised in a nuclear capacity for years.

Air Force Space Command to increase support for bombers, ballistic missiles and nuclear command and control communications systems.

“On the bomber side, a lot of what we have to do is work with a weapon system that hasn't been exercised in a nuclear role and figure out where the demand signals have dropped off, and we need to pick up and start buying items that would help support the system in that role,” he said.

The Air Force is working to identify all the components that make up the ballistic missile as a weapon system, including the missile itself, launch facility, control facility, communications, equipment and utility support, and so on. Some elements are above ground; others are below.

“That's a pretty significant task for both the Air Force and for us. We have to figure out how to energize our supply chains to supply parts that we were never asked to provide before,” Busch continued.

To show DLA's commitment, the

agency has assigned a liaison to U.S. Strategic Command, which oversees the military's nuclear capability. USSTRATCOM officials have also begun participating in DLA's weekly planning sessions and are already asking questions about how the agency can meet specific needs of the nuclear enterprise. At the request of the Air Force, DLA Disposition Services has halted disposal on specific nuclear related systems.

“We are in meetings now where DLA has never chosen to participate, and we probably were never invited because they didn't know to invite us,” Busch said. “And we're involved in discussions we've never had before.”

Although supporting the nuclear enterprise was one of the first priorities Busch stressed after becoming DLA director, he said he wants the workforce to know that while it is a priority – and he wants results yesterday – it's one priority amongst many others.

“This is a strategic priority for the agency. DLA does something for every combatant commander, and I think there are elements of the USSTRATCOM portfolio that are underserved by DLA,” he said. ★

Air Force Airman 1st Class Kristoffer Kaubisch




As DLA Aviation energizes its supply chain to support all the components that make up the ballistic missile as a weapons system, it will begin providing a new range of parts.

CRITICAL PARTNERSHIPS

Story by Sara Moore

As the Defense Logistics Agency looks to improve its support to the nuclear enterprise, two of DLA's field activities, Aviation and Land and Maritime, are strengthening their support to the military's nuclear mission with an eye on being complete partners with the services.

DLA Aviation has long supported Minuteman III intercontinental ballistic missile, as well as B-2 and B-52 bombers and portions of the nuclear command and control communications system with repair parts, and is now building on its existing support to the Air Force's nuclear mission, integrating with the service to present a more complete support picture, said Steve Kinskie, DLA Aviation operations officer and chief of staff. That support has been delivered much like the support the agency provides to



Air Force Senior Airman John Myer pushes a tow bar under the tire of a B-52H Stratofortress at Nellis Air Force Base, Nevada.

— Photo by Air Force Staff Sgt. Vernon Young Jr.



Air Force Staff Sgt. Jonathan Snyder



Airmen of the 2nd Maintenance Squadron wash a B-52H Stratofortress during maintenance at Barksdale Air Force Base, Louisiana. A key part of the U.S. nuclear arsenal, B-52 bombers are supported by DLA Aviation.

countless other weapons systems, he said, but as the Air Force changes the way it handles its ICBM assets, DLA is modifying its support to partner with the service.

The Air Force is conducting a “line of demarcation,” which is an effort to determine which portions of the ICBM program, including the missiles, silos, launch facilities and other support pieces, fall under the weapons system category and need DLA support, Kinskie said.

“The Air Force hasn’t been managing the ICBM like other weapons systems for decades now,” he said. “So this is a recent phenomenon with the Air Force looking at this as a weapons system approach. This is new not just for us, embedding with the ICBMs like the other weapons systems, but it’s also new for the Air Force.”

To help the Air Force with this effort, DLA Aviation hired a dedicated weapons system program manager for the ICBM and a weapons system support manager for the Rivet Minuteman Mile Integrated Life Extension program, which is a depot maintenance activity. Aviation leaders also work hand-in-hand with the ICBM program office and its lead customers in numerous forums, including weekly teleconferences and the actual procurement planning process, Kinskie said.

“We try to leverage our ability to provide stellar parts support with them so that we can get a better picture,” he said. “We’ve embedded ourselves into the processes that the Air Force uses for support from the planning and procurement side of the house, and we’re advising on ways that DLA can leverage our buying capability to provide better support.”

DLA does not have any specific formal support agreements with the Air Force for nuclear support, said Lt. Col. Greg Ogorek, DLA Aviation customer relationship management operations officer. The Nuclear Enterprise Support Office and the Air Force National Account Manager team at DLA Headquarters are working on those formal agreements, he said, while DLA Aviation works with the Air Force to determine what that support will look like.

DLA Aviation’s support to the B-2 and B-52 bombers has always been a partnership with the Air Force, Kinskie said. Those two aircraft were treated as

The Ohio-class ballistic missile submarine USS Rhode Island returns to Naval Submarine Base Kings Bay, Georgia, after three months at sea. Under a performance-based agreement with the Navy, DLA has long supported repair parts and maintenance for the Ohio-class submarines.

“This is new not just for us, embedding with the ICBMs like the other weapons systems, but it’s also new for the Air Force.”

— Steve Kinskie



Navy Petty Officer 1st Class James Kimber

Missile maintenance technicians from the 576th Flight Test Squadron work on a Minuteman III component at Vandenberg Air Force Base, California. As DLA works to improve its support to the nuclear enterprise, DLA Aviation is working with the Air Force to become a partner in the complete planning process for nuclear assets.

Air Force Staff Sgt. Jonathan Snyder



weapons systems, but under the new effort to increase support to the nuclear enterprise, requests for those systems will have a higher priority. Aviation is also working with NESO on identifying opportunities for investment strategies to increase support to the bombers, he said.

As DLA Aviation moves toward a more comprehensive support structure for the Air Force's nuclear assets, Ogorek said he sees a potential challenge in the availability of some parts and materials, because the weapons systems, like the B-52, are older. Aviation is working with industrial partners and the service's engineering activities to mitigate those challenges, he said.

The Air Force will probably complete the line of demarcation this fall, Kinskie said, and right now DLA's support is a bit ahead of the service, which helps the Air Force in its efforts. He said he has gotten positive feedback from the service on DLA support, and when the service determines its exact support needs, the effort will gain speed.

"As they peel back the onion on that, they realize there's more things that may or may not be included, so the more they look at it, the more complex the issue becomes," he said. "The key is that we're engaged each step of the way and we're standing by ready to support, and we're postured to go ahead and support, regardless of what decisions the Air Force makes."

At DLA Land and Maritime, support to Ohio-class submarines has been an ongoing process rooted in a partnership with the Navy.

The Navy has 14 Ohio-class ballistic missile submarines, which can each carry up to 24 submarine-launched ballistic missiles with multiple, independently-targeted warheads. Ohio-class submarines can operate for 15 or more years between

major overhauls, but on average, the submarines spend 77 days at sea followed by 35 days in port for maintenance.

DLA supports the Ohio-class submarines at a strategic and transactional level, said Air Force Col. Brad Tannehill, DLA Land and Maritime chief of staff. Strategic support is handled through the readiness office, where a weapon system support manager provides dedicated support to the Ohio-class submarines and works directly with various Navy commands. The support manager attends meetings in support of the Ohio-class like the Strategic Submarine Supply Support Review and Trident Support Group meetings and provides performance metrics to various activities detailing supply support, he said.

