

DEFENSE LOGISTICS AGENCY

LOGLINES

The Right Solution — On Time, Every Time

July / August 2017



DLA'S RAPID DEPLOYMENT TEAM CAPABILITIES

READY 'ROUND THE CLOCK

Volunteer Teams Help
DLA Support Operations
Around the World

Twister Assist

DLA Information Operations, Distribution Teams
Help Tornado-struck Colleagues Return to Work

Providing in Parallel

DLA Distribution Supports
Operation Pacific Reach in South Korea

Chow Trucks

Army Food Service Goes Mobile
with DLA Troop Support



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

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From the Vice Director

I am honored to pen this message during our transition of DLA directors. It gives me a chance to promote our teams in the field doing critical work in support of our warfighters and other important customers. Our employees accomplish their missions with singular resolve, and we've captured a few of their stories here.

Before we continue, I'm excited to announce the arrival of DLA's 19th director, Army Lt. Gen. Darrell K. Williams. He comes to us from the Army Combined Arms Support Command at Fort Lee, Virginia, where he's been serving as commanding general since August 2015. He brings a wealth of logistics knowledge and experience, including a tour as commander of DLA Land and Maritime. You'll read his messages here in the future.

Now back to this issue of Loglines. In recent years, DLA has made it a priority to be able to support America's response to contingencies around the world. This has led the agency to create teams that can deploy anywhere in support of military or whole-of-government operations.

DLA's rapid deployment teams first achieved real-world success performing humanitarian assistance and disaster relief work in Haiti in the aftermath of Hurricane Matthew in 2016. You may not have known that the team members are volunteers, all with full-time duties elsewhere in DLA. This issue features an article telling the full story of this remarkable program, including its history, the individual capabilities of team members and their most recent activities.

The DLA Information Operations Contingency Information Technology Team is another great story with a similar theme. In the wake of a destructive tornado that ripped through Marine Corps Logistics Base Albany Jan. 22, 2017, the CIT Team, joined by teams from DLA Distribution, deployed quickly to restore DLA Distribution's systems connectivity — and thus support to the warfighter — until repairs could be made.

The DLA Distribution Expeditionary Team, DLA's deployable distribution center, was among several agency assets sent to support Operation Pacific Reach, a combined logistics exercise held in South Korea every other year. This important exercise ensures United States Forces Korea and 8th Army units are logistically ready to support the defense of the Republic of Korea, should the need arise.

In addition, you'll read about DLA Troop Support's pilot food truck program, DLA Energy's fuel-tank cleanup efforts, DLA Aviation's Forging and Casting Assistance Team industry visits and more.

I am proud to present this issue of Loglines, which once again shows the vast scope of this agency and the dedication of its talented employees. 



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DLA'S RAPID DEPLOYMENT TEAMS ARE

READY 'ROUND THE

Story by Dianne Ryder

People around the world know the Defense Logistics Agency as a logistics provider and combat support agency, but its roles in disaster relief and humanitarian assistance have expanded exponentially in the past decade. The need for teams that can readily deploy to meet those requirements is greater than ever.

Program History

In early 2014, when the Ebola crisis struck West Africa, DLA quickly responded by sending in civilians as well as military members to assist. The problem was that the volunteers lacked official authority for their presence until well into the mission.

That event was an early indication that DLA needed rapid-deployment

capability, said Don Bruce, deputy chief of the Joint Logistics Operations Center, part of DLA Logistics Operations.

"The rapid deployment initiative was focused on having the proper authority and the capability to respond rapidly," he said. "That's what really drove the initiative that is now a program."

In October 2015, the Logistics Operations directorate established initial operating capability, Bruce said.

"It was a much smaller version, but it was at least a capability that bridged us through until Jan. 1, 2016, when we had the first teams onboard," he said.

Current DLA support teams in Kuwait and Afghanistan rotate every six months on a known, recurring mission. For these standing DSTs, the JLOC usually has several months to recruit and train an individual before they deploy, Bruce said.

"Our mission support team is responsible for recruiting, training, equipping and deploying DLA personnel for our DLA support teams, which has literally been going on for decades," Bruce said. "The rapid deployment teams are much different from our standard DST, though."

Bruce explained that in an emergency, finding the right people who are ready to go at a moment's notice is just one challenge.

"We couldn't always get our team into the theater of operations because in a crisis, there's competition for the available airlift to move people in," he said. "You need permission from the combatant commander."

That permission is ultimately granted by the secretary of defense. Combatant commands submit a request for forces to the Joint Staff, and the

Airmen from the 123rd Contingency Response Group head toward aircraft at the Louisville International Airport, Louisville, Kentucky.

— Photo by Navy Capt. Paul Haslam

CLOCK

requirement is eventually tasked to DLA. But that process takes time. In 2015, former DLA Director Air Force Lt. Gen. Andy Busch charged the JLOC with establishing a rapid deployment program to dramatically reduce the time to get DLA personnel on the ground when and where they were needed.

Bruce said his team did analysis on available options to make the director's vision a reality.

Strategic Partnering

"We developed what was initially the rapid deployment initiative concept, because in a contingency or crisis scenario if you had to create a DLA support team and deploy it, it was very challenging," Bruce said. "That's what caused us in the RDT concept to partner with U.S. Transportation Command — there's a



Navy Capt. Paul Haslam

Black Team members (L-R) Brandon Martin, Faisal Liban, Craig Hill and Capt. Paul Haslam during Turbo Distribution Exercise 16-2.



Navy Capt. Paul Haslam

Black Team members Brandon Martin, Faisal Liban and Capt. Paul Haslam during Turbo Distribution Exercise 16-2, Sierra Army Depot, California.

standing Joint Staff execution order for the Global Response Force, which is a menu of capabilities a combatant commander can look at and pick from."

Any of the forces in the GRF have to maintain a certain set of standards, such as training, equipment and medical readiness. But if an agency's capability is on that menu, they're "pre-approved," Bruce said.

USTRANSCOM has its Joint Task Force Port Opening as a portion of the GRF, and DLA senior leaders recognized a way for DLA to be included in the GRF.

"We realized that if we could partner with USTRANSCOM, they could help us out in that process with many of the associated readiness requirements," Bruce said.

Following discussions with senior leaders, DLA built on the relationship and established a Memorandum of Agreement between DLA and USTRANSCOM.

"We derive our authorities through that relationship with USTRANSCOM, and we use it to get airlift in order to send our forces," Bruce said.

Setting the Standard

Since all the other forces in the GRF are military, DLA had to adapt USTRANSCOM's process to civilians in setting up the RDT program.

"There weren't rules in place for how you place a government civilian on that type of requirement to meet those expectations," Bruce said.

Bruce said they had to work closely with DLA Human Resources.

"We had to build readiness standards, determine a process for screening the individuals to make sure they were medically fit, and train them on all the things they need to be able to do in a deployed environment," Bruce said. "We now partner with USTRANSCOM and exercise with them at least twice a year in a Turbo Distribution exercise, which is what they use to validate that their force is ready to support the mission."

The RDTs are now in their second iteration of deployments among the three teams: the Black Team, led by Navy Capt. Paul Haslam, DLA Acquisition chief of staff; the Gold Team,

led by Navy Capt. Timothy Phillips, DLA Joint Contingency Acquisition Support Office Mission Support Team director; and an alternate team, which augments the other two teams.

