

DEFENSE LOGISTICS AGENCY

LOGLINES

The Nation's Combat Logistics Support Agency

September / October 2018



DLA DISPOSITION SERVICES

Protecting NUCLEAR ASSETS

Safeguarding Nuclear-
Weapons-Related
Material

Combined Strength

DLA CENTCOM & SOCOM Ensures Warfighter Support to Those with the Toughest Missions

DLA Hall of Fame

Five Former Leaders Inducted into the DLA Hall of Fame

Fueling Savings

Defense Fuel Support Point Yorktown Ceases Fuel Operations



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

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From the Director

In July I was honored to celebrate a special milestone with my DLA teammates and alumni: the 20th annual DLA Hall of Fame ceremony. I introduced a new award, the Defense Logistics Agency Lt. Gen. Andrew T. McNamara Icon Award, which we will present each year to one deserving individual who has made a singularly transformative impact on DLA operations or culture. In addition, we added five more names of "game-changing emeritus" members to our list of Hall of Fame inductees, which brings the total to 111.

Each year we celebrate the legacy of former colleagues who have made such a lasting impact on our organization that we simply would not be where we are today without their innovation, leadership and selfless service. They were trailblazers who courageously challenged the status quo and made significant and enduring contributions to this agency. Their inspiring stories fuel our passion to serve our warfighters and other customers with greater resolve. I invite you to read about our five newest DLA Hall of Fame inductees in this issue of Loglines.

Also in this issue, DLA supports over 100 military exercises each year, and we feature an in-depth story from the Baltics and Poland about the agency's support to Saber Strike, a U.S. Army Europe-led exercise held June 3-15. The presence of DLA representatives during the exercise allowed warfighters to focus on their missions without having to worry about logistics.

In another article, we highlight DLA's partnership with the Air Force to track, monitor and sustain nuclear-weapons-related material that could be turned in to DLA Disposition sites. Maintaining accountability of nuclear assets is simply a no-fail mission and DLA helps make it successful.

DLA Aviation reported on its efforts to resolve parts support challenges for legacy aircraft like the T-38 Talon, the C-130 Hercules and the C-5 Galaxy. These legendary aircraft have been flying for decades but are still the vital workhorses our warfighters depend on every day.

As usual, these stories and more illustrate the hard work, dedication and commitment of the DLA team. Their global support to our warfighters and whole of government partners is not just important; it's also indispensable to their success. I hope you find this edition of Loglines both informative and inspirational.

Warfighter First! 



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Features

Protecting Nuclear Assets 02

DLA strengthens the nation's nuclear enterprise by safeguarding nuclear-weapons-related material that enters the agency's doors.

Combined Strength 06

DLA CENTCOM & SOCOM ensures warfighter support to those with the toughest missions.

Saber Strike 10

Warfighters deployed for Saber Strike 2018 get easier access to supplies with DLA's forward presence.

DLA Hall of Fame 14

Five former leaders are inducted into the DLA Hall of Fame during a July 2018 ceremony at the McNamara Headquarters Complex.

Faithful Flyers 18

DLA Aviation supports mission-critical workhorse aircraft.

Managing Inventory 24

DLA Finance is helping the agency make sure all inventory is audit-ready.

Fueling Savings 28

Defense Fuel Support Point Yorktown ceases fuel operations.

Departments

A Conversation with 21

David Kless

DLA NewsWire 26

I am DLA Back Cover

Stanley Burns



NUCLEAR-WEAPONS-RELATED MATERIAL

PROTECTING NUCLEAR ASSETS

Story by Beth Reece

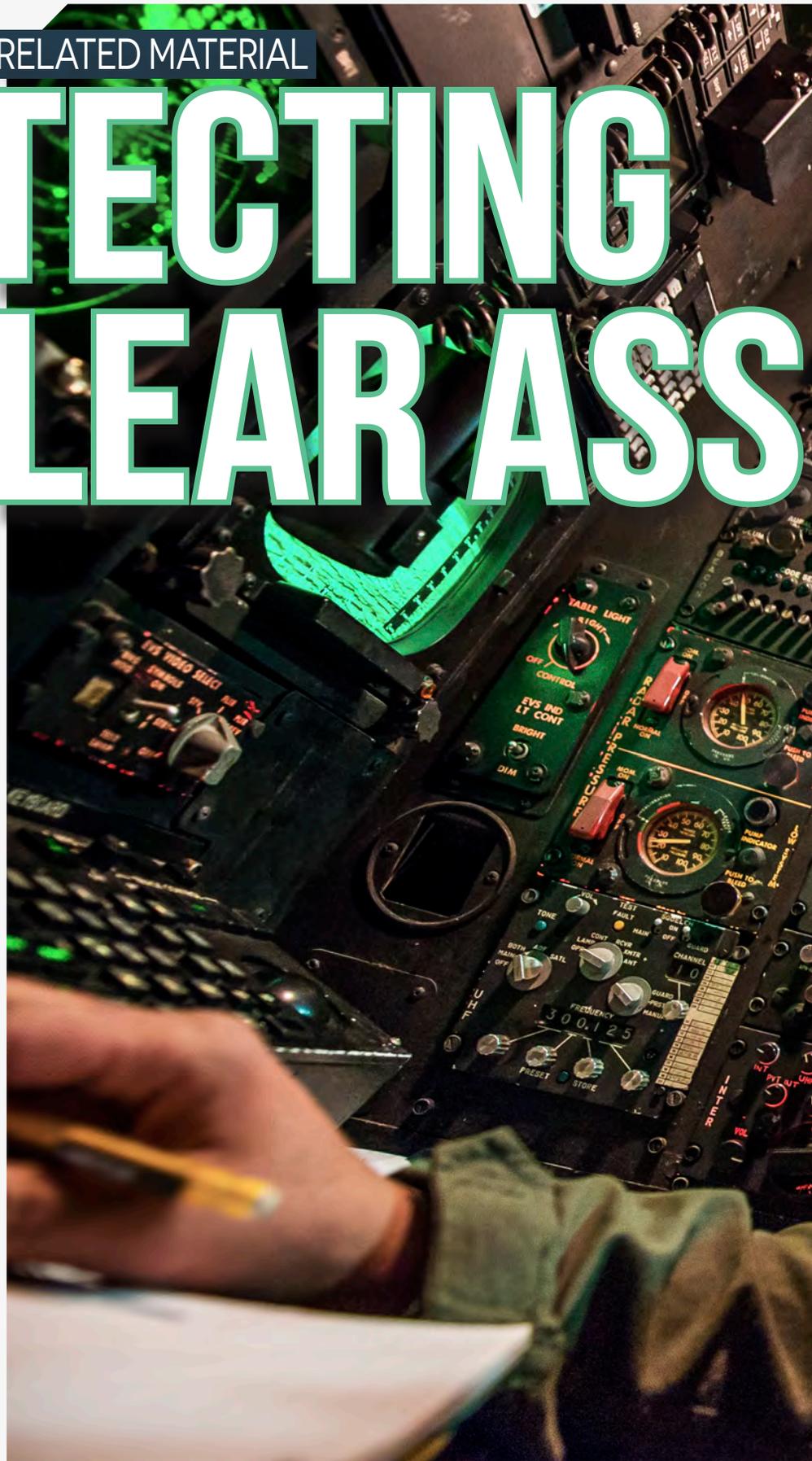
Joey Kidd won't waste a second figuring out what number to call if a nuclear-weapons-related item shows up at any Defense Logistics Agency Disposition Services location. He has DLA's Nuclear Enterprise Support Office on speed dial.

"I have direct contact with DLA Headquarters in case an issue ever comes up. And I have [points of contact] at the Air Force who can get me an answer instantly if I have a question about nuclear-weapons-related material that mistakenly comes through our doors," said Kidd, DLA Disposition Services' nuclear enterprise coordinator.

NWRM includes classified or unclassified system components that pre-arm, arm, launch or release a nuclear weapon. The Air Force is responsible for accountability, storage and handling of NWRM, and if DLA discovers it at any of its distribution or disposal facilities, the agency must take immediate action to protect and return the material to the Air Force.