At the transactional level, the Ohio-class is supported by a submarine team of customer account specialists who focus on expediting backorders from Ohio-class submarines and support activities, Tannehill said. In total, DLA manages almost 60,000 items for the Ohio-class submarines in multiple classes of supply

"We're standing by ready to support, and we're postured to go ahead and support, regardless of what decisions the Air Force makes."

— Steve Kinskie



Navy Petty Officer 1st Class James Kimber

managed by several agency field activities, he noted.

DLA has had a performance-based agreement with the Navy since 2011 that specifies performance metrics and goals that Navy and DLA leaders use as indicators of success in support of naval logistics, Tannehill said. Three weapon systems within the nuclear enterprise require material availability to be reported monthly, he said. The Strategic Weapon System has a material availability goal of 95 percent, and the Naval Reactors Program has a goal of 95 percent. DLA Land and Maritime has exceeded the Naval Reactors Program goal for 92 consecutive months, averaging 97 percent material availability, and consistently exceeded the Strategic Weapon System and Ohio-class SSBN goals with annual average availabilities of 95.8 percent and 93.1 percent, respectively.

DLA Land and Maritime faces challenges supporting the submarines, because many of the systems are older, and the industrial base for repair parts is shrinking, Tannehill said. Because the submarines aren't as numerous as other weapons systems, and DLA often goes years without needing to buy parts, the agency can't buy in the bulk quantities like it does with other systems, he noted. However, DLA's close working relationship with the Navy ensures parts are available when needed, and moving forward, Land and Maritime leaders plan to expand that relationship to improve support to the service, he said.

"Our weapon system support managers are heavily engaged with the program manager and fleet to identify requirements much earlier in the life cycle," he said. "It's this relationship that garners much praise for DLA Land and Maritime's outstanding support to the nuclear enterprise." ★

A 576th Flight Test Squadron Missile Handling Team installs a cable raceway on an Intercontinental Ballistic Missile at Vandenberg Air Force Base, California. DLA Aviation is working with the Air Force to improve its support of ICBM weapons systems.

SYNCHRONIZING SUPPORT

A full-page photograph of a technician in camouflage uniform working on a large aircraft component in a hangar. The technician is standing and looking up, reaching towards a complex assembly of pipes and machinery. The aircraft is suspended by red straps with the text 'REMOVE BEFORE FLIGHT'. The hangar floor has yellow safety lights. In the background, there is a red cabinet with a sign that reads 'HBI' and 'PEOPLE ARE HAZARDED WHEN MOVING TOOL BOXES AROUND MISSILES'.

Story by Amanda Neumann

Established in January, the DLA Nuclear Enterprise Support Office was stood up by Defense Logistics Agency Director Air Force Lt. Gen. Andy Busch to position the agency to be fully responsive to the needs of the Air Force and Navy nuclear communities.

The sole mission of the office is to synchronize DLA's enterprisewide support to the nuclear enterprise and engage strategically with DLA customers, said Air Force Col. Steve Petters, NESO's military deputy director.

"When people think nuclear enterprise, they tend to focus on the weapon, which

Air Force Staff Sgt. Chris Misenheimer, a nuclear weapons technician with the 2nd Munitions Squadron, performs routine maintenance on a rotary launcher at Barksdale Air Force Base in Louisiana. DLA's past support focused on the Defense Department's nuclear enterprise shooters. The agency has recently expanded its support to the enterprise's transport and support system functions as well.

— Lance Cheung

is not in DLA's portfolio" he said. "What is in our portfolio is just about everything required to take that weapon and make it a credible nuclear deterrent: the bomber or missile or submarine, the communication system to support the President's responsibilities to execute command and control, even the personal gear necessary for our aicrew, submariners and missile launch crews to perform their jobs successfully."

While past support focused primarily on supporting the shooters using nuclear command and control communications systems, a collection of cyber systems designed to communicate and execute nuclear events, DLA has recently expanded its support to the systems' transport and sensor functions as well.

"We have in the past focused on the shooters," Petters said. "But those warfighters must have systems in place to communicate with them where they should go and when they should launch. There's also a transportation piece, communication gear associated

with the nuclear command and control communications aspect, and the sensors, radars and satellites used in the detection of possible nuclear threats against our nation. Once General Busch said, 'Hey, what about the rest?' we realized that we've got this other huge piece to support."

To date, 22 of the more than 140 sensors and transport systems associated with the nuclear enterprise have DLA weapon system designator codes assigned to them, allowing the agency to identify national stock numbers for supply parts. Along with the 18 systems for shooters, like the Air Force's B-2 bombers and the Navy's Ohio-class submarines, these WSDCs account for more than 500,000 NSNs, almost a 10th of the entire agency's total managed items, Petters said.

With only a small handful of the total weapon systems assigned codes, the office is conducting research and analysis with a task force to identify more NSNs and determine if DLA will be used as a source of supply.

"NESO has an internal and external focus. Externally, we have offered ourselves up as an entry point to any customer with any nuclear enterprise issue that DLA touches. If a customer is having an issue with DLA's supply or demand chain and can't get the issue resolved, they can call us, and we will then go out, find the right person to handle the issue and make sure that it's resolved," he said. "We can go into DLA Aviation and talk directly to that group of people that are working Air Force nuclear enterprise issues, and it's the same at DLA Land and Maritime with the Navy."

Internally, the office is in charge of maintaining situational awareness of the health, performance and sustainment of nuclear enterprise weapon systems and identifying gaps and shortfalls in

A munitions display demonstrates the full capabilities of the B-52 Stratofortress, an Air Force bomber. DLA's Nuclear Enterprise Support Office was established in January to position the agency to be fully responsive to the needs of the Air Force and Navy nuclear communities.



Air Force Tech. Sgt. Robert Horstman



The Ohio-class guided-missile submarine USS Florida returns to port at Naval Submarine Base Kings Bay, Georgia, after a year of routine operations. To date, 40 systems associated with the nuclear enterprise have DLA weapon system designator codes assigned to them, accounting for more than 500,000 national stock numbers.

customer support, Petters said. Although the office is nestled within DLA Logistics Operations, it has direct access to the agency's field activities.

NESO is also working closely with the military services on nuclear enterprise weapon system support improvement initiatives. One of the first things the office did was assign a permanent DLA liaison officer to U.S. Strategic Command in Omaha, Nebraska, and position a customer support representative at Air Force Global Strike Command headquarters in Shreveport, Louisiana.

As the lead "touch point" for the agency, part of NESO's challenge will be working with customers that are still trying to understand their requirements for forecasting supply and demand, Petters said.