Team Architecture

Each team consists of 13 members. In addition to the commander at the



Navy Capt. Paul Haslam

Black Team member Craig Hill enjoys a Meal, Ready-to-Eat during Turbo Distribution 16-2.

colonel/Navy captain level, there is a deputy commander (generally, a GS-15 civilian or military equivalent) and an operations officer (a GS-13/14 or equivalent). The latter positions can be civilians or military members, but they must have a broad knowledge of DLA.

The other members of the team are subject matter experts/liaisons appointed by their organizations according to the relevant supply chain or logistics service:

- Class I: Subsistence, provided by DLA Troop Support
- Class III: Energy, provided by DLA Energy
- Class IV: Construction and Barriers, provided by DLA Troop Support
- One DLA Distribution liaison
- One DLA Disposition Services liaison
- Two customer account specialists, provided by various DLA organizations
- Two information technology application support representatives, provided by DLA Information Operations
- One DLA General Counsel representative

This Is a Call

Team members can either be nominated by their commanders or directors, or they can apply via the USAJOBS website when the JLOC announces the positions.

Bruce cautions DLA leaders to nominate only qualified people for the three teams.

"Anybody who joins the program will sign an agreement similar to the emergency essential agreement. They state that they understand they'll be in the program for one year and that they're subject to deployment," he said. "The DLA director has placed a high priority on this program. It's not your full-time job, but your RDT commitment takes precedence when there's a need."

HASLAM SAID HE CAN PROVIDE TRAINING TO HONE AN INDIVIDUAL'S EXPERTISE, BUT SOME THINGS CAN'T BE TAUGHT.

Haslam emphasized the importance of having a broad understanding of DLA and its structure, functions and mission.

"If you're going to be an operations officer or a deputy, you really have to have the full span of understanding of what DLA does as a whole," he said.

Team commanders put out the call for team members during mid-summer. They also ask if current members want to extend. Prospective new volunteers are vetted first by the leaders of their parent field activity or staff directorate and then screened by the JLOC.

Haslam said he can provide training to hone an individual's expertise, but some things can't be taught.

"What's really difficult is if they don't have the right disposition or attitude for the job," he said. "But generally, we haven't seen that. I've never really said no to anybody we've sat down with."

If accepted, team members will go through a standard screening process, including medical tests. If they are deemed medically fit to serve, they'll

be issued a duffel bag, sleeping bag, sleeping pad, Kevlar vest and Kevlar helmet.

"We've had a couple of people who haven't made it through those processes," Haslam said. "We found out medical things after the fact, so sometimes people fall out. But that's why we have an alternate team."

"Generally, the operations officer is a GS-14, but one of my guys had knee surgery, so I moved my operations officer up to be the deputy and I brought in a GS-13 from the alternate team, and he's my operations officer right now."

Commitment

"There aren't many civilians within the Department of Defense who can say they are part of DoD's GRF," Bruce said. "As a matter of fact, the only civilians within DoD who can say that are the members of the DLA RDTs."

Supervisors of volunteers should also recognize the level of commitment, because they'll need to assign others

The Gold Team, led by Capt. Timothy Phillips (far right), gathers during initial team training at DLA headquarters, Fort Belvoir, Virginia.



Navy Capt. Timothy Phillips

“THOSE 13 MEMBERS OF THE TEAM REALLY DO
REPRESENT THE BREADTH OF DLA’S MISSION.”

— DON BRUCE

to pick up the duties of that individual in their absence.

“One of the director’s decisions was that we would ensure each RDT has at least two deployments each year,” Bruce said. “In a crisis situation, the team members give us a capability that is readily available.”

Whether or not DLA is part of the GRF, the national command authority has identified operational plans for different threats and combatant commands must be prepared to support them. And DLA

is tasked to support those combatant commands, Bruce said.

Haslam notes that after the medical tests and training, the first step in codifying the team is through the Turbo Distribution exercise. A DLA assessment team of four volunteers is assembled. The DAT flies into the exercise area first.

“That DAT consists of a commander, one contingency contracting person, an information technology person and then the fourth member, who I pick based on what’s going on in the world,” Haslam said. “Once we assess the situation, we’ll look at our different classes of sup-

ply and make the call on who we need to pull forward.”

Haslam explained why an information technology specialist is just as important to have on this early advance team as the other three members.

“You’re dead in the water if you can’t communicate,” he said. “The IT guy brings the communications package that can be set up and can actually be run off a car battery [if necessary].”

Within 24 hours, the rest of the team arrives, and they set up camp, Haslam said.

“You’re sleeping in a tent with the sleep system, eating Meals, Ready-to-Eat, using a porta-potty, and there are really no showers,” he said. “It’s always based on a simulated scenario. We do that for a week, and what that does is help us work through getting to know people.”

There are incentives associated with being a team member, including overtime, awards and the opportunity

Camp setup during Turbo Distribution Exercise 16-2.



Navy Capt. Paul Haslam



Navy Capt. Paul Haslam

Black Team members (L-R) Taylor Frazier, Craig Hill and Robert Seekamp retire in their tent during Turbo Distribution Exercise 16-2.

to continue with the team after the first year. Bruce also stressed non-monetary rewards, such as unique expertise and experience the team members can list on their resumé.

"Those 13 members of the team really do represent the breadth of DLA's mission," he said. "You have subject matter experts on that team who can cover all the supply chains, all the logistics services, communications capability and command and control capability provided through the staff."

Volunteers should know that being a team member involves certain restrictions while their team is on alert, which occurs in blocks of one to two months, for a total of six months during the year.

"For example, they can't go on a cruise," Bruce said. "They can go on leave, but have to stay within three hours of their home, so if an emergency comes up, they can be recalled."

If a team member has a family or medical emergency, a substitute can be called in from the alternate team.

"Alternates provide us flexibility and can be used as individual replacements or as an entire team," Bruce said.

their strengths and weaknesses, as a team they are superstars.

"When we went to Korea [for exercise Key Resolve], we were there for two weeks, and we really knocked it out of the park," Haslam said. "It was amazing what that team did — the amount of requests for information that we answered, the processes, how we understood stuff, how we worked together — and that is really what the success of the whole team is."

Haslam said he likes to see people come back for another year.

"We're not asking for rocket science, but once you understand the movements and everything else — then by the time you get in there, you can really make a difference because you understand what it is we're asking for," he said.

Phillips has not had a long history with the Gold Team, but his confidence level in his team members' abilities is high.

"I was really impressed by the quality of the people," Phillips said. "I'm more confident in them than I am in myself. If I ever need anything, I certainly have backup on my team."

The team was scheduled for their

first Turbo Distribution exercise in early fall of 2016, but it was canceled because of Hurricane Matthew.

"Four of us had the opportunity to participate in the Integrated Advance exercise at Joint Base Guantanamo Bay, so we got a little flavor for working, bringing together a lot of different entities and bringing DLA's resources to the table," Phillips said.


Phillips first saw the capabilities of his team during initial training.

"Training gets progressively better as the organization matures," he said. "They gave us a problem set ... a scenario, and then we had to say what we would do."

Each member of the team briefed the DLA Logistics Operations executive director for operations on how they would handle the scenario based on their expertise and supply chain knowledge.

"That was really a great capstone event for our team and will probably be repeated in the future because it worked out so well," Phillips said. "Nobody is an island, and everybody worked together really well to rise to the occasion."

Bruce emphasized the team members' dedication to duty.

"As civilians, they're willing to commit to being on a 24-hour notice, deploying for any crisis, any contingency, no matter what it is — they'll volunteer up front and say, 'Yes, I'll go,'" he said. "When the nation needs them most, they may actually get the opportunity to be among the first people to answer the call." 