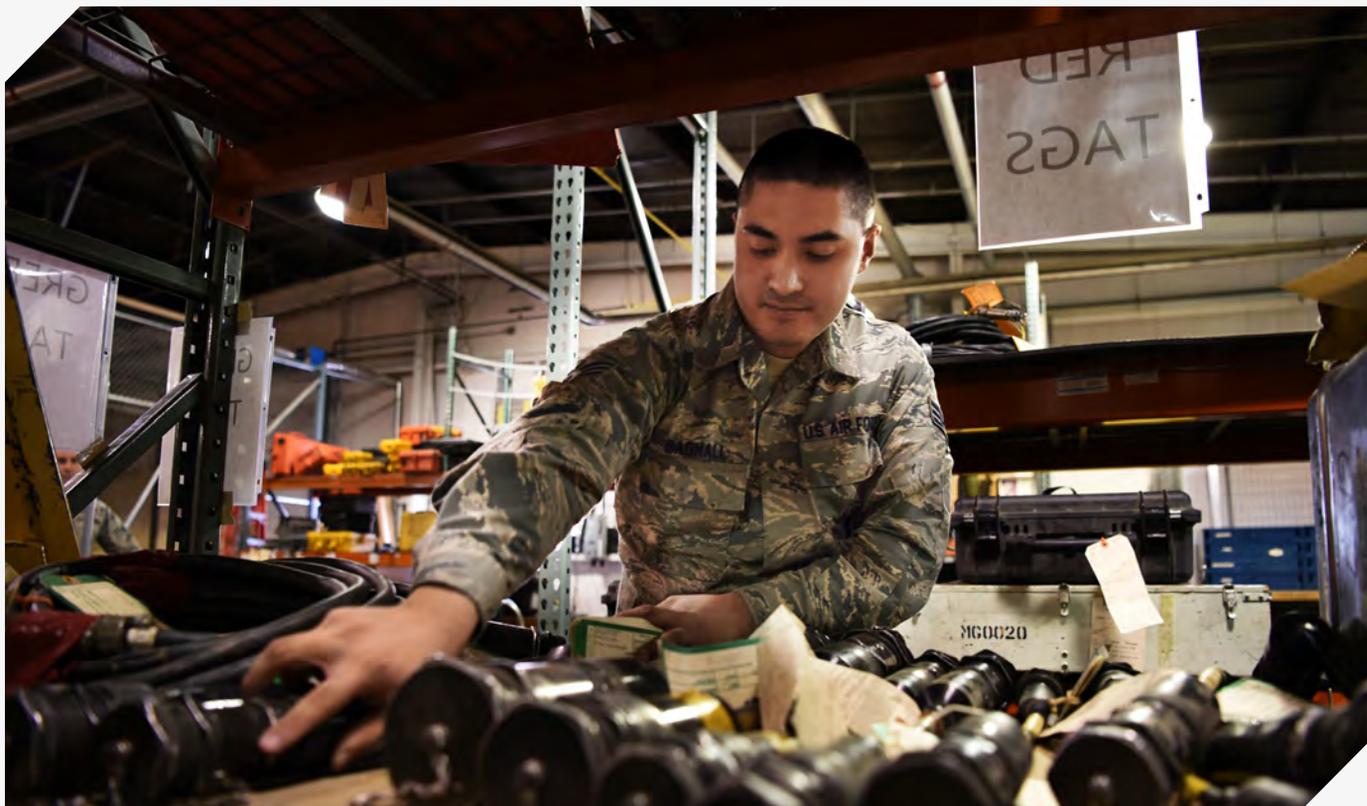
Air Force 1st Lt. Nathan Fisher, 23rd Bomb Squadron weapons system officer, analyzes an offensive avionics system inside a B-52H Stratofortress above North Dakota. Fisher sits in the offense compartment of the aircraft, controlling the B-52's weapons capabilities.

— Photo by Air Force Senior Airman J.T. Armstrong





ETS



Air Force Airman 1st Class Dillon J. Audit

Air Force Senior Airman Nicholas Bagnall, 791st Maintenance Squadron vehicles and equipment section technician, inspects faulty parts at Minot Air Force Base, North Dakota.

Detecting NWRM at DLA locations became a priority in 2006 after four fuse assemblies used on the Minuteman III intercontinental ballistic missile were erroneously shipped to Taiwan. The components weren't properly recovered until March 2008 because of deficiencies in supply-chain management, said Terry Simpson, NESO deputy executive director.

Then-Secretary of Defense Robert Gates ordered a complete inventory of the nation's nuclear arsenal, and in 2009, DLA entered an agreement with the Air Force that transferred all NWRM assets back to the service. Since then, DLA has aimed for 100 percent visibility and control of NWRM items it receives through methods such as misrouted shipments or misidentification of materiel accepted during property turn-ins.

"We've set up our business rules and operations around the fact that the Air Force may accidentally turn in NWRM. If it comes to us, we want to make sure our people and systems can recognize and stop it opposed to just letting it roll on through," Kidd said.

The agency has strict policies and procedures to detect NWRM, said Patty Myers, executive officer for logistics operations at DLA Distribution. Employees use the kind, count and condition inspection process to match item documentation with identification labels, then verify part numbers and national stock numbers. And a special screen alerts users every time a transaction involving NWRM is logged in to the Defense Standard System, DLA's data inventory system.

"THE DEFENSE STANDARD SYSTEM IS PROGRAMMED TO STOP ANY TRANSACTION THAT INVOLVES NUCLEAR-WEAPONS-RELATED MATERIAL SO WE CAN TAKE APPROPRIATE ACTIONS."

— PATTY MYERS

"DSS is programmed to stop any transaction that involves NWRM so we can take appropriate actions," she said. Notifications are automatically sent to the DLA Joint Logistics Operations Center, which must alert the DLA director within three hours of NWRM being found at any of the agency's locations.

DLA Disposition Services employees, who sometimes receive locally purchased material without NSNs or property with missing or incomplete turn-in documents, are also taught to look for clues that an item could be NWRM.

"The vast majority of military-owned equipment has what's called a 'data plate' on it. Oftentimes, it will have the NSN or a part number stamped on it. It could also have the manufacturer, manufacture date or contract numbers, all things we can use to research the material to determine whether it's NWRM," Kidd added.

Disposal experts call Kidd's office every day requesting information to verify whether an item is NWRM. Rather than being a burden, he says the constant contact with field sites proves that employees are dedicated to protecting the nation's nuclear assets.

Monthly exercises conducted by NESO, DLA Distribution and DLA Disposition Services also ensure employees know how to prevent NWRM from entering DLA's supply chain and are familiar with the procedures for handling the material if it does show up. The exercises follow five core scenarios with over 500 variations that test various types of turn-ins and delivery methods at more than 125 sites.

"One of the key things we work on is misidentified material because that's the most likely scenario that NWRM will be turned in to Disposition Services. Someone created a receipt and put that receipt with the wrong material, for example, or put the material in the wrong box and sent it to us," Kidd said.

Exercise results are shared across the DLA enterprise and with Air Force officials to spread lessons learned, and corrective actions such as remedial training and improved controls in DSS are made to improve detection when necessary.

If NWRM is found, DLA works to return the material to the Air Force "as fast as humanly possible," Kidd added.

Aircrew from the 40th Flight Test Squadron and the 33rd Fighter Wing perform a mixed aircraft flyover near Pensacola Naval Station, Florida.



Air Force Airman 1st Class Daniel Brosam

"We will lock it down and secure it until the generating activity comes to pick it up or the Air Force gives us instructions for returning it."

Leaders at DLA major subordinate commands, NESO and the JLOC are informed of every subsequent step taken upon detection to ensure complete visibility.

Air Force Col. David Sanford, commander of the 635th Supply Chain Operation Wing, called tracking, monitoring and sustaining NWRM a no-fail mission that DLA helps make successful.

"We have experienced loss of accountability in the past and are determined to maintain 100 percent positive inventory control at all times," he said. "With the Defense Logistics Agency, we have a partner who understands the complexity of

An unarmed Air Force Minuteman III intercontinental ballistic missile launches during an operational test at Vandenberg Air Force Base, California. A team of Air Force Global Strike Command airmen assigned to the 341st Missile Wing at Malmstrom Air Force Base, Montana, launched the Minuteman III ICBM equipped with a single test re-entry vehicle.

NWRM and is willing to support and fulfill Air Force needs to ensure we never lose accountability again."

DLA has come a long way in the last 10 years protecting NWRM and ensuring it isn't transferred to the public, Kidd added.

"If an item came to us coded as sellable and it was sold to the general public, then one of our enemies could get it. That's why it's so important for us to have our systems up to date and our personnel well trained to catch these things if they come to us." 



Air Force Staff Sgt. Brandi Hansen

DLA CENTCOM & SOCOM COMBINED STRENGTH

Story by Dianne Ryder

In July 2017, the Defense Logistics Agency Central regional command at MacDill Air Force Base, Florida, became the joint headquarters for DLA CENTCOM & SOCOM. At that time, Army Col. Archie Herndon Jr. took command of the organization and the task of meeting the DLA director's priorities as well as the combatant commands' mission requirements in the U.S. Central Command and U.S. Special Operations Command areas of responsibility.

The basic mission has not changed. But has grown in scope and importance.

"DLA is really the strategic sustainer of those two commands," Herndon said. "While we are more prevalent in CENTCOM than we are in SOCOM, we influence and set the operational conditions for both combatant commands."

Among the DLA command's strategic priorities are to provide the warfighter and DLA enterprise with credible, reliable, timely information about DLA's capabilities and warfighter requirements.

Herndon said unlike DLA's major subordinate commands, DLA CENTCOM & SOCOM's responsibilities span the entire supply system.

"We touch all nine classes of sustainment lines within DLA," he said. "Whereas Energy is focused strictly on energy and Troop Support on troop support, we operationalize all of them ... so the customer only has the one belly button [for] their sustainment needs."





U.S. service members board a C-130H at an undisclosed location in Southwest Asia. The 386th moved an average of nearly 8,000 passengers a month throughout the U.S. Central Command area of responsibility in support of Operation Inherent Resolve.

— Photo by Air Force Senior Airman Andrew Park



Air Force Airman 1st Class Caleb Nunez

MacDill Air Force Base, Florida, was formally dedicated as an air base April 16, 1941. The base is named in honor of Col. Leslie MacDill, a respected aviation pioneer in the Army Air Corps who died in a BC-1 plane crash shortly after taking off from Bolling Field, D.C. in 1938.

"While I ultimately work for [Maj.] Gen. Johnson and [Lt.] Gen. Williams, the reality is, I actually have six other general officers that I work for on a daily basis, because I represent the supply chains and what their priorities are in my region," he said.

Herndon referred to the 2011 rebranding initiative, "We are DLA," which was implemented to build solidarity and teamwork across the enterprise.

"At the regional command level, that is probably most true," he said. "When we're dealing with our customer ... we're not representing [any of the specific MSCs]; we're representing DLA," he said.