"The best asset DLA has is an

Air Force Capt. Cory Kuehn, of the 625th Strategic Operations Squadron, reads a technical order booklet in front of the Airborne Launch Control System procedures trainer at Offutt Air Force Base, Nebraska. DLA's newly established Nuclear Enterprise Support Office is working closely with the military services on nuclear enterprise weapon system support improvement initiatives.

educated and informed customer," he said. "Our goal is to meet requirements. We can't do that if our customer is struggling to tell us what their requirements are. Sometimes we haven't received the demand data, so we don't convey to our industrial base to keep up. So we are encouraging our customers to operate in the nuclear world as you would anywhere else. If you need the part, order the part. Although we in NESO are aware others in DLA are working hard to support these requests, we feel it's our responsibility to work with this team to ensure that the customer is delighted." ★

"We are encouraging our customers to operate in the nuclear world as you would anywhere else. If you need the part, order the part."

— Air Force Col. Steve Petters

Charles Raymond





A PLACE OF HONOR

Story by Beth Reece
Photos by Teodora Mocanu

The Defense Logistics Agency Hall of Fame was created in 1998 to recognize the contributions of military and civilian employees who've served in a myriad of positions throughout the agency. These five former employees helped build the agency's reputation as a world-class logistics provider and were inducted into the Hall of Fame in July. They individually and collectively enhanced the nation's military readiness, said DLA Director Air Force Lt. Gen. Andy Busch during the induction ceremony.



STEPHEN BYUS

Byus is a former DLA Land and Maritime employee and Navy reservist who was killed while deployed to Afghanistan in 2014. He left for Kabul in July, certain he could help the Afghan military improve its maintenance and supply systems. On Sept. 16, he was heading downtown to brief the Afghan minister of defense for logistics when he became the first DLA employee killed in the decade-long war.

It was Byus' first time off the U.S. compound, a decision made by then Navy Capt. James Liberko, the leader of six DLA employees who'd deployed for the Department of Defense-led mission. The team had been struggling to make Afghan army leaders understand the new supply system they wanted to put in place.

"Steve came up with a briefing that I thought was truly brilliant. He compared the supply system to a gas gauge and how it tells you how much gas you have, how many miles you've driven and when you'll need to fill up again. We were positive the Afghans could relate to it," Liberko said.

He was proud of Byus' work and offered him the chance to brief dignitaries at the Afghan Ministry of Defense, a task Liberko always did himself. But as they headed downtown during morning rush hour in a two-vehicle convoy, a red Toyota Corolla started following them. At a crowded intersection, the driver pulled between them and detonated 250 pounds of explosives. Byus died instantly, one day after his 12th wedding anniversary. He was 39 years old and a father of two: 9-year-old Alexandria and 6-year-old Jacob.

Byus joined DLA Land and Maritime as an intern in 2008 and had worked his way up to GS-12 by the time he deployed to Afghanistan. He had also served with DLA Disposition Services expeditionary disposal remediation team, part of the DLA Joint Reserve Force since 2002, first as an enlisted sailor, then as a Navy officer.



— BETH REECE

RICHARD CONNELLY

Connelly began his DLA career as an intern and quickly rose in rank to hold such titles as DLA comptroller; administrator of the Defense National Stockpile Center, now DLA Strategic Materials; and director of DLA Support Services, now DLA Installation Support, and the Defense Energy Support Center, now DLA Energy.

Connelly is known for moving the agency from an appropriated funding model to the more business-oriented Defense Working Capital Fund. The effort required a lot of change management and served as an important lesson for Connelly in the dynamics of organizational change, he said.

"The surprising part was how it became such an emotional issue; people do not like change," he said.

The Vietnam veteran was involved in many changes for DLA over the years, including the 20-year expansion that saw the agency assume responsibility for military depots and consumable items, absorbing all contract administration functions for the services, and, toward the end of his career, the Business System Modernization initiative.

Connelly was approaching retirement age when the director position of the Defense Energy Support Center became open. Having always wanted to lead that organization, Connelly said he decided to "throw his hat in the ring." When he was appointed as director in 2004, he stepped into managing the end-to-end supply chain responsible for purchasing and managing all petroleum resources used by the U.S. military.



— SARA MOORE



RETIRED ARMY LT. GEN. ROBERT DAIL

Dail was named DLA director during a critical time. The U.S. military was involved in wars in Afghanistan and Iraq, and Defense Department leaders wanted the agency to use its recently completed Enterprise Business System to better deployed support warfighters.

“There was a lot of effort by the organization to look at its internal processes – how it operated and conducted business – and how it might need to change those processes,” Dail said. “My charter [from DLA leaders] was to get out and use this capability to start providing DLA capabilities to the warfighting commands. We had to get some people forward and see if we could link our supply to the warfighters’ demand.”

Dail points to the implementation of 2005 Base Realignment and Closure recommendations as the agency’s other biggest challenge and accomplishment during his tenure as director. Legislative directive transferred supply, storage and distribution functions from the military services to DLA.

“The change mandated that DLA change its culture. We were no longer managing wholesale, national-level inventory. We were managing retail inventory that had to be treated that way. It had to be responsive and filled at the rate expected,” he said. “DLA learned a lot in the process. It helped change DLA’s mission from the national level all the way down to where demand occurred. That was exactly where DLA needed to be.”

– JACOB BOYER



MAE DEVINCENTIS

DeVincendis became the agency's first civilian vice director in August 2010. She began her 37-year DLA career as a GS-2 clerk at what was then called the Defense Personnel Support Center Clothing Factory and went on to have a hand in major innovations including the Prime Vendor Program and Enterprise Business System.

The Philadelphia native entered the world of information technology in the 1980s, when she joined the team responsible for creating the Defense Integrated Subsistence Management System. Used by the entire Defense Department, DISMS allowed business transactions that once took days and even months to occur in minutes.

Later, as a buyer working for the medical directorate in the 1990s, DeVincendis led the contracting effort to establish DLA's first pharmaceutical prime vendor, which she called one of the major highlights of her work in Philadelphia.

"We began to realize that stock wasn't moving out of the depots, that we were losing business. Lo and behold, we eventually learned that the Veterans Administration had come up with this innovative approach to buying commercial items called prime vendor, and they had marketed it to all of our customers," she said.

She and coworkers found copies of the VA's solicitation and figured out their business model. Within a couple months, DLA's first solicitation for its own enhanced version of a pharmaceutical prime vendor hit the streets.

From there she went on to help build DLA's Enterprise Business system, which many regard as DoD's most successful enterprise resource planning system. She later became DLA's chief information officer and director of DLA Information Operations, and served as for six months as director of DLA Logistics Operations before becoming the DLA vice director.



— BETH REECE



IVAN HALL

Hall's leadership as deputy director of land supplier operations at DLA Land and Maritime increased the readiness and survivability of warfighters in Iraq and Afghanistan. He is best known for implementing DLA's first three long-term contracts: General Dynamics Land Systems, United Defense Limited Partnership and the O'Gara Hess contracts.

"No one was doing long-term contracts at the time; it was kind of brand new, so it was challenging," he said. "Once we got them on contract, then we didn't have to go out and contract for each item. Every [national stock number] had a lead time of record, and the lead time on all those items went from almost 180 days down to 30 days, so we saved hundreds and hundreds of days of administrative lead time on each one," he said.