'Superstars'

"On the Black Team, we've had the longest [standing] group of people — most of them have been with me for two years," Haslam said. "After you've been with people for two years, you get to know their quirks, you know what motivates them."

He said this helps build a particularly cohesive team. While each member has





TWISTER ASSIST

Story by Toby Brevitz, DLA Information Operations
Photos Courtesy Paul Chamnan and Sean Mace, DLA Information Operations

In just 12 minutes, a 150-mph twister ripped across 71 miles of South Georgia — a path that included Marine Corps Logistics Base Albany, home to 170 employees of Defense Logistics Agency Distribution.

The Jan. 22 tornado, rated 3 on the five-point severity scale, was on the ground less than an hour but tore through five Georgia counties. It uprooted or snapped almost all the trees in its path. It was one of the largest tornadoes in any winter month and left one of the longest tracks on record.

The storm did significant damage to MCB Albany and shut the facility down for four days — including DLA Distribution Albany, Georgia, the Marine Corps' primary source of wholesale and retail storage and distribution processes of secondary repair parts and expendables.

When DLA employees were safely able to return to work, they discovered the damage to the facility and area utilities prevented them from using their normal information technology equipment, needed for important operations. The call went out to the DLA

Information Operations Contingency Information Technology Team.

The CIT Team formed in 2007 to provide immediate support to DLA Distribution after Hurricane Katrina. Since then, it has deployed across the United States and the world in support of disaster relief and contingency operations, supporting the entire DLA enterprise.

Immediately after the tornado, the foremost concern of DLA Distribution leadership was the safety and well-being of all 170 DDAG employees and their families. All employees and families were



An EF3 tornado ravaged areas of Albany, Georgia, uprooting trees and destroying buildings along its 70-mile path. DLA Information Operations provided assistance to DLA Distribution employees in getting back up and operating.

accounted for, with no serious injuries. And although many employees' homes had major damage, only one was a total loss.

A DLA Advanced Echelon Team arrived a few days later from New Cumberland, Pennsylvania, to assess the damage to buildings, stock, equipment and systems. This team was joined by the DLA Distribution Expeditionary team with truckloads of equipment, including the mobile command trailer, a heavy-duty commercial truck, a yard truck, forklifts, generators, a rough terrain vehicle and front-end loaders.

Three days after the Albany twister, Information Operations CIT Branch Chief Harold Morrow met with DLA Distribution senior staff in New Cumberland to develop a support plan.

"Initially, the staff only requested the [Information Operations] CIT

DLA Information Operations Mobile Command Vehicle on location at DLA Distribution Albany, Georgia.





Storm damage to office area at DLA Distribution Albany, Georgia.

Mobile Command Vehicle," Morrow said. "When I learned the scope of the damage, I recommended we expand the requirements, and include the Mobile Emergency Response Center and Deployable Operations Center."

That same day, the CIT Team deployed its MERC, operated by Jay Wolk and Sean Mace, from New Cumberland. Upon reaching Warner Robins the next day, the MERC linked up with the MCV and DOC, operated by Tony Johnson and Paul Chamnan. The MERC, MCV and DOC established operations in Albany, providing command and control capabilities to DLA leadership there, along with capabilities to the DLA Distribution Expeditionary Operations Center.

The team used the operations center to establish a tactical network and communications, including the Distribution

Standard System. DSS manages all of DLA's warehouse operations, including receiving, storage, consolidation, packing, shipping, inventory, inspection and workload management.

As important as those initial capabilities were, the team needed to create additional connectivity to bridge the gap until full repairs to the infrastructure on the base could be made. A few days later, DLA Information Operations dispatched Richard Shumway and Charles Hatter from New Cumberland to Albany, to assess the network infrastructure damage and help restore connectivity.

They assessed the damage and worked with Robert Davis, Local Area Network Management North East Region team lead, and technicians Dustin Kramer and Bob Young to restore services to the buildings, which had lost

connectivity due to damaged fiber cable.

"We're not typically a part of a disaster or emergency response team," Kramer said. "However, given the circumstances, we knew we could get the site back on the network ... so they could keep working."

Shumway described the scene as he drove into the Albany area and onto the base.

"Driving into the Depot, I was amazed at what I encountered," he said. "Traffic was backed up, traffic lights not working, power lines and poles down, along with many trees that were destroyed. Homes and businesses along the route were in shambles."

"Once on base, there was so much debris it was hard to navigate," Shumway continued. "Vehicles were flipped over, windshields broken, power poles bent over and destroyed, trees uprooted and tin structures were torn apart. The brick warehouses appeared to survive but many of the roll up doors were damaged and destroyed."

The team quickly developed a plan to create the backbone of a wireless mesh network from building 1221 to the outlying buildings, whose fiber-optic cable was damaged. They decided to mount nine wireless access points on masts above the buildings' rooflines. The team would integrate this backbone mesh into



Storm damage to a warehouse on base at DLA Distribution, Albany, Georgia.

“VEHICLES WERE FLIPPED OVER, WINDSHIELDS BROKEN, POWER POLES BENT OVER AND DESTROYED, TREES UPROOTED AND TIN STRUCTURES WERE TORN APART.”

— RICHARD SHUMWAY

each building's existing internal network to connect the rest of the equipment and restore full function to each building.

The team spent long hours each day climbing on roofs and between rafters, pulling cable and configuring equipment. They had to deal with no lights, no heat, and debris scattered across the base. But within a week, they restored connectivity to all buildings, and the site was back in operation.

One of the important systems the CIT Team focused on was the Distribution Standard System, an automated information system that manages all functional processes used in DLA's warehouses. These processes include receiving, storage, consolidation, packing, shipping, inventory, inspection and workload management.

A main problem was a lack of power to any buildings within DLA Distribution at the site. DLA Troop Support came to the rescue, providing generators to help DDAG address the most pressing concern.

The CIT Team continued to provide local site support and expeditionary communications for about two weeks until the wireless mesh was fully operational.


Overall, the cost of repairing all the damage to MCB Albany was \$38-\$40

(Right) Contingency Information Technology Team members Sean Mace (seated) and John Wolk perform operational checks on Information Operations Deployable Operations Center equipment.

(Below) DLA Information Operations Contingency Information Technology Team members Tony Johnson, Paul Chamnan, and John Wolk set up a satellite antenna outside Building 1331 to provide network and Distribution Standard System services in response to the EF3 tornado that touched down at DLA Distribution Albany, Georgia.

million, not including equipment and the fiber-optic network.

DDAG started receiving trucks on Feb. 4 and returned to full operation.

All DDAG employees reported to work Monday, Jan. 30 — only eight days after the tornado. And by Feb. 4, DDAG returned to meeting 100 percent of the requirements from its largest customer on base, Marine Corps Logistics Command, thanks in great part to the efforts and expertise of the deployed Information Operations team. 

Dawn Bonsell of DLA Distribution Public Affairs contributed to this article.





A DLA Distribution Expeditionary deployable warehouse, complete with Distribution Standard System, is ready to support Operation Pacific Reach 2017.

OPERATION PACIFIC REACH

PROVIDING IN PARALLEL

Story by Brianne M. Bender
DLA Distribution Public Affairs
Photos by Marine Corps Maj. James Schulz

The Korean Peninsula: Since Korean War hostilities ended in the 1950s, the U.S. military has been present and ready to protect allies in the region. More recently, rising tensions in the area have made it all the more important that U.S. forces deployed there be trained and equipped to deal with any potential event.