The "united front" perspective is reality from the customer's point of view as well.

"Regardless of our background, their expectation is that we can answer for all nine supply chains," Herndon said. "What they're saying is, 'Hey, I have a problem, and I need a global solution to this sustainment problem.'"

Some of the command's main challenges involve supporting military exercises and training DLA support teams. The team needs to keep things moving to ensure these events can proceed as planned.

"We've had some challenges with fuel, for example," Herndon said. "Obviously, if we can't get fuel and can't get it distributed into the right places, then that sets the tone for what the operators can do — how many things they can exercise on a daily basis."

Herndon joked that it took him "six months to figure out how to spell DLA."

"I've got four years of deployed time in combat, and frankly, [I] never once gave a thought to what DLA does," he said. In his current position he's gained a unique appreciation for DLA's capabilities.

His dynamic team boasts 36 Joint Reserve Force members and civilians, some of whom are former military.

"I've got a combination of just about everything in my SOCOM support branch; we have reservists, civilians, different branches of service," he said. "The same holds true for the CENTCOM support branch."

In comparison with his peers who command brigades, Herndon says the benefit of this organization is his staff, with its varied and unique expertise.

"I've got former Army battalion commanders, a couple of former brigade commanders, a couple of retired of Navy captains — all of them were sustainers in their previous lives. From a sustainment perspective, they really understand what's going on. They get it, they've done it, in some cases for 20, 25 years," he said. "I'm somewhat biased, and I'll admit that. But because of my experience, I've got a pretty good understanding of what talent looks like."

"The people that comprise my organization are incredibly experienced, intelligent, mature and selfless when it comes to serving the warfighter."

Another challenge Herndon says he faces is his constraints in the number of people he's able to hire.

"No one ever complained about finding a job in Tampa, Florida, so when I have a

vacancy, it's not hard to fill," he said. "But because the team is so small compared to an Army brigade, it becomes [about] our ability to work together, react to each other. You have to be able to trust the people around you very much because they're going to cover down on your workload and you're going to cover down on theirs at times."

Herndon said once he's hired someone, he has a limited capacity to promote people from within.

"I rely heavily on my human resources folks to find me opportunities to invest in those personnel and then develop them for greater growth in the agency," he said. "We're still growing this organization, the regional command structure; we're still trying to refine it to make sense, so we can be the most effective that we can be."

But there has been progress, and a lot of support has come in, especially from the Joint Reserve Force, Herndon said.

"The benefit of the reservists is they provide a different combination of skills," he said. "They have the military skill set that they get, which is very similar to ours, but then they also have their civilian skill sets that they bring in and they can actually lean on whichever one makes the most sense at that time."

Because the JRF members come in during their drill week, Herndon said he's



DLA Distribution Bahrain participates in the container upload for the Army Watercraft test from Mina Salman Pier Bahrain to Disposition Kuwait.

been able to use that time for problem-solving opportunities.

"I ask them to [review] problems and then find viable solutions, which gives me my own special initiatives group," he said. "Two of the four reservists have actually spent time in the region. They've been an incredible asset to our team."

Waiting for personnel security clearances can also be a challenge, since most of his staff must be deployable.

"It's not because the individuals who come to us don't have the background or the ability to get [a clearance]; it's just the amount of time it takes to get one." He said it can take more than a year for an employee to be granted Top Secret access.

Herndon's current position has provided him a greater understanding of options that he said he wouldn't have if he hadn't been assigned to DLA. He cites DLA Troop Support's maintenance, repair and operations program as an example.

"It's a program that's designed to go out and find commercial off-the-shelf equipment to field to a unit," he said.

Referring again to his deployments before joining DLA, Herndon said if he wasn't able to obtain a piece of equipment via his government credit card or a military inter-departmental purchase request, he would never have considered DLA as a source.



Air Force Tech. Sgt. Louis Vega Jr.

"Now I have that in my rucksack, and if something pops up in the future, I'll be able to say, 'Hey, here's an option, let's look at it,'" he said. "We've actually used the MRO program to provide things like Caterpillar tractors in support of operations in Iraq, and then we used military or gray-tail aircraft to deliver them."

Herndon explained that DLA Troop Support was able to modify the program in order to find the tractors overseas.

"[They went] through Caterpillar to get it right there locally and still met all the statutory requirements, but more importantly, they met the requirements from a timeline perspective for the customer," he said. "So it was a great evolution. They could've just said, 'This is the way our process is,' but they found an improvement — and they do that pretty routinely."

Herndon also addressed the importance of the relocation of the U.S. Air Forces Central Command operations from Al-Mubarak Air Base to Kuwait. The relocation will allow coalition forces to continue aerial port operations in Kuwait City.

"That's driven by the Kuwaitis wanting to rebuild their airport," Herndon said. "They're going to move U.S. forces across the airstrip."

DLA Troop Support will develop a shelter compound in order for them to continue to provide support, he said.

"This is a big deal, because that's a major hub for support into Iraq and it also

Air Force Master Sgt. Allan Reeves, Joint Special Operations Forces Support Detachment-K noncommissioned officer in charge of movements, guides Air Force Staff Sgt. Christopher Jensen, JSSD-K assistant NCOIC in charge of movements, as he uses a Skytrak 10K vertical reach forklift to move a pallet of Hesco barriers at an undisclosed location in Southwest Asia.

provides a lot of support into Afghanistan," Herndon said. "We're very nested into that plan to make sure everybody understands the significance, but more importantly that we're meeting the timeline of the customers when it comes to providing those shelters."

As to the future of the DLA CENTCOM & SOCOM mission, Herndon said it will align with the National Defense Strategy.

"That strategy has other priorities right now, but I think our challenge from a CENTCOM & SOCOM perspective is we're going to have to ensure we're better tied to the warfighter so we can maximize our capabilities," he said. "Every piece of equipment that's deployed right now matters."

Herndon said DLA needs to make sure supply isn't a factor in equipment being non-mission capable.

"I think in the next three to five years, we're going to find that we're even more integrated with the warfighter [and we'll need to] provide them a level of understanding of the supply chains that exist within DLA that they don't currently have," he said. "We're going to be able to provide the combatant commander a better understanding of their readiness posture." 



Courtesy Photo



Army Master Sgt. Lewmas Laurinaitis, a culinary specialist with the 16th Sustainment Brigade, cooks French toast in a mobile kitchen with subsistence items provided by DLA during Saber Strike 2018.

— Photo by Nutan Chada

SABER STRIKE

Story by Beth Reece

Success for Army Sgt. 1st Class Terrell Brown is serving beef Burgundy to 600 tired and hungry troops in the middle of nowhere using a makeshift field kitchen and no refrigeration.

The 12th Combat Aviation Brigade food adviser knows the effect a good meal has on soldiers' morale, so with the Defense Logistics Agency's support, he and his food service crew served two hot meals a day during Saber Strike 2018 despite a unit downsizing that eliminated their cold-storage assets.

"DLA is providing cold, refrigerated foods directly from the vendor. Supplying us with 'real food' as we call it is an awesome move for them, and we appreciate it," Brown said during the exercise.

Almost 60 civilian and military employees representing DLA major subordinate commands like DLA Distribution, DLA Energy and DLA Disposition Services deployed to Powidz, Poland, to give U.S. forces easier access to critical supplies. The U.S. Army Europe-led exercise was held June 3-15 in the Baltics and Poland. Now in its eighth year, Saber Strike involves about 18,000 personnel from 19 countries working to strengthen interoperability and trust in the region.

The exercise marked the first time DLA has dedicated a DLA Support Team to integrate DLA commodity and services support during an exercise, said Air Force Lt. Col. John Dingeman, DST deputy commander. The DST was made up of 11 members of the DLA Joint Reserve Force who oversaw the support of items including food, fuel, construction supplies, repair parts and maps.

Members of DLA Distribution Depot Powidz, Poland, wrap a pallet of supplies destined for customers at a remote training site for Saber Strike 2018.



The DST worked alongside Army logistics units such as the Mississippi Army National Guard's 184th Expeditionary Sustainment Command, the Army's lead in logistics support during the exercise. Air Force Maj. Raymond Lewis served as DLA's liaison officer to the unit. Sitting alongside customers empowers the agency to quickly meet emerging and last-minute requirements, he said the first week of the exercise.

"There's no formality of picking up the phone and not knowing who you're talking to. I find that they route the most complex questions through me but also the simplest ones that you probably wouldn't get over the phone," Lewis added.

Though most DST members had previous deployment experience, none had ever served on a DLA support team. They had months to coordinate via phone and email but limited resources and a short learning curve upon hitting the ground.

"On Day One, it was a matter of getting out there and sniffing other folks out and showcasing DLA's capabilities. Instantly, we were fielding requests for information and helping customers find out the status of their supplies," Dingeman said.

Visibility of rations and other food items was a key concern for customers early in the exercise. Although DLA Troop



Nurten Chacra



Nutan Chacra

Soldiers with the 240th Composite Supply Company monitor a fuel pump pushing DLA-managed gas in Drawsko Pomorskie, Poland, during Saber Strike 2018. DLA supported the U.S. Army Europe-led exercise in Estonia, Latvia, Lithuania and Poland.

Support officials carefully forecast the demand for meals based on customer input and previous exercises, units like the 184th didn't know how to track shipments to see if they were at a ration-breakdown site or on the road for delivery until DST members familiarized them with the agency's tracking methods. The group also worked with customers to project the number of days of supply that were on hand and determine how to adjust the flow as the exercise concluded.