The awarding of the Fleet Automotive Support Initiative regional contract, which Hall considers one of his biggest accomplishments, soon followed. The unique five-year prime vendor support contract called for repairs and spare parts for different kinds of weapons systems, reducing lead times and creating significant cost savings.

"It impacted so many customers," he said. "It was a big-volume contract, and it impacted the whole logistics process."

Hall is also credited with sending the first DLA Land and Maritime product specialists to key Army industrial sites in 2008.

— AMANDA NEUMANN

A Conversation with . . .

Mike Cannon

The Defense Logistics Agency Disposition Services director talks about his time in and out of uniform at DLA.

As a customer of the agency for many years, what was then-Col. Mike Cannon's impression of the agency when you were first assigned here?

Very positive. Most of my interaction with DLA was for aircraft parts support, which was good because they funded much of my Air Force fuels infrastructure, and Disposition Services, which supported me through disposal and reutilization. DLA assignments for Air Force officers are uncommon though, so I was a bit apprehensive.

You've served DLA in a variety of roles both in and out of uniform for nearly five years. Why did you decide to continue with the agency after you retired from the Air Force?

My time in DLA – with DLA Information Operations, DLA Logistics Operations, DLA Support Team Kuwait and Disposition Services – gave me a great appreciation for what this organization does for the warfighter. It's big logistics. My time in Battle Creek as the interim

Disposition Services director was the deciding factor, however. I fell in love with the people and the mission. We provide a unique and very challenging service, and the people who do it, do it in a world-class manner.

How did your time as the DLA Support Team commander in Kuwait prepare you for your role with DLA Disposition Services?

If you ever want to experience "We are DLA," just spend time in a DST.

All field activities and the headquarters are present. When a customer has a DLA question, they make just one call to the DST, and we get them the answer. In addition to appreciating the entire DLA enterprise, I got to work closely with Disposition Services on site closures in Iraq, standing up a location in Qatar, transferring equipment to Afghanistan and site improvements in Kuwait. That was my first taste of Disposition Services' people and mission.



Jeff Landenberger

DLA Disposition Services Director Mike Cannon (right) discusses a town hall meeting with Kathy Hausknecht, a strategic planning specialist, before talking to the Disposition Services workforce.

What is being done to ensure the lessons learned from the drawdowns in both Iraq and Afghanistan are incorporated into future operations?

We're doing much better in the current drawdown because of what we learned in Iraq and the early hub-based disposal operations in Afghanistan. We've incorporated those lessons learned into our improved Expeditionary Site Set in manning, training and equipment. We're using the closure of Camp Leatherneck, Afghanistan, as an example of how to properly close a site. The coordination and planning by the Marines and Disposition Services personnel on site and at higher headquarters made that a model operation.

How have the changes Disposition Services made to rolling stock auctions improved operations?

Our new contract vehicle for selling of rolling stock has been a game changer. The contract is set up as profit sharing. So instead of us getting a set, small percentage of the original cost of a vehicle, we get over 75 percent of what the contractor sells it for. That, coupled with the contractor's performance and expertise in online vehicle and equipment sales, has increased our return fourfold over the terms of the previous contract. This has allowed us to reduce our service-level bill – what we charge the military services for disposal annually – by \$35 million from fiscal 2015 to fiscal 2016. In a real dollars example, we reduced the Army's bill from \$93 million to \$66 million.

Given the national conversation surrounding the Law Enforcement Support Office, what are the benefits of DLA supplying equipment to law enforcement agencies?

It is a Congressionally authorized program. Ninety-four percent of the items we issue are not "military" assets, per se. They are things the services turn in, like furniture, tools, cargo trailers, ladders, boots, computers, binoculars, etc. A small percentage are weapons, aircraft and tactical vehicles, which we loan to law enforcement agencies and get back for reutilization or disposal when they are no longer needed. Each item we give or loan to law enforcement is one less item that needs to be purchased with state and local taxpayers' money.

What are your priorities for Disposition Services going forward?

First and foremost is continued and improved warfighter support while taking care of the people. Other priorities include being effective and efficient as an organization while sustaining our ability to have auditable processes, and then always looking for ways to do things better.

What's your leadership philosophy? Have you had to adapt it as you've transitioned from being the uniformed interim director in Battle Creek to its civilian director?

My leadership philosophy hasn't changed. It has three key tenets, briefly:

Mission: Follow safety standards and procedures. I am the Disposition Services safety officer. The picture of your site's safety officer is in the mirror. Look for ways to improve and listen for good ideas.

People: Treat people fairly and firmly with dignity and respect. When taking corrective actions, focus on the circumstances, behavior and individual performance. Equal employment opportunity is not just a program or a good idea. EEO laws will not be violated. Hold people, including yourself, accountable. Honest mistakes are just that. Find the root cause and prevent recurrence.

Personal: Take care of yourself professionally, physically, mentally, emotionally and spiritually.

Employees in Battle Creek know you're an avid runner. What running accomplishment do you take the most pride in?

I'm over 50, and my knees feel just fine! On a serious note, me being able to find time to run has inspired a few other people to be active. That means a lot to me. And there was this one time a few years back when I ran three marathons in three consecutive weekends, all under 4 hours and within 2 minutes of the same time.

Is there anything else you'd like to say?

DLA and DLA senior leaders have been very good to me. I hope I can return the favor by being a good leader for Disposition Services. 🌟

NEW HORIZONS

Story by Christopher Goulait, DLA Energy
Images Courtesy NASA

Defense Logistics Agency Energy's support extended to the edge of the solar system as NASA's New Horizons spacecraft reached Pluto this summer.

Propellants used along the spacecraft's journey, as well as the fuel and other products used in the Atlas V rocket that launched New Horizons, were all procured, stored and transported by DLA Energy.

"We not only helped to launch the satellite via the Atlas V rocket and the products we had on the rocket itself, but we also provided the New Horizons spacecraft with mono-propellant hydrazine for its thrusters," said DLA Energy Aerospace Energy Supplier Division Chief Doug Smith. "The New Horizons spacecraft has been traveling for more than nine years now, positioning itself on product we provided them."

Hydrazine is used in New Horizons' thrusters for trajectory adjustments and attitude control.

DLA Energy is the integrated material manager for space and space-related products and services for the Department of Defense, federal agencies, government contractors and academia. As such, it is responsible for the procurement, storage and transportation of those products.

Successful delivery of hydrazine requires negotiating a long-term supply contract and all associated contract administration, Smith explained. Delivery orders are put in place to ensure product deliveries, and inventory managers oversee the inventory of five grades and two blends of the product. Transporters move the

hydrazine and customer account specialists work with customers to make sure their short- and long-term needs are met.

DLA Energy Aerospace Energy, located in San Antonio, Texas, also has quality assurance and chemist staff members to help with quality or technical issues for the products it manages. Quality assurance representatives in the DLA Energy regions ensure the fuels' quality meets military specifications as well.