To make sure the Defense Logistics Agency is ready to support those forces, DLA Distribution earlier this year participated in Operation Pacific Reach, a combined distribution exercise held in South Korea every other year.

This year's exercise at Dogu Beach in Pohang, April 10-21, supported training on critical facets of the Korean Theater of Operations' operational plan. Pacific Reach is one of three exercises, along with Key Resolve 2017 and Pacific Pathways 2017, held in the area in the same period to ensure the United States Forces Korea and 8th Army units are logistically ready to support the defense of the Republic of Korea.

DLA Distribution Expeditionary participated, in addition to DLA Distribution Korea. DLA Distribution Expeditionary supports global distribution requirements that can't be met by DLA's fixed network of distribution centers. For theater deployments, DLA Distribution Expeditionary's goals are based on the combatant commanders' requirements.

For Pacific Reach 2017, DLA Distribution Expeditionary established a consolidation and shipping point at an austere location. The exercise focused on logistical operations from the air, sea and shore to transport mission equipment across the Korean Peninsula using utility and mechanized landing craft, logistics support vessels and causeway ferries.

About 1,200 Republic of Korea Forces and 2,500 U.S. personnel participated in this year's exercise, but the expeditionary theater contingency support plan supported not only the exercise participants, but also all 26,000 U.S. personnel stationed on the Peninsula as they were moving real-world cargo.

The exercise confirmed the logistical requirements of the infrastructure on the Korean Peninsula and the ability of U.S. logistical entities to meet them. The role of DLA Distribution Expeditionary was to deploy expeditionary capability to support the 19th Expeditionary Sustainment Command and DLA Distribution Korea throughout the exercise. DLA Distribution Expeditionary enhanced the USFK Theater Distribution Plan by establishing an ExTCSP, which provided real-time support to all units stationed in Korea. Although it was an exercise for 8th Army units, the DLA Distribution Expeditionary

and DLA Distribution Korea team executed the daily full-time mission of DLA Distribution Korea.

Although many aspects of the exercise used hypothetical cargo, the materiel that flowed through the ExTCSP was not. It was regular cargo that normally would have moved within South Korea, to Camp Carroll from Osan Air Force Base or Busan Seaport, but was instead routed to Pohang and processed by the ExTCSP team. The materiel contained critical repair parts, along with sustainment cargo ordered by units across the peninsula.

"If the ExTCSP had not been successful, DLA Distribution Korea would have failed its customers," said DLA Distribution Korea Deputy Commander David Harris. "We took a big risk using real-world cargo for this exercise but had the utmost faith that the DLA Distribution Expeditionary team and the DLA Distribution Korea transportation team could make this work."

During normal operations, Air Lines of Communication cargo arrives in Korea at Osan Air Force Base in the northern part of the country. Ocean cargo arrives at Busan harbor in the south. This cargo is routed to DLA Distribution Korea at Camp Carroll for processing and onward movement to customers.

The DLA Distribution Expeditionary Team on site in Pohang, South Korea, for Operation Pacific Reach 2017.



For the exercise, DLA Distribution Expeditionary and transportation personnel from DLA Distribution Korea worked closely with the 837th Transportation Battalion at Busan, the 731st Air Mobility Squadron at Osan, and the Army 25th Transportation Battalion at Camp Carroll, and had the materiel routed from Osan and Busan to the ExTCSP at Pohang. Additionally, all the dedicated trucks that support USFK customers were staged at Pohang rather than Camp Carroll, and their schedules were adjusted so they could still meet delivery requirements at the forward supply support activities across the Korean Peninsula.

The commander of DLA Distribution was pleased with what the organization achieved.

"Over the course of the exercise, the DLA Distribution Expeditionary team and DLA Distribution Korea team moved more than 137,000 pounds of materiel through the expeditionary theater consolidation


Supplies in a completed DLA Distribution Expeditionary deployable warehouse ready to support Operation Pacific Reach 2017.

and shipping point in Pohang," said Army Brig. Gen. John S. Laskodi.

The two teams delivered this materiel to 50 different 8th Army and USFK customers across South Korea, he noted.

Likewise, the commander of DLA Distribution Korea also had praise for what the two groups achieved.

"The collective team did a phenomenal job ensuring all material was accurately processed and shipped to the respective customers on time, while keeping our metrics 'green,'" said Army Lt. Col. Gary Whittacre. "The exercise further helped validate our current concept of support while providing a few lessons learned, to include living in an Army Logistics Support Area."


"It was a tremendous demonstration of DLA Distribution's expeditionary capabilities, and it took a total team effort to make this a success." Laskodi said. 



ANVILS AND AIRCRAFT

DLA AVIATION EMPLOYEES TRAIN IN THE CASTING AND FORGING OF AIRCRAFT PARTS

Story by Bonnie Koenig and Cathy Hopkins
DLA Aviation Public Affairs

A large, high-contrast photograph showing a person in silhouette, wearing a hard hat, stirring a bright, glowing molten metal in a large industrial container. Sparks are flying from the point of contact. The scene is dimly lit, with the primary light source being the intense heat of the molten metal.

A Buck Company employee stirring molten metal
to pull out impurities.

— Photo by Air Force Tech. Sgt. Lashaundra Myers

RAFT

If Defense Logistics Agency employees think it's challenging to supply ordinary aircraft parts, just add a cast or forged part to the mix.

A group of DLA Aviation employees recently learned firsthand how two companies use these ancient methods to create aircraft parts the agency's customers need.

Casting is the process of pouring liquid metal into a mold, to take on the desired shape after it cools and becomes solid. Today, 3D printing of patterns and molds has revolutionized the casting process, where final machining and even dimensional inspections are based on 3D images.

Forging is the pressing or hammering a metal piece into a shape. Often, the piece is first heated till glowing and, once shaped, plunged in cold water to add strength and hardness, a process called quenching. Forgings, due the combination of strength, toughness, and durability, are used in critical applications such as landing gear, wing spars, bomb lugs, etc.

The DLA Aviation Forging and Casting Assistance Team looks for ways to save time and money on contracts by improving processes and solving procurement problems. The AFCAT educates employees on casting and forging processes by taking them to visit two commercial casting and forging companies that make parts for DLA.

The biannual seminars teach employees about the forging and casting processes and the tooling required to make those parts. Employees also learn how those processes and tooling affect acquisition costs and administrative and production lead times. Since beginning these seminars, the team has trained over 400 DLA Aviation employees.

DLA Aviation's Jeannie Kirby and Kyle Hedrick manage the events, along with contracted engineers Walker George (forging) and Keith Sturgill (casting).

This past April 18-19, the team took 22 DLA Aviation employees to visit Lenape Forged Products in West Chester, Pennsylvania, and to the Buck Company foundry in Quarryville, Pennsylvania.

Employees learned the manufacturing and metalworking processes, and saw those metalworking processes firsthand.

Frank DiPofi, former AFCAT program manager, has worked for DLA Aviation since 2000 and has a background in environmental, industrial and petroleum engineering. He said AFCAT was formed in the early 2000s to mitigate the effects of dwindling suppliers because the once-robust domestic supply chains had disappeared, fragmented or moved overseas.

"It was also difficult to locate tooling, fix obsolete technical data and reduce lead times," DiPofi said. "Decades-old technical data and production methods were geared toward the high-volume production of the past and not the



Bonnie Koening

A foundry worker demonstrates forging a metal part during a two-day seminar for DLA Aviation Forging and Casting team members at the U.S. Drop Forge Co. in Woolwich Township, New Jersey.