Army Col. Steve Lai, DST commander, said the team made a positive impression on customers, especially Army Maj. Gen. Steven Shapiro, commander of the 21st Theater Sustainment Command.

"He told me he was impressed with our presence out there," Lai said. "He wants to be able to harness DLA on the battlefield and come up with new ways to streamline the supplies coming from [the continental United States] to the operational and tactical levels."

DLA also used Saber Strike to test its expeditionary capabilities in Europe by sending DLA Distribution's deployable depot to serve as a forward distribution point and theater consolidation shipping point. Called DLA Distribution Powidz for the duration of Saber Strike, the capability allowed DLA to place supplies closer to exercise participants located in Estonia, Latvia, Lithuania and Poland than if the agency sourced them from DLA Distribution Germersheim in Germany and DLA Distribution Susquehanna in Pennsylvania.

"This capability is important for the combatant command because it puts wholesale logistics in a position to affect from the strategic level down to the tactical level," said DDPP Commander Army Maj. Grant Thimsen. "It puts materials and equipment closer to the warfighter to reduce customer wait time and increase readiness for the soldiers on the ground executing the training exercise."

DDPP orchestrated air and surface shipments of sustainment material like building supplies and spare parts by working closely with U.S. Transportation Command and U.S. European Command planners. To route supplies in and

out of theater quicker, DDPP used existing in-theater capabilities such as Army ground transportation and rotary-wing assets. That meant more frequent deliveries and predictability for customers, said Army Brig. Gen. Clint Walker, 184th ESC commander.

"What that has done is allowed the bypassing of a warehouse in Germany, allowing the items that we need to get here faster. And anytime you can get material on the battlefield faster, it



DLA DISPOSITION SERVICES PERSONNEL ROTATED AMONG UNITS GIVING INSTRUCTIONS ON LOCAL PROCEDURES FOR DISPOSAL OF HAZARDOUS WASTE AND REMAINED ON THE GROUND AFTER THE EXERCISE TO FACILITATE PROPERTY TURN-INS.

enables our commanders to complete their mission," he said.

Even before the exercise started, DLA forward positioned more than 60 high-demand items like meals, water, repair parts and building supplies. And DDPP proved its ability to "hit a tactical moving target" when it received Navy supplies from Distribution Depot Sigonella, Italy, and delivered them to the USS Mount Whitney during a port call in Klaipeda, Lithuania.

Although DLA Distribution has provided limited support to exercises such as Pacific Reach in the Republic of Korea and Talisman Saber in Australia, some customers were unfamiliar with DDPP's operational role. Others asked questions about additional DLA capabilities like hazardous waste removal. Having a DST within 3 miles of the distribution point let the DDPP focus on its distribution mission while the DST fielded questions on other types of support, Thimsen added.

Maps and driving instructions were among other supplies DLA provided

during Saber Strike. Since many exercise participants were deployed to the region from stateside locations and weren't aware of driving laws in the region, DLA's Document Services printed enough safety guides to be placed in every vehicle. The 143rd Combat Sustainment Support Battalion also relied on DLA Disposition Services for morale- and welfare-related items such as gym equipment and lockers.

"When we arrived here, there were some shortages of basic things like wall lockers, gym equipment and furniture for [Defense Morale, Welfare and Recreation]," said Army Capt. Justin Copeland from the 143rd CSSB. "It's been a great morale booster receiving that DLA support."

DLA Disposition Services personnel rotated among units giving instructions on local procedures for disposal of hazardous waste and remained on the ground after the exercise to facilitate property turn-ins.

For fuel, U.S. and NATO forces relied on DLA Energy's acquisition cross-service agreement, which allowed reciprocal fuel support between partner nations. And before the exercise, the USNS Sgt. William R. Button sailed across the Baltic Sea from Jacksonville, Florida, to Klaipeda to deliver fuel for exercise participants. Mark Knapp, DLA Energy Europe's liaison to U.S. Army Europe, called the event "significant."

Army Sgt. Nathan Choi and Pfc. Matthew Hanneman from the 12th Combat Aviation Brigade conduct maintenance on AH-64 Apache helicopter during Saber Strike 2018 at Bemowo Piskie Training Area in Orzysz, Poland. DLA equipped exercise participants with everything from repair parts to fuel.



Nutan Chacra

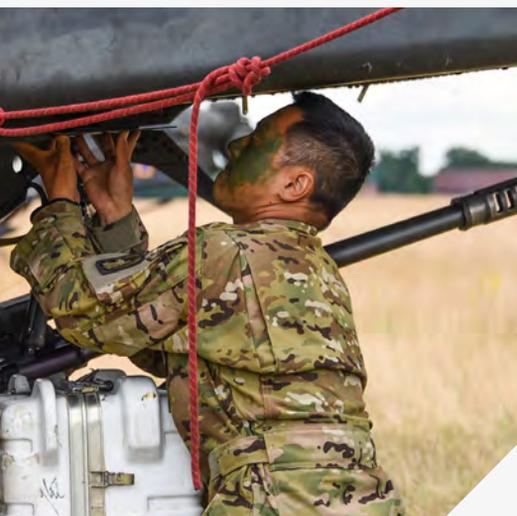
A soldier with the 26th Composite Supply Command counts parts provided by DLA during Saber Strike 2018 in Powidz, Poland. DLA is supporting the U.S. Army Europe-led exercise taking place in Estonia, Latvia, Lithuania and Poland.

"The pier-side fuel operation was truly a joint operation — one that had reportedly not occurred in Europe in many years," he said.

Having DLA representatives present during exercises like Saber Strike lets warfighters accomplish their mission without worrying about logistics, Walker added.

"They're able to help us find solutions to material problems that we have, again, to speed things to the battlefield to help our maneuver commanders on the battlefield," he said during the exercise. "We are very happy DLA is here with us."

DLA supports over 100 exercises each year including the U.S. Indo-Pacific Command's Key Resolve, U.S. Central Command's Global Thunder and U.S. Northern Command's Ardent Sentry. 



Army Spec. Eugen Warkentin

THE DEFENSE LOGISTICS AGENCY HALL OF FAME

HONORING EXCEPTIONAL SERVICE



THE DEFENSE LOGISTICS AGENCY INDUCTED FIVE LEADERS INTO ITS HALL OF FAME IN A JULY 26 CEREMONY AT THE MCNAMARA HEADQUARTERS COMPLEX. CURRENT AND FORMER SENIOR LEADERS FROM THROUGHOUT THE AGENCY ATTENDED, AS WELL AS DIGNITARIES FROM OTHER GOVERNMENT AGENCIES AND FAMILIES OF THE HONOREES.



Photo Illustration by Paul Crank

Lillie Mae Brown

More Online: go.usa.gov/xUszX

White men held the bulk of leadership roles and the paint covering "Colored" signs on bathroom doors was still fresh at the Defense General Supply Center, now Defense Logistics Agency Aviation, when Lillie Mae Brown became a frontwoman for equality.

In 1974 she filed a complaint with the Equal Employment Opportunity Office alleging gender-based discrimination, resulting in a class-action lawsuit that brought changes in hiring, training, awards and promotion practices throughout DLA.

Brown documented details for years before she drew the strength to file a complaint that instantly thrust her into an unwanted limelight and made her unpopular among her peers. Two other women and five black men soon emerged with their own testimonies of discrimination. And in August 1975, the judge in the case determined there was enough evidence to warrant a class-action lawsuit.

The lawsuit was settled in favor of Brown and her colleagues Sept. 19, 1977. The terms of the settlement brought DGSC into full compliance with the Equal Employment Opportunity Act of 1972 by requiring it to "make every reasonable effort" to increase the number of women and black men in middle- and upper-grade positions, including supervisory positions.

According to Brown's nomination packet, women currently represent 51 percent of the DLA Aviation workforce with 21 percent being African-American. African-American men make up 11.23 percent of the workforce.

Brown also made significant accomplishments in her technical field. She developed standard bar-code technology for DoD that was used to improve receipt processing and stock-location accuracy in depot receiving and storage operations. She died in 2006.

— Beth Reece



Courtesy Photo

Larry Glasco

More Online: go.usa.gov/xUszJ

Understand the customer's needs in advance, then make sure the agency is positioned to support them. This sentiment is at the core of Larry Glasco's work in the not-so-distant past of DLA Logistics Operations.

Glasco joined DLA in 2001 as DLA Logistics Operations' executive director for customer operations but moved to what was then known as DLA Readiness and Operations in 2003 as its first executive director. When DLA Logistics Operations absorbed the mission of DLA Readiness and Operations in 2006, he returned to DLA Logistics Operations as the office's deputy director of logistics operations and readiness.

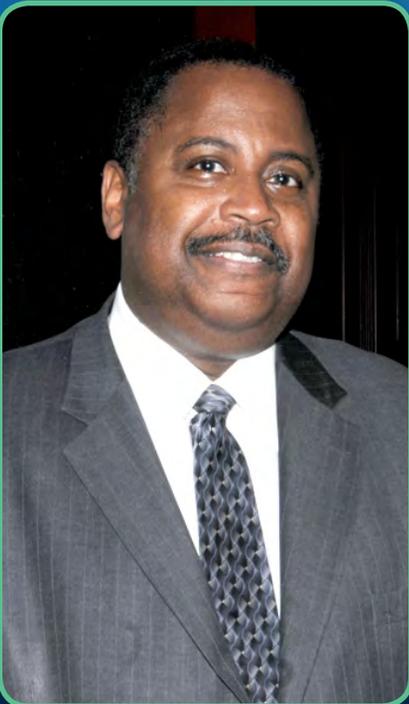
With those moves, Glasco brought his special focus on the customer too, in an approach described as "contagious"

by Deputy Director of Operations and Sustainment Michael Van House.