"A lot of work goes into ensuring this

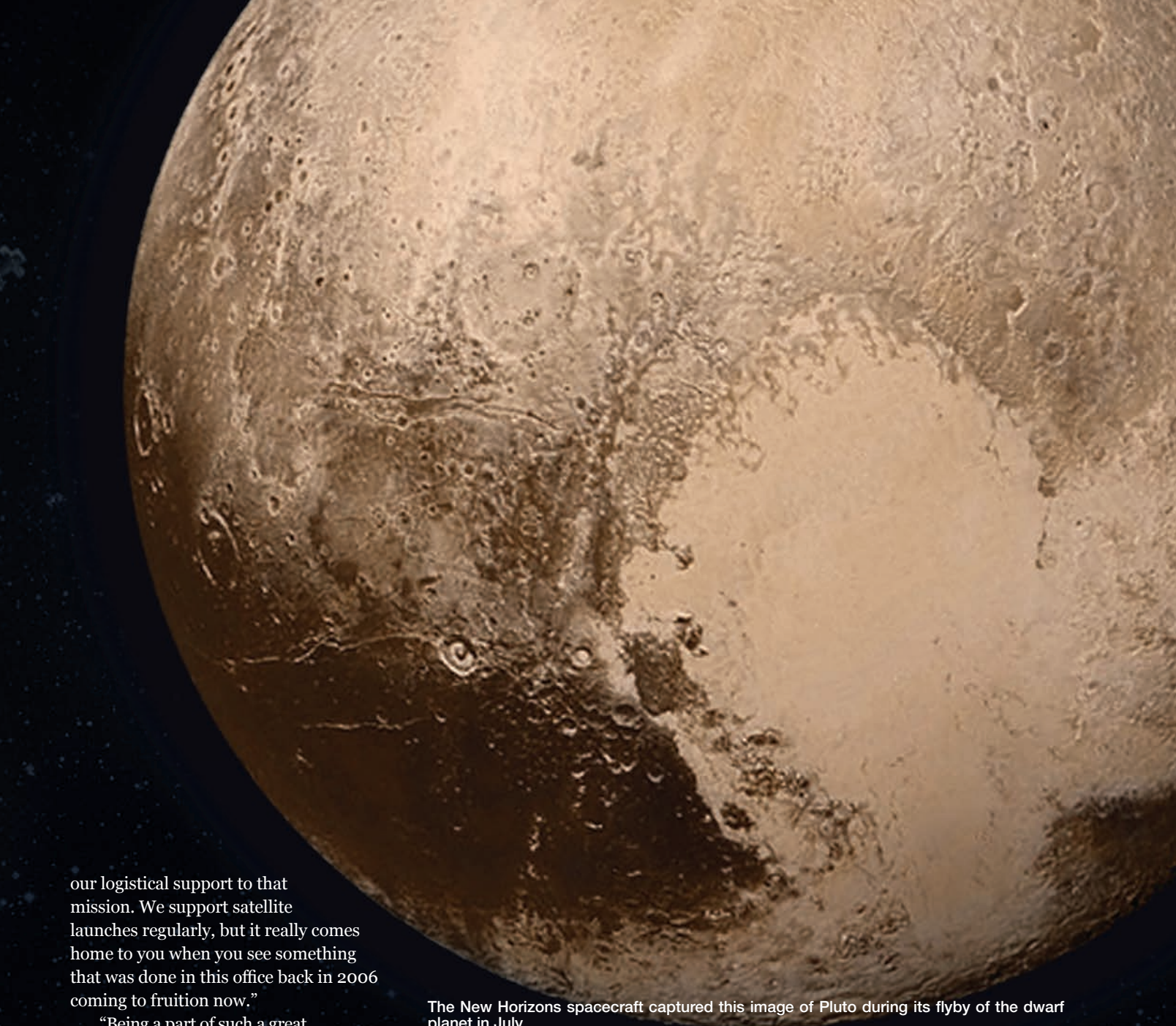
supply chain runs smoothly," Smith said. "At times like this, you see the payoff of the work of individuals throughout Aerospace Energy."

DLA Energy's initial work with the project took place leading up to the 2006 launch of New Horizons.

"It is amazing to see some of the pictures coming back from the New Horizons that was launched so long ago," Smith said. "Missions such as these show the importance of space exploration and



In the clean room at the Kennedy Space Center's Payload Hazardous Servicing Facility, technicians prepare the New Horizons spacecraft for a media event. DLA Energy supports the New Horizons mission by procuring propellant hydrazine.



our logistical support to that mission. We support satellite launches regularly, but it really comes home to you when you see something that was done in this office back in 2006 coming to fruition now.”

“Being a part of such a great accomplishment for this nation is both humbling and exciting,” said DLA Energy Aerospace Energy Customer Division Chief Ken Grams. “I am extremely proud of the contributions by the Aerospace Energy team in this and in all of our endeavors.”

Being a part of this mission as the supplier for the propellants is something that can be looked back on as a special moment, Smith said. The team isn’t just negotiating contracts, placing orders, managing inventory or creating transportation movements;

The New Horizons spacecraft captured this image of Pluto during its flyby of the dwarf planet in July.

it’s impacting historic exploration and scientific discovery.

“DLA Energy Aerospace Energy will continue to get our customers the products they need, at the right price, so they can go out and provide amazing results like NASA is currently doing with the New Horizons mission,” Smith said. “It’s exciting to see what was done back in 2006 under then-director Sharon Murphy having such a major impact today, and I look forward to seeing what we can do in the future.”

The New Horizons mission conducted a five-month reconnaissance flyby study of Pluto and its moons and is currently on an extended mission to head farther into the Kuiper Belt. 🌟

For more information on the New Horizons project, visit the website at: <http://go.usa.gov/3snx4>.

DLA NEWSWIRE

MEDICAL DIRECTORATE COMBATS PRESCRIPTION DRUG ABUSE WITH MEDSAFE RECEPTACLES

Prevention of prescription drug abuse is getting a boost from DLA Troop Support Medical.

The activity used the pharmaceutical prime vendor program to partner with Sharps Compliance Inc. and AmerisourceBergen to place prescription drug disposal boxes at military treatment facility pharmacies.

“[The receptacles] allow patients a safe way to clean out expired and unused medications from their medicine cabinets,” said Air Force Maj. Richard Cabellero, a pharmacist with DLA Troop Support’s customer pharmacy operations center. “Not only will patients not be tempted to improperly take a product they no longer need; it will also prevent others, like grandchildren, from taking them on mistake.”

The General Leonard Wood



Colorado Medsafe Receptacles

Army Community Hospital at Fort Leonard Wood, Missouri, served as the pilot center for the program and has removed more than 400 pounds of unused, unwanted or expired medications since it began using the receptacles in late March.

– Janeen Hayes

<http://go.usa.gov/3H4gB>



Alaska Wildfires

JET FUEL DEMAND SOARS FOR ALASKA FIRES

A record-breaking fire season in Alaska increased demands for cold-weather jet fuel supplied by Defense Logistics Agency Energy Pacific in Alaska to support firefighting operations.

Record high temperatures in much of the state, combined with a three-day lightning storm, sparked more than 300 fires in June. And by the end of July, more than 5 million acres were burned, said Randy Bañez, director of DLA Energy operations in Alaska.