DLA Aviation

John Danko, owner of Danko Arlington, displays a casting pattern developed with additive manufacturing processes to DLA Aviation employees.

low-volume sustainment orders needed to maintain America's aging aircraft systems today."

The AFCAT initiative is a cost-shared collaboration between industry partners, the federal government and academia. It focuses on acquisition supply chains, new technologies and technology transfer, DiPofi said.

"DLA Aviation's AFCAT is a key aspect of the initiative focused on DLA's ability to rapidly procure high-quality supply items that contain cast or forge components," he explained.

Fifteen years later, the agency's ongoing forging and casting initiative is yielding benefits through shared knowledge between industry, the military services and DLA Aviation.

Forging is an art and can be done through a hot or cold process, DiPofi noted.

"Forging imparts certain changes in the metal itself — changes that are critical in producing certain safety parts, like landing gear," he said.

During the visit to the Lenape Forged Products, attendees received an overview of the open-die forging processes and machining capabilities, toured the facility and saw the powerful forging processes in action as the red-hot components were roughly pounded into shape.

During a previous site visit to Danko Arlington foundry in Baltimore, DLA Aviation employees saw how the company modernized through its partnership with the AFCAT initiative, converting their processes to use additive

manufacturing and digital models to produce casting molds and patterns.

For the Buck foundry visit, the group toured the casting facility and metallurgical lab and saw the entire process, from pattern making and sand molding to casting, heat-treating, machining and final inspections, which verify each part's dimensions by measuring between coordinates. Each participant created cope-and-drag sand molds and poured a small tin casting via the Buck Company's foundry-in-a-box teaching system.

The aviation supply chain is always looking for procurement cost savings by promoting effective competition. In 2016, AFCAT found the most recent award for an aircraft armrest (normally a casting) used on the C-135 Stratolifter and KC-135 Stratotanker was sent to a shop that machined the item from bar-stock, a process typically more expensive than casting, because the shop could not find casting tooling.

DLA ASC employees then contacted a manufacturer who makes casting tooling through additive manufacturing, known as fused deposition 3D printing. In response to the next solicitation, the manufacturer bid \$1,205 each for a quantity of seven, which was \$185 lower than the next higher bid, resulting in an award and a total savings of \$1,295.

The DLA Aviation Forging and Casting Assistance Team instructs employees on the processes involved in forging and casting aviation parts, the tooling required and how the processes affect costs and administrative and production lead times.



Air Force Tech. Sgt. Lashaundra Myers

small orders of specialized castings quickly and inexpensively. To overcome the tooling challenges, the foundry decided to invest in additive manufacturing systems to quickly make the tooling needed to satisfy DLA's needs more efficiently. This investment has enabled this company to participate in more than 300 competitive DLA solicitations in the past five years.

Many of the first parts provided to DLA Aviation via the additive manufacturing tooling process were for the Air Force's T-38 trainer aircraft. This has helped DLA save or avoid spending more than \$10 million of taxpayer funds.

The team has had many successes since its conception. Recently, AFCAT reviewed a government disapproval of a cast housing for the F-16 Fighting Falcon based on First Article Test results. This casting failed because the surface finish did not meet the criteria.

DLA determined this was caused by post-casting processes and worked with the foundry to change its process to correct the problem, which allowed the same part to be tested again. This time it passed, and the part was approved.

By working with the company, AFCAT helped four contracts for 133 parts avoid cancellation, saving the government about \$165,000, according to Army Materiel Command.

Another success in early 2016 involved, "partnering with a forge shop to become a prime contractor on a DLA materiel contract. This initiative will assist in speeding up contract delivery time and save \$4 million over the next five years," DiPofi said.

The ACS team also includes the DLA Aviation B-52 weapon system program manager and Supplier Operations Commodities Directorate's acquisition specialists.

In December 2015, the AFCAT helped with a B-52 part procurement when the landing gear drag link could not be organically manufactured. The demand was for 72 each per year, and there was no stock on hand. The contract was awarded to a forge company, and the finished drag




Walker George

DLA Aviation's Air Force Master Sgt. Gabriela Camarillo, left, watches casting at the Buck Company foundry, Quarryville, Pennsylvania.

link was approved with a total savings on the first buy of \$950,506.

Meredith Manwaring, a DLA Aviation Supplier Operations Commodities Directorate purchasing agent, participated in the recent seminar and tours. She said that although she has

awarded purchase requests with tooling contract line-item numbers, she never really understood what that looked like and what exactly went into the tooling for the item. She said she now has a better understanding on the cost, time and processes it takes to make it.

"I think it gives you a new perspective, and everyone can benefit from the seminar trip," Manwaring said. 



A Conversation with ... Cathy Contreras

Defense Logistics Agency Aviation's acquisition executive talks about her new role and items critical to acquisition success

For the non-Department of Defense or non-acquisition DLA employee, what is your role as DLA Aviation's acquisition executive and head of contracting activity?

I see my role as having three components: acquisition workforce development, acquisition compliance and tactical and strategic procurement execution. I'm involved with all aspects of the acquisition process, from helping develop and approve acquisition strategies, to working supplier incentives/disincentives to link to customer desired outcomes, to approving tactical or strategic contract awards based on the dollar value and criticality of the contract.

In addition, one of my primary responsibilities is to ensure we have a well-trained workforce and are providing them the tools they need to execute our missions.

How do you ensure a well-trained workforce?

I'm focused on both entry-level and journeyman-level training. While we have a robust DLA Pathways to Career Excellence Program [also known as PaCE] for training entry-level contracting professionals, I believe there are always opportunities for improvement. I've tasked a cross-organizational team to look at the PaCE program from end-to-end and come up with recommendations to refresh the material and delivery mechanisms. As part of that process, we're working collaboratively across DLA's field activities to leverage best practices in workforce development.

We're also working on ways to develop more tailored training to meet the specific needs of our journeyman workforce. Once on the floor, our buyers may have different needs, depending on the type of buys they routinely make. For example, acquisition specialists working in an area buying bearings may need to be more familiar with the process to obtain a domestic non-availability



Cathy Contreras (center), DLA Aviation's acquisition executive and head of contracting agency, discusses policies with Matthew Beebe (second from left), DLA Acquisitions director, former DLA Aviation Commander Air Force Brig. Gen. Allan Day (far left) and Miguel Zayas, (right) supervisory procurement analyst, DLA Acquisitions, during an agency management review at Defense Supply Center Richmond, Virginia.

Jackie Roberts

determination than a buyer working in chemicals and petroleum. My goal is to make training time as meaningful as possible. We're evaluating a number of different delivery mechanisms — from using an embedded subject matter expert network to creating on-demand desktop videos.

How do you make sure you are meeting the compliance end of the balancing act?

I'm frequently asked the question, "What is more important — speed or quality?" The answer is, they are equally important. Let me expound a bit on what I mean by that. As leaders, we need to make sure our folks are doing things the right way and as efficiently as possible. We should not skip required steps in order to do things more quickly. Nevertheless, if there are steps in the process that are not value-added or necessary, we need to identify those and "lean out" the process. It's my job to help the workforce meet both goals by giving them the tools and systems they need, and by being their advocate in getting the improvements they need to provide quality products.

We regularly conduct in-house reviews on our processes, asking ourselves: Was the contract properly written? Did we follow Department of Defense regulations, DLA policy and guidance? As the agency went down an audit-readiness road over the past couple of years, we focused on our internal processes quite a bit. In addition to reviewing ourselves, DLA Aviation was the first agency activity to participate in an Agency Management Review conducted by DLA headquarters in February, and we did great! The review was a way of "checking the checker." I never look at these reviews as a way of criticizing actions taken. Reviews help us understand the landscape we operate in, ways we can improve our processes and are part of our DLA Aviation Process Excellence culture.