"He was all about establishing relationships and keeping the field activities at DLA informed about what was going on, and building partnerships to support our customers," Van House said.

Glasco also implemented and executed the formal use of Customer Relationship Management's processes, roles and technology by establishing customer account managers and national account managers for the military services, linking them to existing customer service representatives in the DLA field activities. This work also tied into Glasco's push for putting Performance-Based Agreements in place, with metrics linked to the PBAs to monitor DLA's performance goals.

— Christopher Goulait



Courtesy Photo

Courtesy Photo



Donna Davis

More Online: go.usa.gov/xUszN

Donna Davis's commitment to her career was evident. She was selected by then-DLA Director Navy Vice Adm. Edward Straw to work in the agency's Corporate Performance Office, tracking and managing key initiatives and monitoring business area performance metrics. An end product was the design, build, test and implementation of DLA's Executive Information System, the first enterprisewide use of statistical process controls and trend data.

Because of Davis's competency and innovative thinking, she was quickly moved into a resource management position and soon learned the best lesson about being a leader — communicating with people.

"I worked on implementing a new time and attendance system for DLA; it had a lot of problems," she said. "But I got to know everybody in the buildings and warehouses

because as I was walking [around] ... I would ask how they were doing with the system."

Davis's communicative approach not only increased her visibility, but led to various jobs throughout the agency.

"It's not just about your education level or multiple degrees, and it's not simply about volunteering," she said. "It's about working hard, being a team player who gets their hands dirty, which will in turn establish credibility and earn a positive reputation for getting the job done."

Among her proudest accomplishments, Davis counts working DLA's Enterprise Business System program from conception to full operational capability, and "surviving" her time as chief of DLA's logistics research and development team, which she called "the best job on the planet," but also the hardest and least respected.

— Dianne Ryder

Army Maj. Gen. Robert Gaskill

More Online: go.usa.gov/xUszQ

Army Maj. Gen. Robert Gaskill began his tenure as deputy director of the Defense Logistics Agency in 1978 — just one year after the Defense Supply Agency was renamed.

"I thoroughly enjoyed the tour of duty at DLA and was grateful for that opportunity to serve in a senior logistics assignment," he said. "I was familiar with the development of DLA from its inception, because one of my mentors early in my logistics career had been [Army Lt.] Gen. Andrew T. McNamara."

McNamara, a former quartermaster general and a decorated World War II logistician, was appointed to head the newly created Defense Supply Agency in 1961.

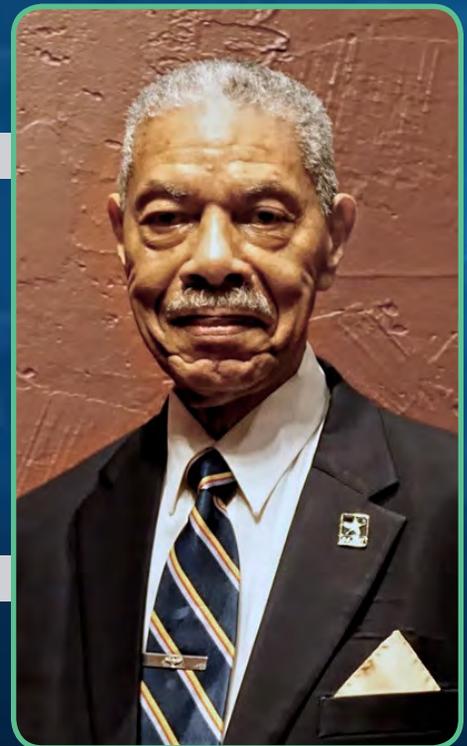
Gaskill served at DLA under Air Force Lt. Gen. Gerald J. Post, a guiding

force in Gaskill's life, and together they weathered many challenges.

"We were expanding the mission at the Secretary of Defense's direction and at the same time consolidating activities in DLA," he said, explaining that the agency also faced budget constraints. "Experiencing an expanded mission with those constraints just doubled the challenge, but I think history has proven that we were able to do it effectively."

Gaskill's executive leadership skills and logistics acumen were used to great advantage as DLA matured into a rapidly transforming organization. As the nation recovered from the Vietnam War, an abundance of excess repair parts and other supplies drove DLA to quickly adapt as the military services transferred essential missions to the agency.

— Dianne Ryder



Courtesy Photo

Army Gen. Gustave "Gus" Perna

More Online: go.usa.gov/xUszE

When Army Gen. Gustave "Gus" Perna was commissioned as a second lieutenant in 1979, it wasn't as a logistician; he joined as an infantry officer.

"I thought combat arms was my calling," he said. "At a crossroads in my career, a mentor recognized I had a knack for logistics and encouraged me to pursue that path." However, he soon realized his infantry background gave him a special insight into managing supply chains.

In just over one year as commander of DLA Troop Support, Perna was praised for a number of accomplishments to increase DLA's support to deployed troops — and to others who rely on DLA's worldwide support.

During Operation Enduring Freedom, Perna led the major subordinate

command to position building materials in Afghanistan six months ahead of the 2009 troop surge into the mountainous, arid country with few roads of any kind.

Perna also led DLA to provide global support to people in areas of the world afflicted not by war, but by Mother Nature and the threat of disease. Perna led DLA Troop Support's assistance to the Federal Emergency Management Agency in the aftermath of two 2008 hurricanes — one named, in a coincidence, Gustav, and the other bearing the name of a five-star general, Ike.

The general's push for long-term contracts to obtain uniforms also led DLA Troop Support to achieve, for the first time, a nearly 100 percent fill rate providing uniforms to the Army's eight recruit training centers.

— John Bell



Courtesy Photo

ANNOUNCING THE LT. GEN. ANDREW T. MCNAMARA ICON AWARD

The new Lt. Gen. Andrew T. McNamara Icon Award has been created to annually recognize one current or former Defense Logistics Agency employee, civilian or military, whose leadership or achievements had a measurable and enduring effect on the agency's operations, customer support or culture.

The award is named after the first director of the Defense Supply Agency, the forerunner to DLA. An Army quartermaster general and decorated World War II logistician, McNamara assumed command in 1961 with the task of centralizing supply management for the Department of Defense.

Merging decades of logistics practices for each of the services was a daunting mission that McNamara completed with a staff of only 100 planners and plenty of determination. By his retirement in 1964, the agency managed 1.3 million items, had an inventory valued at \$2.2 billion and provided \$3 billion in goods annually.

"This eponymous award honors both his legacy as well as those who have followed in his footsteps and continued to shape DLA into the great institute it has become," current DLA Director Army Lt. Gen. Darrell Williams said in a memorandum to senior leaders.



For more information, contact the DLA Human Resources Awards Program at J1AwardsSubmissions@dla.mil.

DLA AVIATION SUPPORT TO THE UNsung WORKHORSE AIRCRAFT

FAITHFUL FLYERS



Story by Leon Moore
DLA Aviation Public Affairs

It could be argued that true military aviation took off in 1903 when Dayton, Ohio, natives Wilbur and Orville Wright launched the first self-propelled airplane off a hill in Kill Devil Hills, North Carolina.

A lot has changed since the Wright Brothers' first flight. Military aircraft can now soar high above the ground at supersonic speeds, fire rounds or drop payloads with pinpoint accuracy and conduct missions without a pilot in the seat. Planes like the F-16, the F-22 and the U-2 have become stars in the world of film and television — and on the walls of many a teenager.

At the same time, aircraft serving with less fanfare are just as critical to military missions. Supporting them is Defense Logistics Agency Aviation.

Training Wheels

In the military aviation community, the phrase "You have to crawl before you can walk" takes on a whole different meaning. For the Air Force, the T-38 Talon helps pilots take those high-speed, aerial baby steps.

According to the Air Force website, the T-38 Talon is a twin-engine, high-altitude,

supersonic jet trainer used in a variety of roles because of its design, economy of operation, ease of maintenance, high performance and exceptional safety record.

Northrop Grumman produced nearly 1,200 Talons from 1961 to 1972. About 530 remain in service.

Lee Grazetti helps keep them flying. He's the T-38 weapon system program manager for DLA Aviation's Air Force Customer Facing Division in the Customer Operations Directorate. He's also the WSPM for the plane's J-85 twin engines.

Grazetti said DLA manages more than 18,500 parts for the jet with DLA Aviation responsible for roughly 70 percent. DLA Troop Support in Philadelphia, Pennsylvania, and DLA Land and Maritime in Columbus, Ohio, manage the rest.

"One of the biggest challenges is keeping the supply chain for DLA parts flowing at a constant monthly rate to avoid depot work stoppages, which could possibly lead to the grounding of aircraft due to a lack of assets," he said.

Grazetti said airframe parts such as wing tips, landing gear, struts and stabilizers are sole sourced and produced by small businesses, which can lead to challenges getting quotes and items on contract before a part runs out.

Maintaining the T-38 is personal to Grazetti; his son became a pilot this May.

"While he didn't train in the T-38, many of those he knew did, and the aircraft got them through training safely," he said.

According to the Northrop Grumman website, more than 72,000 Air Force pilots have trained in the T-38 Talon.

The U.S. Air Force Air Education and Training Command, headquartered at Randolph Air Force Base, Texas, is the primary user of the T-38, preparing pilots for fighter and bomber aircraft such as the F-15E Strike Eagle, F-15C Eagle, F-16 Fighting Falcon, B-1B Lancer, A-10 Thunderbolt and F-22 Raptor.