“The low snowfall this last winter, the warm weather, low humidity and [6,000 to 10,000 lightning strikes per day] has combined to make this year potentially one of the worst fire seasons,” he added

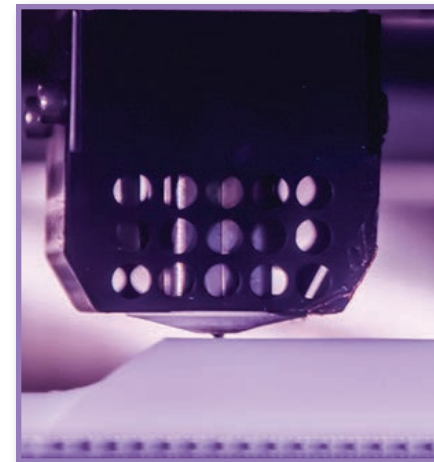
Monthly fuel requirements doubled in June and tripled in July because of the fires. In comparison, DLA supplied about 45,000 gallons of fuel from May to July 2014, but had supplied more than 173,000 gallons by end of June this year.

Quality assurance representatives like DLA Energy’s Ron Bock worked with refineries and military officials to ensure there was enough fuel to conduct the mission.

“A supply planner has to juggle demand with what’s available. ... It’s a fine balancing act,” Bock said. “I have an immense respect for supply planners. If there is not enough of something at the right place and time, they are blamed. If there is too much, they are blamed. Yet, if it’s all at the right place and time, no one notices.”

– Irene Smith

<http://go.usa.gov/3Hg2F>



Air Force Airman 1st Class Luke W. Nowakowski

Philip Spor



DLA Disposition Services donates laptop computers

NORTH CAROLINA STUDENTS GET TECHNOLOGY UPGRADE

Students of New Life Christian Academy in Fayetteville, North Carolina, received a technology upgrade thanks to 50 Dell laptop computers that DLA Disposition Services helped the Army's 1st Sustainment Command donate through the Computers for Learning Program in July.

The program is the result of an executive order signed in 1996 by President Bill Clinton. The order streamlines the transfer of excess and surplus federal computer equipment to America's classrooms.

The 1st TSC worked began working with DLA and U.S. Forces Command in January to make the donation a success.

"This helps the Army, because donations provide an environmentally friendly way of discarding hardware and keeps excess computers out of area landfills," said Jose Aguero, who manages the Department of Defense program. "This also encourages strong relationships between the Army and the local communities."

The computers were scanned multiple times to ensure they met DLA Disposition Services requirements before they were donated.

Schools and educational nonprofit organizations registered with the CFL program do not pay for the equipment. However, recipients are responsible for shipping and refurbishing costs.

– Army Sgt. Josephine Pride

<http://go.usa.gov/3HgBY>

DLA EXPLORES BENEFITS OF 3D PRINTING

The Defense Logistics Agency is evaluating whether 3D printing, a process commercial manufacturers use to produce everything from prosthetics to airplane parts, could lower the cost and reduce lead times for hard-to-source, obsolete and back-ordered parts.

David McNally

DLA WINS 5 DOD VALUE ENGINEERING AWARDS

One Defense Logistics Agency employee and four teams have been awarded Department of Defense Value Engineering Achievement Awards.

More than \$313 million was saved during fiscal 2014 through DLA's Value Management Program, which includes the agency's value engineering efforts and is aimed at reducing the cost of materials while retaining or improving quality, reliability and function.

Award winners were chosen from each DoD component in five categories: program/project, individual, team, organization and contractor. Additional special awards recognized applications or approaches that expanded the scope of value engineering. DLA's winners are:

– **Program/Project:**

V-22 Alternate Sourcing Project, DLA Aviation

– **Individual:**

Jason Isernhagen, DLA Land and Maritime

– **Team:**

TF-34 Feedback Cable Source Qualification Project Team, DLA Aviation

– **Organization:**

DLA Aviation

– **Special:**

Value Management Team, DLA Land and Maritime

<http://go.usa.gov/3Hg9A>

Compiled by Beth Reece

PROCESS IMPROVEMENT IDEAS WANTED

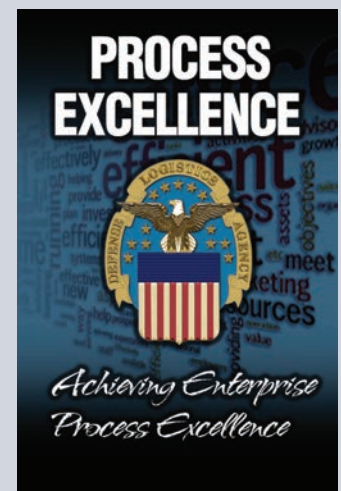
Defense Logistics Agency employees can submit ideas and suggestions for process improvements by clicking on the new "Process Excellence Pipeline" button coming soon on DLA Today.

Since employees know their jobs best, it makes sense for them to see opportunities where DLA can become more efficient and effective, and suggest ways the agency can improve its processes, said Angela Evans, chief of the enterprise process integration division in DLA Strategic Plans and Policy.

Ideas will be evaluated by officials from the DLA Strategic Plans and Policy Office, who will monitor the site and forward ideas to the DLA Supply Chain Integration Process Council for review.

– Amanda Neumann

<http://go.usa.gov/3HgU5>



Process Excellence Pipeline

DELIVERING THE RIGHT SOLUTION

Story by Beth Reece

Defense Logistics Agency Director Air Force Lt. Gen. Andy Busch released the agency's Strategic Plan in May, putting collaboration, innovation and smart investments among the workforce's top priorities.

"It provides our roadmap to ensure that we, the DLA team, continuously evolve and improve together to meet our mission requirements with a single resolve. It is our plan for meeting the future with the commitment and capabilities that we need to provide the responsive, agile and innovative support that our customers and stakeholders need and deserve," he wrote in a call to action at the end of the 16-page document.

Detailed implementation guidance was published in July. It outlines initiatives for the rest of fiscal 2015 and 2016 that will help employees reach goals in the Strategic Guidance, which encompasses five areas: Warfighter First, People and Culture, Strategic

Engagement, Financial Stewardship and Process Excellence.

"We're just beyond six months into our journey together and I want to share my thoughts on where we are at and provide some specific guidance relative to our strategic way-ahead," the director wrote in opening remarks of the 29-page document.

Warfighter support is DLA's most important role, and while the agency provides significant support to combatant commanders, parts of U.S. Strategic Command have been underserved, Busch said.

"The services are no less important. I will, and I expect you as well, to develop close relationships with your military service counterparts. Their operational readiness concerns and weapon system product support strategies require our support," he continued.

There are 21 initiatives under Warfighter First. They range from improving mission readiness through national account managers, demand planners and other DLA employees who collaborate with customers daily to helping military defense acquisition program officials determine the most efficient life cycle logistics solutions.

Greater focus will also be put on supporting the Navy's nuclear enterprise as the agency increases material availability for key platforms.