What is the difference between tactical and strategic acquisition execution?

I would categorize our tactical workload as our day-in and day-out procurement processing necessary to meet our customer needs. At DLA Aviation, we process approximately 7,500 manual actions a month across our consumable and depot-level repairable

procurement sites. We handle over 16,000 post-award actions a month. In addition to our manual execution, we process over 20,000 delivery orders on long-term contracts and 2,000 automated purchase orders. We run a huge acquisition machine.

Increasing our long-term strategic contract coverage is critical to continuing to improve acquisition lead-time. However, that strategic engagement is not possible if the tactical workload is not moving. The remaining tactical workload becomes more difficult to execute as we move more of the work with recurring demand to strategic vehicles. I say that to point out that in order to provide effective support to the warfighter, we need to execute both bodies of work successfully.

Over the last several years, we have continued to drive down our overall administrative lead time. We streamlined processes in both strategic and tactical execution and those efforts have really moved the needle. We also focused on building agile, long-term, performance-based logistics contracting strategies, which we called our Captains of Industry Supplier Capability Contracts. Our strategies increased customer support, at a greatly reduced cost to the department, and created an ability to quickly respond to emergent customer requirements and deliver results.

Whether the buys are tactical or strategic, part of my job is to help foster positive working relationships with our [military] service requirement communities to make sure we execute acquisition strategies that meet their needs.

What are some actions senior leadership can take to ensure future acquisition success?

I think in any field, acquisition or otherwise, senior leaders can help ensure success by investing in their people. We at DLA Aviation have a diverse workforce — culturally and generationally. As we work to develop our employees, we need to realize one size doesn't fit all, and tailor our approach. We also need to encourage critical thinking. It's important to understand policies and regulations, and if necessary, question the "why" behind the actions we take.

We need to foster external and internal relationships with our retail and wholesale customers, with our suppliers and with our co-workers. It is critical for our employees to see and understand the role they fulfill daily and the results of their efforts. We try to do this by bringing warfighters and aircraft to Defense Supply Center Richmond, Virginia, and having employees go on field trips to customer locations or visit our industrial support activities to see firsthand the weapon systems they support and meet the mechanics who maintain them. Our workforce's close connection to our military services, through being retirees themselves or other family members serving, is also without a doubt the basis of our success.

As leaders, we need to bring the right people into discussions through joint integrated process teams. We need to emphasize cross-process collaboration because acquisition is truly a team sport. For example, when determining how a buy should be executed, the acquisition specialist will have unique insight into industry capabilities and capacities, the product specialist will understand potential challenges in the technical requirements, and the planning community will best understand customer demand patterns and DLA's supply posture to support. It takes all of these elements working together to be most effective.

DLA Aviation employees are committed to serving the needs of our warfighters and other customers, but as former DLA Aviation Commander Air Force Brig. Gen. Allan Day recently said at our 2017 senior leadership conference, "Are we letting good enough be the enemy of getting better?" We always need to look for ways to improve.

DLA Aviation has embarked on a process improvement journey we are calling DLA Aviation Process Excellence, or Apex. For improvements to take place, leadership and employees both need to continue looking for and be open to new ways of doing things. Leadership needs to support innovation, understanding there is some risk and failure is sometimes an opportunity to learn. We are the ones who can empower our people

to make decisions and make it clear that they have our support in the decisions they make. For example, as we embark upon innovative strategic acquisition approaches to deliver improved customer support, we are pushing the capabilities of our existing systems and processes. Even when we make every effort to engage all functional areas up front, there are times when we miss a secondary or tertiary effect of a process or system change. When that happens, we circle the wagons, get the right folks in the room and figure out how to resolve the problem. We don't try to Monday morning quarterback or figure out who shot John. At this point, it is most critical to learn from the experience and move ahead. If we want our workforce to take risk, we have to be willing to accept that we will make mistakes.

With the changes in leadership at the highest DoD levels, what changes do you see for DoD acquisition?

I think there will be a continued focus on efficiency in the acquisition process. Our years of implementing the Better Buying Power initiative may come under a different name with changes in the administration, but the focus on finding efficiencies will remain. I think we will also see increased focus on cost. The challenge will be to continually improve effectiveness across the department while driving cost down. We need to create vehicles that leverage the best of both government and industry capabilities. Another big part of my position is industry engagement. We need to understand the capabilities that our industry partners bring to the table and leverage those capabilities to deliver sustainment solutions that are both more effective and more affordable. In my opinion, we need to think holistically and outside of our typical agency swim lanes to ensure we leverage the power of the department. I think there will be an increased focus on driving costs down through negotiation, offering incentives, and linking supplier profitability to performance even more than before. I think our Captains of Industry Supplier Capability Contracts will continue to grow because of the agility in these contracts to create tailored solutions and their ability to provide end-to-end sustainment support. 

CLEAN BREAK

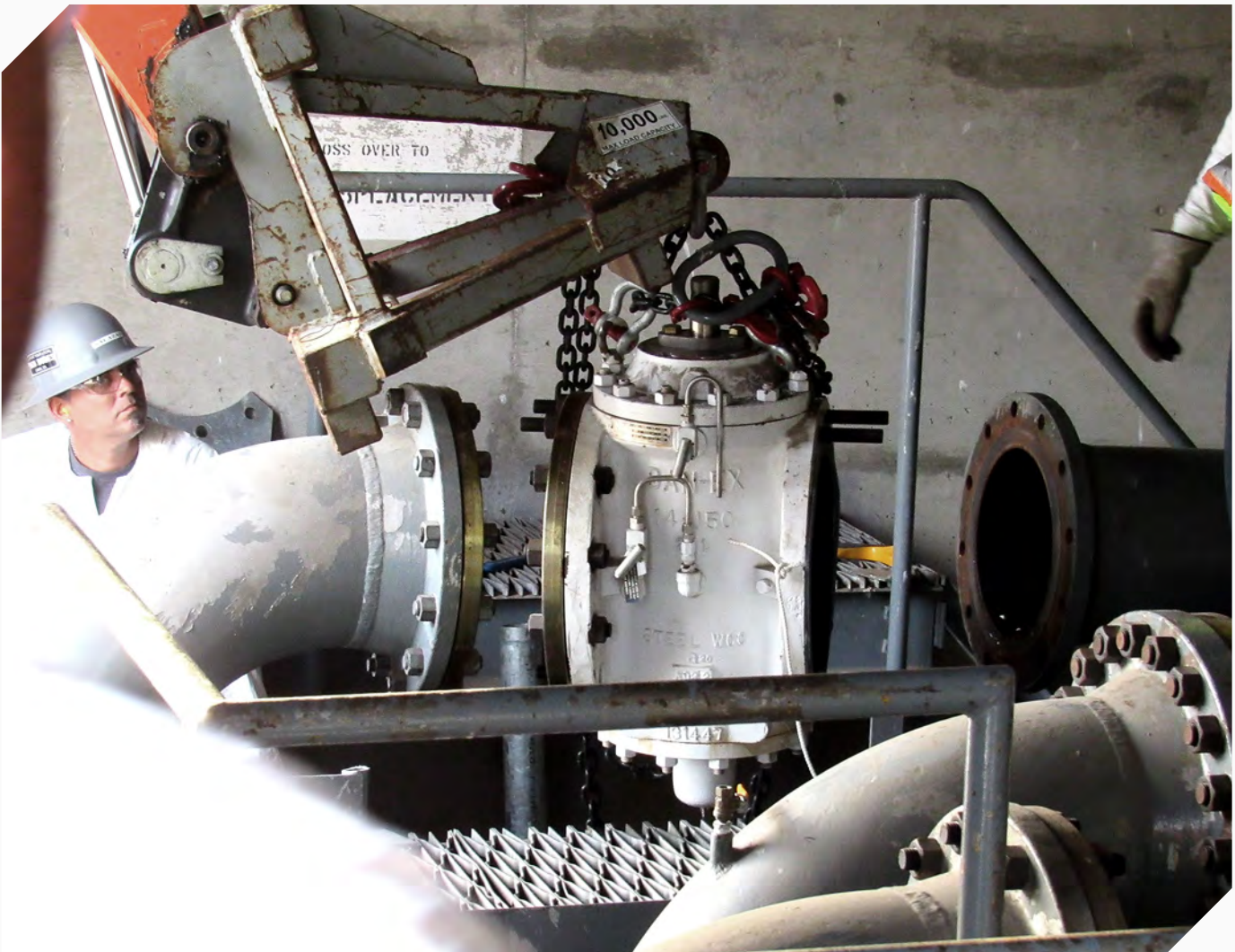
Story by Elizabeth Stoeckmann
DLA Energy Public Affairs