"Having my son now flying the aircraft I supported for so long is above any one dream a person can wish for," Grazetti said.

Grazetti said the T-38 was one of the aircraft he supported during his 22-year Air Force career.

"Spending more than 30 years supporting the training mission for the Air Force and DLA has created a pride factor within me for our country and the Air Force," he said.

A Marine Corps C-130 Hercules departs from an undisclosed location. DLA Aviation, headquartered in Richmond, Virginia, manages tens of thousands of parts associated with the plane.



The Air Force uses the T-38 for joint specialized undergraduate pilot training. DLA Aviation manages roughly 70 percent of the more than 18,000 parts for the plane's jet engines.

— Photo Courtesy U.S. Air Force

Mythical Effort

Cue the C-130 Hercules, a plane the Air Force calls the workhorse of its combat airlift fleet. It can transport more than 40,000 pounds of cargo and supplies, from helicopters to armored vehicles to military personnel.

It's a plane Mike Brown is very familiar with.

"I was a flight engineer and loadmaster for C-130s when serving with the military and as a Lockheed employee in Saudi Arabia and Kuwait before joining DLA," he said.

Brown's been with DLA for 17 years. He's now the C-130 weapon system

program manager for DLA Aviation Customer Operations Directorate's Air Force Customer Facing Division.

"The mighty Herc has been part of my life for over 30 years," he said proudly.

Brown and the eight customer account specialists on his team manage logistics support for more than 1,200 C-130s operated by various branches of the military, as well as 19 foreign nations.

Lockheed, the maker of the C-130, has produced many variants of the plane over the past 60-plus years: ski-equipped Antarctic variants, Special Operations Forces aircraft with heavy weapons, stretch

versions and medical versions. The latest variant is the C-130J Super Hercules.

Brown said the team manages 166,242 parts associated with the plane's airframe, including skins, stringers, spars, panels, instruments, electronics and hardware. The team also manages close to 12,000 National Stock Numbers for the plane's four engines.

He said obtaining parts for the legacy models is mostly competitive, while the new variant is largely sole source.

Brown said the many changes throughout the model series mean there are little-used parts that have



Air Force Staff Sgt. Brandi Hansen

A C-5 Galaxy taxis past a line of C-5s sitting on the tarmac at Travis Air Force Base, California. DLA Aviation manages more than 74,000 parts for the C-5, which the Air Force is planning to keep in its arsenal until at least 2040.

been out of production for decades. Acquiring them is often difficult and expensive. Diminishing manufacturing resources and obsolescence of technical data create hurdles as well. But Brown and his team have found ways to overcome these obstacles. For example, he and his team are reverse engineering some obsolete structural-support items and electrical/electronic components.

"Specifications and standards that were written 50 years ago do not translate well to modern materiel and manufacturing methods," Brown said.

He said with the help of Navy, Air Force and DLA engineers, the team has updated these to reflect current manufacturing capabilities.

"I get great satisfaction in supporting this platform and doing a small part in ensuring it is ready and able to support the warfighter's mission every day," Brown said.

Out of This World

As the Air Force's largest and only strategic airlifter, the C-5 Galaxy can carry more cargo farther than any other aircraft.

With four engines, the cargo jet can carry up to 135 tons. It can fly close to 5,000 miles without in-flight refueling, with a load of 60 tons.



Photo Courtesy U.S. Air Force

Lockheed delivered the first operational C-5A Galaxy to the Air Force in June 1970. There are now 52 C-5B/C/M models in the Air Force's arsenal, based at Dover Air Force Base, Delaware; Travis Air Force Base, California; Lackland Air Force Base, Texas; and Westover Air Reserve Base, Massachusetts.

Jeff Goldston is the C-5 weapon system program manager for DLA Aviation's Air Force Customer Facing Division, Customer Operations Directorate.

"Being the C-5 WSPM is like an extension of my service commitment to our nation's warfighters," he said.

Goldston spent a great deal of time around the C-5 during his 20-year career in the Air Force, including several deployments to Guam, Hawaii, Alaska and the United Kingdom before retiring in 2002.

He said his primary focus is the overall health of the weapon system.

He uses automated tools, conducts detailed analyses and coordinates with his counterparts at DLA and the military services to ensure DLA parts and services are available when and where needed.

Goldston and three customer account specialists for the C-5 also maintain long-term contract coverage for the more than 74,000 parts DLA Aviation manages for the airframe and engines. These include floor panels, slat seals, skins, escape slides and fuselage-to-vertical-stabilizer fittings.

With the Air Force planning to fly the C-5 at least until 2040, Goldston said maintainers are seeing failures on some parts that have never broken before. And many of the original contractors that manufactured the aircraft parts in the 1970s are no longer in business.

With new contractors submitting quotes to make these parts, engineers require them to perform first-article testing before they can start contractual production. Goldston said this testing causes delays in production, extending administrative and production lead times to support customer requirements.

Despite the challenges of extending the service life of the C-5, Goldston said he's dedicated to keeping it flying for decades to come.

"Each day I ask myself, 'What can I do here in DLA Aviation to support our troops who put their lives on the line each day?'"

It's a question quietly answered every day through the commitment of people across DLA Aviation. 

**SEPTEMBER IS
NATIONAL PREPAREDNESS MONTH**

FOLLOW DLA ON FACEBOOK AND TWITTER
TO LEARN WHAT YOU NEED TO DO TO GET READY

**ARE YOU READY?
Be Disaster Aware
Take Action to Prepare**

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A Conversation with ... David Kless

DLA's executive director for operations discusses the agency's increasing global mission supporting the military services and other federal agencies.

Authorities and our partnerships with the Federal Emergency Management Agency and the U.S. Forest Service. We're looking at ways to leverage our competencies and capabilities across the federal government, applying our logistics solutions across the much broader customer base.

Since taking over as executive director for operations, what has surprised you about the way the agency operates and the types of support it provides?

The biggest surprises are the discussions we're having about reform in the Department of Defense and how that has driven us to look at DLA Operations through a different lens. These reform efforts are focused on leveraging capabilities across the Department to provide more effective and efficient solutions. We're looking at DLA holistically in terms of its capabilities. The Strategic Plan focuses on Warfighter First, but there's a growing recognition across the whole of government in terms of our logistics capabilities and the things we can do. That is the fourth line of effort in the Strategic Plan: Whole of Government.

Within Warfighter First and Whole of Government lines of effort, there are things that DLA could or should be doing with Defense Support of Civil

How have DLA's contributions to the military services' readiness improved over the past year, and what are the ongoing challenges?

It's a constant, continuous process, just by the nature of our business. As a logistics provider, we're always trying to figure out the requirement. That's easy when someone gives you a very specific, very detailed requirement, but we all know that's usually the exception, not the rule. We often have disparate pieces of intel to act on. If we waited until we had a well-defined requirement before taking any action, it would be too late and we would not be able to support the customer within the required timeframe to support their mission.

The biggest thing we've done since I've been here is our efforts to operationalize DLA. We're collaborating more with our customers and getting more involved with the military services early on, which gives us more information. We take that information, do the analysis and work toward a requirement. That may not be a well-defined requirement, but at least it's something we can plan toward.

A classic example is what we're doing now with the DLA Readiness Dashboard. In the past, we had a static process in which we'd get reports from the services on a less-frequent basis and then do the analysis. Now, the Dashboard updates information continuously. It's important to stress that the Dashboard is not the solution, but it's a tool we can use to help identify problems early on. It allows us to drill down on readiness drivers, which are the items that, if we were to focus on them, we'd see the biggest increase in service readiness. With the Dashboard, we're



Courtesy Photo

David Kless, DLA executive director for operations.

marrying information from the services' systems to our systems, allowing us to see things in real time. With this real-time information, we can identify the underlying problems, allowing us to more frequently identify where to invest for the biggest impact on readiness.

Now that hurricane season is upon us, how is DLA prepared to support other government agencies compared with last year?

We have a long-standing relationship with FEMA that goes back to the aftermath of Hurricane Katrina. We had lessons learned that came out of Katrina, and then again after Superstorm Sandy. This past year with multiple hurricanes was the first time we had back-to-back-to-back hurricanes in Texas, Florida and Puerto Rico. They're usually spread out, so you can return to normal operations, then ramp up for the next storm. The three-storm sequence of Harvey, Irma and Maria marked the first time we had to simultaneously support multiple disaster-relief efforts.

Unfortunately, it took something like that to identify areas where we could do more. Going into that, we had 13 pre-scripted mission assignments, which are packages of support that are on standby to provide at a moment's notice. We've added an additional eight. As our partnership with FEMA has grown, both sides have recognized new areas of opportunity. Now we're at a point where we can anticipate requirements and we're sharing information early to get ahead of a crisis. FEMA is measured on the time it takes to meet the needs of states affected by a disaster. Anything DLA can do to anticipate requirements is best for the government.

While we continue a strong relationship with FEMA, what grew out of last year is a stronger partnership with the U.S. Army Corps of Engineers dealing with their support to Puerto Rico similar to what we saw with FEMA after Katrina. USACE definitely recognizes what DLA can do, particularly as we've provided them all the materials they need in their ongoing effort to increase power generation in Puerto Rico.

The traditional model was wait for the customer to come to us with a requirement, and then respond. Our approach has changed. Today, we look across all the emergency-support functions and the respective missions of the federal agencies to see what current actions are not part of their primary mission. Is that something DLA can do for them? The greater and

more complex the disaster, the more opportunities for partnership we'll find.

What is DLA doing to improve support to the combatant commands?