And research and development efforts will expand to include additive manufacturing – also known as 3D printing – as well as placement of automation technologies and robotics in distribution warehouses.



PEOPLE AND CULTURE

Under People and Culture, which includes 20 initiatives, Busch said all leaders are responsible for helping employees become resilient. He expects the workforce to be trained to lead in an era of performance-based logistics, which gives commercial industry the responsibility for material readiness.

"We are no longer a parts store; we need to broaden our impact and become central to the military services' product-support strategy. As a result, we will continue the direction on Life Cycle Logistics Certification," he wrote.

Work in this goal area includes reviewing functional competencies for mission critical occupations relative to emerging and future missions and the creation of a DLA acquisition career



“It provides our roadmap to ensure that we, the DLA team, continuously evolve and improve together to meet our mission requirements with a single resolve.

— Air Force Lt. Gen. Andy Busch



development organization. Other initiatives include promoting diversity and inclusion, improving workplace safety and security, and ensuring employees have a clear understanding of the agency mission and how they contribute to it.

Though Strategic Engagement is a broad goal title, Busch said he is most interested in innovation with industry and how DLA can integrate innovation into its business practices.

“Our business model has migrated from a very transactional model to one that values long-term relationships with industry. [Better Buying Power] is asking us to think about the next evolution, one



that creates greater synergy with our service partners and incentivizes industry to improve their products and, in turn, share the rewards,” he wrote.

Among the 12 initiatives for this goal are steps to reduce acquisition cycle time, the expansion of supply sources for legacy systems and the development of a formal DLA performance-based logistics strategy. A Business Systems Center of Excellence will also be created to improve the defense business systems tradecraft, promote business systems acquisition excellence and highlight BBP 3.0 concepts.

Financial Stewardship includes 23 initiatives that support three areas: audit readiness, the agency’s \$13 billion savings goal and cost-recovery rate reductions.

“First, we all need to be focused on sustainment of audit readiness, because it will not be easy. Resources will always be limited, but I am more concerned that we will let our guard down after we get a clean audit opinion – we must remain vigilant. My intent should be very clear: attain and sustain audit readiness,” Busch wrote.

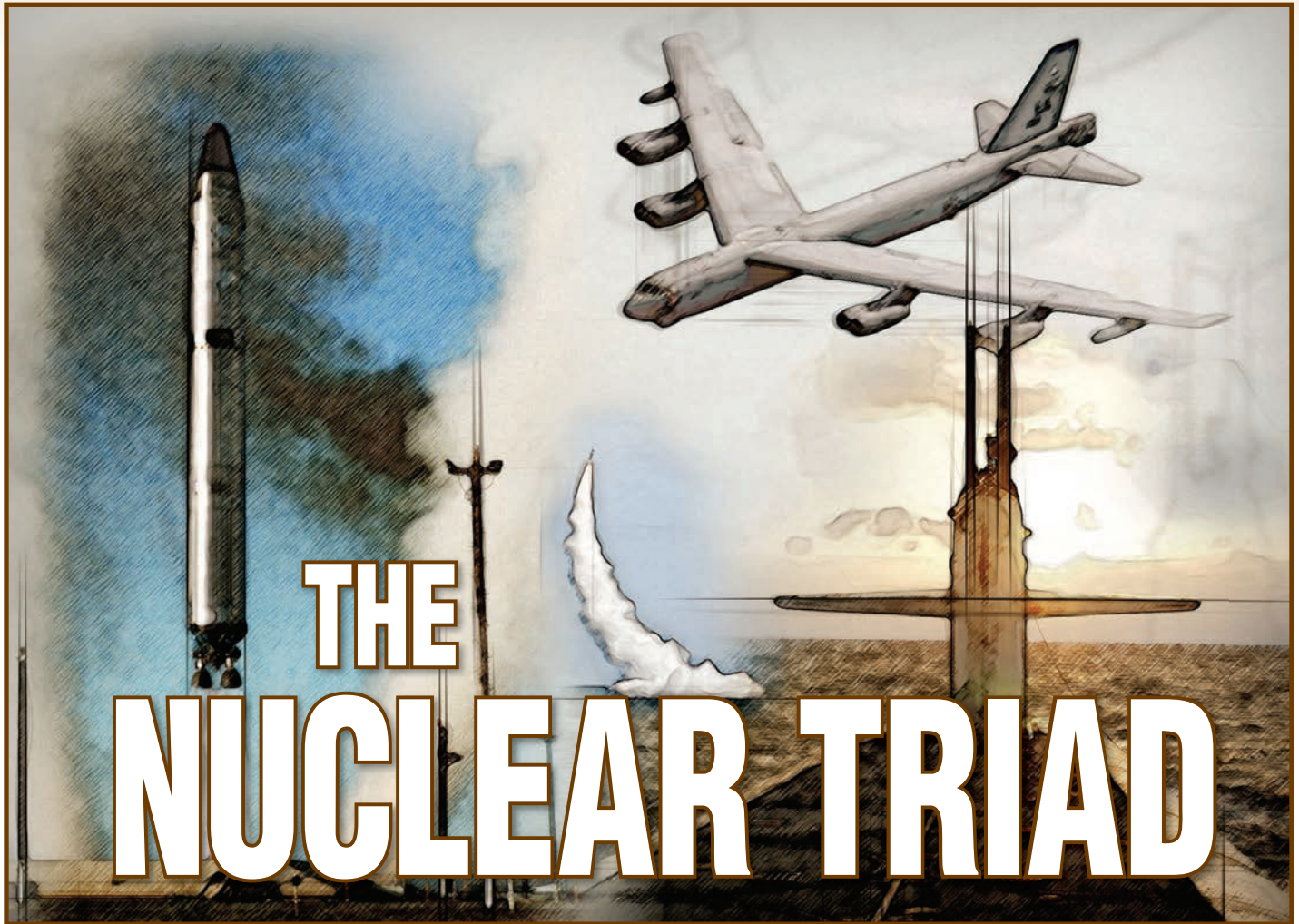
The agency will continue to conduct cost summits that focus on existing pricing, billing structures, cost comparisons and

areas in which industry can help DLA reduce costs. In addition, the agency will implement an information technology framework that takes advantage of commercial cloud opportunities in a secure infrastructure.

Under Process Excellence, Busch expects leaders to make full use of training resources and tools for continuous process improvement. Leveraging the Supply Integration Council for harmonization and coordination of process initiatives, as well as the Alignment Group for assessment and Executive Board for approval is one of the 12 initiatives in this goal area. A change management plan will also be created.

Field activities and directorates will be expected to incorporate these initiatives into their annual operating plans, Busch said. DLA Strategic Plans and Policy will monitor progress and develop a schedule for all initiatives to be presented at the appropriate level governance forum. ★





Story by Harold Raugh
DLA Chief Historian

The United States' strategic nuclear arsenal has been based on the "nuclear triad" system since the 1960s. The triad refers to the three categories of nuclear delivery vehicles: land-based intercontinental ballistic missiles, submarine-launched ballistic missiles and strategic aerial bombers. A major purpose of the nuclear triad is to reduce the possibility that an enemy could destroy all the nation's nuclear forces in a first-strike attack by retaining a second-strike capability, a viable threat that increases nuclear deterrence. This would in effect make a successful first strike impossible.