Defense Logistics Agency Energy is one step closer to shutting down 27 World War II-era underground storage tanks at Defense Fuel Support Point San Pedro, in California.

DFSP San Pedro, owned by the Navy, is closing after 37 years, to reduce government-owned and -operated infrastructure, and with it, costs for the Department of Defense.

"We're doing the right thing, since commercial partners store bulk fuel and there's no need to maintain a government-owned facility," said John Cummings, chief of energy engineering for DLA Installation Support for Energy.

"Also, a previous DLA director [Navy Vice Adm. Mark Harnitchek] made a commitment to the

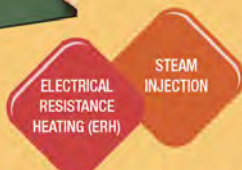


Carl Lind

Workers remove a 14-inch double-block and bleed valve as part of DLA's closure of Defense Fuel Support Point San Pedro.

A COOL WAY TO HEAT THINGS UP

DLA Installation Support for Energy project managers will oversee the pilot testing of two aggressive and effective cleanup technologies



TIMEFRAME: Less than 10 months for equipment installation and remedial operation

WHY?

- Promote Cleanup of the Site
- Return Property Back to the U.S. Navy

- Non-intrusive
- Sensitive Ecological Habitat

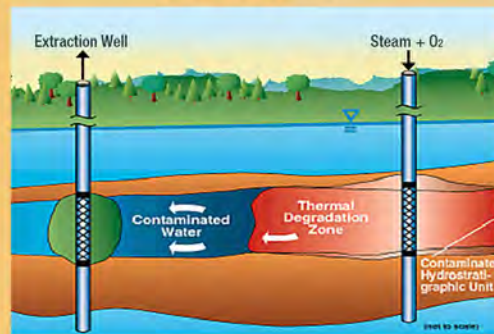
Pilot Testing @ TANKS 3 AND 20

COST SAVINGS: \$20 MILLION
Compared to off-the-shelf technology

Electrical Resistance Heating



Steam Injection



DLA Installation Support for Energy plans to roll out similar cleanup technologies at other tanks in fiscal 2018-2019 based on funding.



Navy for a smooth transition, and the following director [Air Force Lt. Gen. Andy Busch] agreed."

More than 70 years ago, the War Department established DFSP San Pedro after the attack on Pearl Harbor, Hawaii, because of its proximity to the Port of Los Angeles and to oil refineries. The facility consists of storage tanks, pipelines, pump houses, loading racks and other infrastructure. Its mission was to receive, store and distribute fuel in support of the Navy, Air Force, Army, Marine Corps and Air National Guard. It operated under the authority of the Navy until 1980, when operations transferred to DLA Installation Support for Energy.

Officials decided DoD could save operating and maintenance costs by closing the facility. Initial closing began in February 2016 for 20 concrete 500,000-barrel underground storage tanks built in 1941 and 1942; six steel 500,000-barrel USTs built in the 1950s; and one steel 250,000-barrel UST also

built in the 1950s. Workers will fill the tanks with a cellular concrete material and return them to the Navy. The project also includes the closure of valve pits, pump houses and pipelines.

ANOTHER ISSUE IS PROTECTING AN ENDANGERED SPECIES, THE PALOS VERDES BLUE BUTTERFLY



"We have a very aggressive schedule as a cost avoidance in keeping the site open any longer than we have to," Cummings said.

The contract was awarded ahead of schedule, within four months of the request for proposal. Contractors started preparing to close tanks and pipelines in November 2016, and in January 2017 began the closure process, Cummings said.

It takes about 10 days to pump a tank with "foamcrete," a concrete with a foaming agent in place of traditional aggregates, making the material lighter and stronger than traditional concrete, he explained. As of March, the design project was about a quarter of the way done, and after the tanks are filled, the pipelines can be filled.

Todd Williams is the on-site project manager at DFSP San Pedro.

"We've had an unusually rainy season here in southern California, and we've faced challenges of land-slides and shutdowns due to the rainy

season,” Williams said.

The schedule has slipped due to weather and water supply issues, and although the project is for a three-year term, the contractor is working toward an aggressive six-month completion schedule, he said.

Williams said there are a number of engineering challenges. Making the regulators happy with the tank closure is a top concern. This includes the State Water Resource Board and the Certified Unified Program Agencies, which fall under the administration of the Los Angeles Fire Department. These entities regulate the underground storage tanks to preserve, enhance and restore the quality of California’s water resources and drinking water for the protection of the environment and public health.

Other difficulties include water supply due to the aged infrastructure. Mixing the foamcrete requires a lot of water, which DLA must be able to supply. Shift work also presents its own set of challenges because the terminal operations contract workers are on a 24/7 operational rotation, he said.

Cummings added that another issue is protecting an endangered species, the Palos Verdes blue butterfly, and one classified as threatened, a small bird known as the California gnatcatcher.

“It’s really important not to affect their natural habitat and breeding season, so we can’t just run across with bulldozers; we have to be very sensitive,” he said. “Everything is coordinated with environmental groups at Seal Beach and our DLA Energy environmental remediation team, so contractors know where they can and cannot go.”

DLA conducted an assessment of the potential environmental impacts of the temporary closure in 2015. It determined that the temporary closure of DFSP San Pedro and use of other fuel facilities would not have a significant impact on the environment.

From Williams’ perspective, the closure helps meet the Environmental

Heavy equipment is necessary to remove a 14-inch JP-5 cross-connect valve at Defense Fuel Support Point San Pedro.



Carl Lind

Protection Agency's 2025 goal that all USTs be double-lined; those at DFSP San Pedro are not.

"This project reduces the liability for DLA Energy and DoD as a whole," he said.

He explained that by providing fuel support through contactors, DLA can still support customers without the expense and environmental risk posed by the San Pedro site.

Strategic engagement is key, Cummings said.

"We've been able to establish part-

nering relationships between Installation Support for Energy and Navy Weapons Station Seal Beach, Naval Facility Southwest, Navy Region Southwest and Naval Facilities Engineering Command so we can make this project successful," he said.