We have our three regional commanders with the combatant commands. In Tampa, we have DLA CENTCOM & SOCOM, led by Army Col. Archie Herndon. In Europe, we have DLA Europe & Africa, led by Army Col. Ted Shinkle. And we have a regional commander out at DLA Pacific, Navy Capt. Kristin Acquavella. Their teams are embedded with the combatant commanders, allowing us to hear things firsthand and be involved with what the combatant commanders are considering. That's similar to what I mentioned earlier with the Dashboard and collaborating with the military services. By being embedded with the combatant command, we are able to get real-time information and quickly begin translating it into an actionable DLA logistics solution.

Similar to our efforts with the services, our regional commands are working with the combatant commands to identify the items that impact readiness. Some of the weapons systems have different issues at the tactical level. They're trying to identify those readiness drivers and share them with the DLA enterprise so we can address them. We're not at the same automated place as we are with the services, but during our weekly readiness reviews, the DLA director gets updates on how we can mitigate or remove combatant commanders' logistics concerns.

The other big thing we're doing is working on our DLA support plans for the combatant commanders' operations plans. For example, in Korea, we took significant steps to pre-position subsistence items and construction material forward in anticipation of additional requirements. The intent is to have those supplies available when commanders need them.

We're starting to look at our current posture across the globe. Is DLA where it should be? As the landscape in the U.S. Central Command area of responsibility changes, is our logistics support where it should be? Instead of using yesterday's solution for tomorrow's problem, we're trying to look at the new problem and find the most robust solution that supports the current mission environment.

CENTCOM doesn't know what the future's going to look like. It's going from a supported to a supporting combatant command. What are we doing as logistics requirements shift to other combatant commands? What does that mean to us and our support? In an effort to help answer these questions, Col. Herndon brought together the DLA team that supports CENTCOM to shift people's way of looking at different scenarios in today's dynamic environment. Similar efforts are being done in [U.S. European Command, U.S. Africa Command and U.S. Indo-Pacific Command].

How is DLA empowering its customer-facing teams to communicate the agency's story?

Back in April, we had our Customer-Facing Summit, the second time we brought together all of our worldwide customer support representatives to ensure DLA Headquarters understands the problems they're working on with our customers, as well as make sure those teams are aware of the most current DLA initiatives.

This is critical as our footprint shifts. Before, it wasn't uncommon to have two or three DLA employees — each an expert in one area or another — at a military command. In today's fiscal environment, we don't have that luxury, so our focus has shifted. Maybe our reps don't have as much depth in one particular area, but they have a lot more range, and they have reach-back capability to the entire DLA enterprise. My job is to make sure those single customer-facing representatives are familiar with the Strategic Plan and aware of our ongoing initiatives so they're set up for success with our customers. We want them to be able to point our customers in the right direction. From the customer's standpoint, they know they have a DLA rep they can go to for anything DLA.

We're also looking into quarterly video teleconferences and quick reference tools to help facilitate this. At headquarters, it's easy to forget that not everyone out there knows what's going on. I always laugh; when you live in the Washington area, everything going on in the government seems like day-to-day business, but when I talk to my mom, I realize that if you're not inside the Beltway, you don't know all of it. Finding ways to stay connected with our customer-facing reps is critical.

As the result of a realignment, [the Operations Directorate] assumed several customer-facing functions. One of

which is the DLA Customer Interaction Center. The CIC is the customer point of contact for all DLA logistics issues from acquisition to disposition. The goal is for the CIC to provide the response to the customer upon first contact. We have agents available 24/7/365 days a year. We analyze the information from these customer interactions to drive improvements in our processes, systems and/or personnel by providing training. Training is a key factor to ensure our personnel have the right knowledge and skills to assist the customer. We also provide customer training to ensure our customers have the right knowledge and skills to use the DLA self-help tools so they can find the answer to their question by the quickest means possible. Our goal is to ensure the customer experience is positive and they are satisfied with the support DLA provides.

What's one thing you wish more DLA employees knew about Logistics Operations?

No two days are the same. You never know what the day will bring, which is exciting. It's very difficult to find a cookie-cutter solution for even two situations. You always have to be ready to adapt without a lot of time.

Every morning, I get an operations update from the JLOC, including intelligence, support to the combatant commands and support to all military and federal agency customers. That sounds pretty repetitive, but the problems change daily.

We talked a lot about hurricane season, but we also provide support during fire season. Some people within DLA may not realize we support the wildland firefighters. When you see a fire in California, you should know DLA supplies everything they need.

The biggest thing I wish DLA employees knew about is the team here in the Operations Directorate. They're a phenomenal group. We talked about last year's hurricanes. There were people who contributed up to 18 hours a day for an extended period supporting the victims in Texas, Florida and Puerto Rico. We're always looking for ways to do things better, and we're never deterred from a challenge. This group makes my job fun. No matter how big or complex a challenge is, this team is ready to take it on. [DL](#)



The full interview with David Kless can be found in the online version of Loglines: www.dla.mil

MANAGING INV

Story by Gretchen Anderson, DLA Finance Director
and Michael Scott, DLA Operations Deputy Director



This past May, Secretary of Defense James N. Mattis urged all Defense Department employees to do their part to make the DoD audit ready. The Army, Navy, Marine Corps and Air Force audits came online in 2018; the Defense Logistics Agency led the way in 2017.

In 2011, Congress charged the department with achieving auditability by 2017. DLA embraced and aggressively pursued that goal. Completing an audit became a priority; our strategic goal of “Always Accountable” reinforces our fundamental responsibility to the warfighter to be cost conscious, achieve and sustain a clean audit, and remain innovative.

Last year we completed our first audit, which resulted in a disclaimer from Ernst & Young, our independent auditor team. Although it was expected, the disclaimer confirmed that we did not have everything the auditors needed to give a “clean” opinion. The evidentiary matter, or records, were not sufficient to prove our statements.

DLA and Office of the Secretary of Defense leadership understood the challenges of a first-time “go” for DLA’s audit. It’s no small accounting challenge to inventory over \$100 billion of inventory — more than \$15 billion in DLA-purchased parts and materials and nearly \$85 billion for the military services — held by 493 activities at 240 locations around the world.

Keeping a large inventory for a long time is not a commercial practice. Storage costs money in leased space, climate control and the labor required to keep track of items. Some inventory, like food, has a limited shelf life, and stored parts can become outdated when new systems

or equipment come along. Furthermore, everything DLA holds in inventory is a cost to the government.

DLA’s inventory must be accurate to ensure DoD’s financial statements reflect the actual organizational expenses. It’s essential to obtain a “clean” audit opinion on the agency’s own financial statements. Because of this, it’s critical that we manage our inventory and costs carefully.

In the disclaimer, DLA’s independent public accountant found three major problems with the agency’s inventory program:

- **Mismatch of the quantities in DLA’s inventory and financial systems.**
- **Commingling of inventory from different owners.**
- **Infrequent inventory counts.**



VENTORY

What's the significance of these problems for DLA and its customers?

Figures that don't match make it hard for the agency to ensure it actually has the number of items on hand as indicated in its records. This requires DLA to spend more time verifying the value of those items, which adds cost. The agency is taking steps to ensure the figures in its inventory and financial systems match.

Commingling different owners' inventory poses two risks. When inventory records show gains and losses, DLA can't ensure they're accurately accounted for in the true owner's financial records. DLA policy directs who registers a gain or loss, but the end result can be over- or understating inventory records in an owner's financial statements. This means the agency may have too much or too little of an item on hand.



Air Force Senior Airman Emily Kenney

DLA also needs to count the items in its inventory more frequently and more directly. The current process of counting items based on value once every two or five years isn't good enough. Annual inventories must be performed to ensure accurate financial statements.

Addressing these weakness will drive changes needed in DLA's inventory management strategy and help the agency achieve a clean audit opinion.

How the Military Services Can Help

DLA holds nearly \$85 billion of the military services' inventory, which requires agreement between financial statements. There are several things the services can do. They can ensure proper notification occurs for items destined for DLA facilities, mark the items clearly and include complete documentation.

Once the material is in DLA custody, the military service must make sure its financial records match DLA's inventory records for the items the service owns. If there are quantity discrepancies, the service should research them, correct the figure in its systems and provide that updated number to DLA.

Since DLA doesn't have access to the military services' financial records, the Army, Navy, Air Force and Marine Corps are DLA's vital partners in reconciling their financial statements to DLA's inventory records. This also directly affects the agency's ability to know if its inventory count is complete.

Counting items in inventories more frequently and directly helps to ensure that figures in inventory and financial systems properly match and reflect the inventory records.



Samuel King Jr.

Keeping large quantities of stock on shelves for long periods of time is not a good practice. Outdated parts and items with limited shelf life such as food can cause a significant cost to the agency. Inventory accuracy ensures financial statements that reflect the agency's actual expenses and assist in obtaining a 'clean audit.'

Team Effort

This will be a massive effort for the workforce. The enterprise is working to develop, improve and implement the agency's inventory management strategy.

Because of the size, value and geographical locations of DLA's facilities, a 100 percent inventory every year will be expensive and complex. It will require input from personnel from DLA Logistics Operations, DLA Information Operations, DLA Finance and DLA Acquisition, along with every DLA major subordinate command.

Getting counts done on time and accurately requires many people working together on scheduling, counting, researching and tracking.

Everyone has a role. 

DLA NewsWire



University of Maine

TURNING PAPER WASTE INTO JET FUEL

Recycled paper and cardboard could be the jet fuel of the future.

In the quest for a resilient and secure energy supply chain, Defense Logistics Agency Energy is investing in woody biomass to produce energy.