The Defense Logistics Agency is fully committed to strengthening and

optimizing its support to the multiple supply chains and functions of the nuclear triad, also known as the nuclear enterprise. Moreover, the agency "must be vigilant in our end-to-end process planning, precise in execution and committed to partnering with the military services and U.S. Strategic Command to ensure we maintain and improve our performance while leveraging technology and processes to advance efficiencies," according to the agency's strategic plan.

DLA Director Air Force Lt. Gen. Andy Busch said April 14 that while the sustainment for this mission was established 50 years ago, "there is a need for a single, synchronized approach to help the services with this mission set."

Cold War Era

The United States developed and used the first nuclear weapons at the end of World War II in 1945 and maintained nuclear superiority until the Soviet Union acquired its own nuclear weapons in 1948. An arms race took place in the 1950s, with the U.S. and the Soviet Union each attempting to counter the other by developing vastly more powerful thermonuclear weapons. The U.S. tested its first hydrogen bomb in 1952, and the Soviets tested a similar weapon the following year. Fear that the other nation wanted a nuclear superiority to initiate a conflict, coupled with ideological differences, spurred on the race.

Initiatives have been proposed to enhance the operation, maintenance and modernization of nuclear weapons and delivery systems.

This U.S.-Soviet nuclear arms race resulted in a situation of mutual deterrence in the 1960s. The size and capabilities of the superpowers' nuclear arsenals, if employed, had the potential to produce mutually assured destruction, which forced restraint on both sides.

This nuclear stalemate also served as the genesis for the U.S. nuclear triad. In addition to permitting each of the U.S. military services to play a role in nuclear deterrence, the three different nuclear basing and delivery modes had complementary strengths and weaknesses. "As noted by Amy W. Woolf in a 2015 Congressional Research Service study on U.S. nuclear forces, "ICBMs eventually had the accuracy and prompt responsiveness needed to attack hardened targets such as Soviet command posts and ICBM silos, [and] SLBMs had the survivability needed to complicate Soviet efforts to launch a disarming first strike and to retaliate if such an attack were attempted." The third component of the nuclear triad, strategic bombers, "could be dispersed quickly and launched to enhance their survivability, and they could be recalled to their bases if a crisis did not escalate into conflict."

The number of nuclear delivery vehicles – ICBMs, SLBMs and nuclear-capable bombers – in the U.S. force structure, according to unclassified estimates compiled by Woolf, grew steadily through the mid-1960s, peaking at 2,268 in 1967. Between 1,875 and 2,200 ICBMs, SLBMs and heavy bombers were generally maintained through 1990. The number of warheads remained steady before peaking at 13,600 in 1987.

Post-Cold War Era

After the fall of the Berlin Wall in 1989 and end of the Cold War, the U.S. and Soviet Union signed the first Strategic Arms Reduction Treaty in 1991. In response to this treaty, which limited the U.S. to 6,000 warheads, the U.S. began reducing and modernizing its nuclear arsenal.

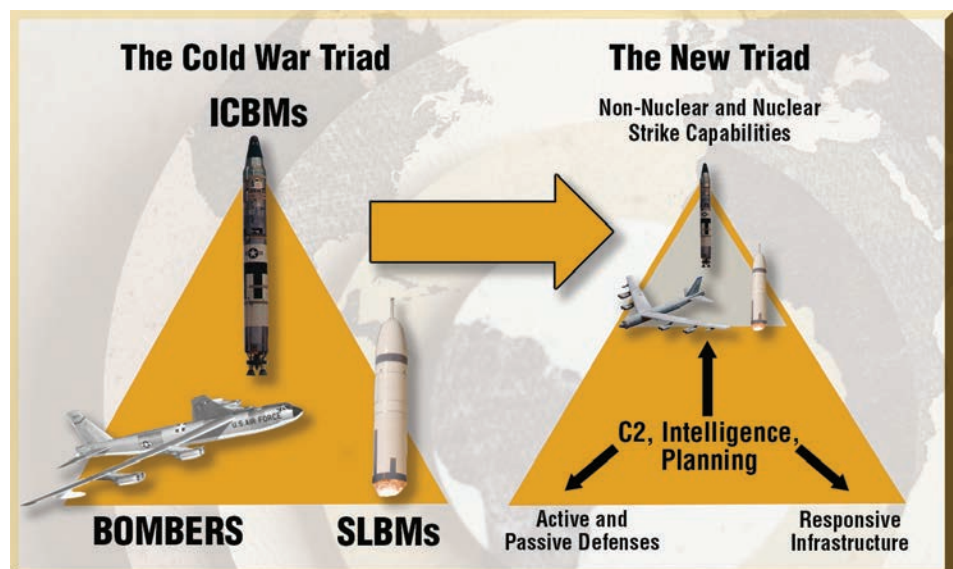
As a result of the Nuclear Posture Review, which took place amid advancing technology, nuclear treaty requirements and an evolving adversary, a new nuclear triad concept was adopted in 2002. While retaining its focus on the original nuclear triad, the new policy, according to political scientists Joan Johnson-Freese and Thomas M. Nichols, moved "U.S. nuclear forces to a so-called 'capabilities-based' posture to deal with multiple aggressors across a spectrum of contingencies." It included special operations forces, unmanned vehicles and cyber-competence, enhancing capability, flexibility and responsiveness.

Sustaining the Nuclear Enterprise and Nuclear Triad

Recent decisive actions, according to Woolf, have been taken to reinvigorate and further strengthen the Air Force's portion of the nuclear enterprise. At the same time, amid budgetary constraints, aging delivery systems and questions about reducing warheads and missiles, initiatives have been proposed to enhance the operation, maintenance and modernization of nuclear weapons and delivery systems.

Logistical support and parts availability, including ordering, product support and depot maintenance, drive operations that are critical to sustaining the nuclear enterprise. Through the recently-established Nuclear Enterprise Support Office, DLA will provide the synchronization, precise planning and responsive logistical support needed to effectively maintain America's nuclear deterrent force, the nuclear triad. 🌟

The Cold War Nuclear Triad has evolved to a more "capabilities-based" posture to deal with multiple aggressors across a spectrum of contingencies.





I AM DLA

My name is:

Juan Aldape Jr.

I am:

A staff support analyst in the DLA Director's Office at Fort Belvoir, Virginia.

Describe your job in a sentence.

I provide support to the DLA director, vice director, chief of staff, political advisor and senior enlisted leader at DLA Headquarters.

How long have you worked for DLA?

Seventeen years, both as an Army staff sergeant and as a civilian.

What is your favorite thing about working for DLA?

Knowing what DLA's mission is in relation to the warfighter: "Let's get him enough and on time."

What are your best memories of working here?

Watching how DLA steps up during major worldwide or U.S. natural disasters while receiving very little public or media fanfare.

How do you make a difference?

I take care of smaller issues so that the Director's Office can concentrate on the bigger ones!



Juan Aldape Jr.