"The pursuit of alternative energy is necessary to bring forth a robust and sustained domestic alternative fuels industry that will ease dependence on petroleum," said Lindsey Hicks, the DLA Energy Readiness Program manager for research and development projects and initiatives.

One of DLA Energy's funded projects is the Biomass to Bio-products Pilot Plant at the University of Maine's Technology Research Center. The plant is working to convert cellulosic material, like recycled paper and cardboard, into jet fuel.

According to a UMaine news release, the plant is capable of processing up to 1 ton of woody biomass per day into chemicals that can be used to manufacture bio-products, including biofuels, bio-chemicals and advanced materials.

Efforts to turn biomass into alternative fuel at UMaine began in 2010 when the DLA Energy Readiness Program awarded the university a three-year contract to complete the development of its fuel conversion technology as a laboratory bench procedure, Hicks said.

Since the conclusion of the initial process development in 2012, UMaine has been working to expand the process to validate actual fuel production capability.

— *Connie Braesch*
DLA Energy Public Affairs
More online: go.usa.gov/xUGbr

AVIATION BUYERS USE REVERSE AUCTIONS, SAVE TAXPAYER MONEY

More than 50 people attended one of three Defense Logistics Agency Aviation reverse auction training sessions held in the McKeever Auditorium on Defense Supply Center Richmond, Virginia, July 19. Dozens more from around the DLA enterprise caught the training via video teleconferencing.

The sessions focused on highlighting the key functionality and look of the new Procurex/ DLA Reverse Auction Platform, giving a better understanding of more complex platform functionality and a solid foundation to build and run reverse auction events.

DeVora Seymore, procurement analyst, Programs Division, Procurement Process Support Directorate, DLA Aviation, helps manage the Reverse Auction Program for DLA Aviation.

She said reverse auction is a computer software pricing tool that allows defense contractors to submit real-time, electronic bids in response to competitive solicitations. This pricing technique is used by buyers during discussions to establish the final offered price(s).

— *Leon Moore*
DLA Aviation Public Affairs
More online: go.usa.gov/xUGbC

SUPPLIER CONFERENCE HIGHLIGHTS DOD, INDUSTRY PARTNERSHIPS

The 2018 Defense Logistics Agency Land and Maritime Supplier Conference and Exposition took place June 19-20 in with discussions on evolving industry partnerships and small business opportunities.

The national two-day conference provided opportunities for senior military, government and industry leaders from across the nation to participate in a variety of panel discussions and question-and-answer sessions covering topics



Michael Rowland

across the military logistics enterprise.

Several pieces of military equipment were on display inside the exhibit hall. The conference featured keynote addresses from military, industry and government leaders on a variety of topics ranging from performance based logistics to supply chain efficiencies

and strategic objectives. The second day focused on future manpower and technology needs as well as the role of small businesses in supporting warfighter readiness.

— Kristin Molinaro
DLA Land and Maritime Public Affairs
More online: go.usa.gov/xUGbY

MAINTAINING AMERICA'S LETHAL COMPETITIVE EDGE

THIS EVENT HAS BEEN REVIEWED AND APPROVED BY DOD AS A DOD SPONSORED EVENT AND ACCORDINGLY MEETS DEPARTMENTAL GUIDELINES FOR ATTENDANCE BY ALL MILITARY SERVICES, AGENCIES, AND INDUSTRY.



DEPARTMENT OF DEFENSE MAINTENANCE SYMPOSIUM

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**Story and Photo by
Irene Smith, DLA Energy Public Affairs**

The departure of the final barge of jet fuel marked the end of an era for the historic Defense Fuel Support Point Yorktown, Virginia, June 6.

The transfer of 150,000 barrels of jet fuel to the Military Sealift Command fuel barge, Petrochem Producer, and the drawdown of fuel to tank-bottom levels marked the start of the final accountability process for the 117-year-old, government-owned, contractor-operated fuel terminal.

DFSP Yorktown ceased fuel operations in June, said Naval Supply System Fleet Logistics Center Norfolk Regional Fuel Director David Henderson. "Naval Facilities Command will issue a Defense

Logistics Agency Energy-funded demolition contract and, after demolition, the property will be available to the Navy for alternate uses," he said.

Although the terminal was managed by Naval Supply Systems Command, DLA Energy is responsible for funding and overseeing the maintenance, repair, sustainment, restoration, modernization and recapitalization of the military's fuel structure that contains DLA fuel. DLA Energy has fuel stored in 465 DFSPs throughout the U.S. and around the world.

DLA Energy's ability to divest of aged infrastructure and reduce excess capacity helps provide the most cost-effective, efficient solutions and frees up resources for higher priorities. Closing the Yorktown fuel terminal will also save the federal government \$101 million in renovation costs.

Keith Stedman is the director of DLA Energy Supply Chain Management. He provides the enterprise-level management of DFSP operations and the DLA-owned bulk petroleum inventory.

"When we have an aged facility, like DFSP Yorktown, we go through a process to decide if it is worth recapitalization," Stedman said. "In 2011, economic analysis recommended the closure of DFSP Yorktown and realignment of fuel terminal operations to DFSP Craney Island."

DLA was able to close DFSP Yorktown because of the expansion and consolidation of the government-owned, contractor-operated DFSP Craney Island. In fiscal year 2015, a \$36.5 million military construction plan was approved to replace and alter the fuel distribution facilities at DFSP Craney Island. The improvements include a new truck rack,



DEFENSE FUEL SUPPORT POINT YORKTOWN CEASES FUEL OPERATIONS

FUELING SAVIN

pipeline modifications and conversion of two 100,000-barrel tanks from JP5 to Jet A jet fuel.

DFSP Yorktown's closure reduces underground fuel storage and creates more resilient fuel tanks, as witnessed by the successful closure of the World War II-era DFSP San Pedro, California, in March.

DFSP Yorktown's tanks were built underground in the 1950s to protect against aerial bombardment and provide F24 aviation turbine fuel received through the Colonial Pipeline from Houston, Texas. The fuel was distributed by barge and truck, primarily to Langley Air Force Base, Virginia. The historic fuel terminal has 10 underground fuel tanks built in 1953, which will be demolished. Pier piping and equipment will also be removed.

Four cut-and-cover tanks were demolished in 2015 and soil remediation was completed. Today, deer graze on land where the underground fuel tanks used to store F24 and JP8. Outside the fuel farm is the historic site of the last major battle of the Revolutionary War.

DFSP Yorktown Terminal Manager Tony Bowman said the industry is moving away from underground fuel facilities.

"It is safer on the environment," Bowman said. "You can see fuel leaks sooner when tanks and pipes are above ground, and they are easier to maintain."

Stedman explained the history of underground tanks. "Depending on the threat, particularly in coastal areas, tanks were built underground to prevent shrapnel damage," he said. "The technology and security threats have changed, and the trend today is to have fewer larger tanks in the U.S. Replacing the older single-wall tanks and right-sizing underground fuel storage offers better protection with lower risk."

DLA Energy Americas at Houston oversees the truck and barge fuel shipments in and

out of Yorktown. The closure of Yorktown and the transfer of operations to Craney Island is a positive change, according to DLA Energy experts.

"The transition to DFSP [Craney Island] is almost transparent operations for us," said John Stublar, DLA Energy Americas at Houston Eastern Seaboard team supervisor. "Product that shipped from Houston would be fully additized at Craney using its new fuel-injection systems.

"If we didn't have the new truck rack at DFSP Craney, we wouldn't be able to do it," Stublar added.

Soil testing and surveys will be conducted at the DFSP Yorktown to prepare the land for future use.

"DFSP Yorktown has an awesome workforce and is well maintained, providing exceptional warfighter support for many years," Henderson said. "However, closing this facility rather than recapitalizing the pier and tanks is the right decision for taxpayers and the Department of Defense." 



The historic Defense Fuel Support Point Yorktown fuel terminal in Virginia has 10 underground tanks used to store F24 and JP8 jet fuel. The cut-and-cover tanks, built in 1953, were demolished in 2015 along with the removal of pier piping and equipment. Soil testing and surveys will be conducted at DFSP Yorktown to prepare the land for future use.

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I AM

DLA



My Name is:

Stanley Burns

I am:

A quality assurance representative for DLA Energy Americas at Houston working in Virginia.

Describe your job in a sentence.

The Quality Assurance team ensures the critical quality support and oversight of bulk fuel procurement, storage depots, distribution contracts, into-plane fuel delivery, pipeline operating agreements and other chemical-related commodity contracts awarded by DLA Energy.

How long have you worked for DLA?

I started working for the Defense Energy Support Center while on a special assignment for the military. I became a member of the DLA quality family in 2004.

What is your favorite thing about working for DLA?

My favorite thing about working for DLA is the continuation or expansion of my government service and support to the military — being part of a synchronized team of subject matter experts who are all dedicated to mission success, whether it's moving commodities for customers or humanitarian efforts after hours, on the weekends or during holidays.

What are your best memories of working here?

One of my best memories is when I deployed to Haiti in support of Operation Unified Response in 2010. I helped support the humanitarian effort by supplying the joint forces with fuel to support Haiti's recovery from a devastating earthquake.

How do you make a difference?

My teammates and I provide direct guidance and support between DLA contracting, contractors and customers in support of the warfighter. I ensure contractors understand how to navigate and comply with DLA Energy quality requirements to ensure seamless supplies or services are provided and contractors are correctly compensated. I also help DLA Energy identify suppliers who do not meet DLA Energy customers' supply or service requirements.



Stanley Burns