Although DLA Disposition Services is normally not involved in the disposition of real estate or storage tanks, it continues to be a key player in the cleanup of the DFSP San Pedro.

"We have prepared a memorandum of understanding between DFSP San

Pedro and DLA Disposition Services Camp Pendleton for the receipt in place of property that is deemed as scrap," said Barry Thompson, a DLA Disposition Services property disposal specialist. "On our initial visit, we inspected the property and verified which items will be considered scrap and which items will be considered usable."

The usable property is delivered to DLA Disposition Services for the possibility of reutilization, transfer or donation, through a program that

DLA FUEL SITE SUPPORTS HANDS-ON RESCUE TRAINING

Defense Fuel Support Point San Pedro served as more than a key Defense Logistics Agency Energy fuel facility when it recently hosted first responders practicing rescues of victims in confined spaces.

This past April, the Los Angeles Fire Department's Urban Search and Rescue team (Task Force 85), the DFSP San Pedro site manager and the contractor performed rescue entry drills into a valve pit and a fuel tank. The event gave 38 emergency personnel the chance to learn and practice rescue techniques in confined spaces.

"Gaining access to real confined spaces to train in is difficult," said LAFD Station 85 Capt. Tim Werle.

To access such areas, the LAFD uses a custom technical rescue vehicle. The self-sufficient vehicle can power their equipment and lighting; provide air and hydraulic supply for the variety of lifting, cutting and breaking tools and equipment; and carry items, such as fiber-optic devices for state-of-the-art searching.

"The ability to have a controlled environment for training helps us to work on theories we have about better rescue operations," Werle said. "The tanks at the fuel depot presented us challenges we were able to work through."

Three shifts from LAFD Fire Station 85 participated in one-day training scenarios involving victims stuck in the bottom of a valve pit or in a fuel tank. In each scenario, rescue personnel must enter the tight space, then locate and extract the victim, whose status is unknown.

The lessons the rescue teams learned set the foundation for future missions, including tethering versus non-tethering entries, as well as search patterns and rapid extraction of rescue personnel, Werle said.

"These techniques allow the entry teams to perform their duties with greater efficiency, knowing the layout of the structures involved," he said.

Given the closure of DFSP San Pedro, however, "this will most likely be the first and last time for this type of rescue training," said Todd Williams, DLA Installation Support for Energy facility manager and on-site project manager at DFSP San Pedro.

— Elizabeth Stoeckmann



Los Angeles firefighters prepare to train in rescuing victims from combined spaces at Defense Fuel Support Point San Pedro.

Courtesy Photo

offers usable assets to other DoD, federal and state agencies. DLA Energy provides turn-in documents that indicate items are scrap while they remain at the DLA Energy location to avoid transportation costs.

There is no cost to either entity of DLA for the removal of the scrap, Thompson said. In fact, DLA receives a percentage of what the scrap is sold for.

DLA Installation Support for Energy provides the overall management of the \$15 million closure effort. Completion will result with environmental compliance and successful transfer to the Navy, Cummings added.

Turn Up the Heat

Following the closure, DLA Installation Support for Energy project managers will oversee the testing of two aggressive technologies to clean the soil and groundwater around two tanks at DFSP San Pedro: electrical resistance heating and steam injection.

ERH is an aggressive remediation technology developed for the Department of Energy in the early 1990s. It delivers an underground current to an array of metal rods. The heat converts groundwater into steam so contaminants can be removed more easily. This technology will be used near Tank 3, where the fine-grained soil and clay will prevent the current from traveling outside the area.

This technique can simultaneously treat the petroleum in saturated and unsaturated soil, as well as groundwater. ERH is often used to clean sites where other technologies have had limited success, and to remediate quickly and completely.

The second technology uses steam injection coupled with a multiphase extraction of soil vapor and groundwater. By introducing heat below ground around the contamination plume, the fuel contamination is displaced and broken up, making the extraction easier. Steam injection is a very effective removal technique well suited for large sites, like Tank 20, with petroleum re-

leases in sandy soils and moderate permeability, because the heat is well controlled by the lateral distribution of steam in the treatment area.

Selecting the most appropriate heating technology is influenced by the specific site's subsurface permeability, as well as the properties and distribution of the contaminants.

This testing at DFSP San Pedro will determine how to best implement proven technologies at other tanks in the fuel facility to meet the aggressive schedule at DFSP San Pedro.

"There are two reasons we're doing this: to promote the cleanup of the site and to facilitate return of the property back to the U.S. Navy," said Carol Heeney, DLA Installation Support for Energy project manager.

Both technologies are cost-effective and efficient, and the test will provide the site-specific data necessary to implement them, Heeney explained.

Cleaner, Faster, Cheaper

Laura Fleming, environmental division chief for DLA Installation Support for Energy, explained that the new technologies will take less than two years to remediate the World War II-era site, with an overall cost savings of up to \$20 million, compared with standard commercial technologies that would take up to 40 years.

"It's not intrusive, and there should be minimal or no disturbance to the habitat. But we will need to evaluate this before we initiate the pilot test," Fleming said. "Basically, probes are put in the ground and they are either injected with steam or electricity that 'cooks' the soil. The fuel vapors are collected using a vacuum technology to avoid emissions into the air"




"DLA is completing a large and very complicated remediation at a heavily regulated site," Heeney said. "All the while, great care is taken to prevent and minimize impacts to the sensitive ecological habitat at DFSP San Pedro."

She noted that DLA chose to test two tanks in areas with differing geology and physical composition.

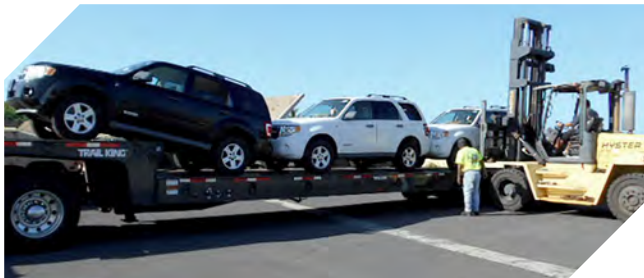
"The testing will tell us how to apply these two technologies for other tanks in the area," she said.

Once the contract award is complete, the pilot testing is expected to take less than 10 months, including equipment installation and the remedial operation.

"We're excited to get the pilot test started so we can meet leadership's goals and reduce liability to the government," Heeney said.

Following successful testing, DLA Installation Support for Energy plans to roll out similar cleanup technologies at other tanks in fiscal 2018 and 2019, based on funding availability. 

DLA NewsWire



AGENCY HELPS PUT FORMER MILITARY VEHICLES ON THE ROAD AGAIN

Three sport-utility vehicles that once supported American forces will be returning to the road overseas as part of a Foreign Military Sales case with Moldova.

According to a recent field report, the three 2008 Ford Escapes provided are valued at more than \$30,000. Property Disposal Specialist Gilbert Delagente at the DLA Disposition Services site at Pearl Harbor, Hawaii, described the transaction as his most challenging shipment since joining DLA Disposition Services as an RTD specialist.

"The vehicles were on a FMS freeze since December 2014," Delagente said. "When I finally received the approval to process the shipment, there were numerous issues."

Delagente explained that Moldova's lack of a port of debarkation was a challenging issue, but he was able to overcome it with help from local transportation personnel at DLA's Distribution Depot and the Fleet Logistics Center. The experts from DLA and the Navy were able to find an alternate port in Romania.

Vehicles received by the Moldovan National Army from the U.S. government through technical assistance programs are used to strengthen operational and peacekeeping capabilities and used to replace old remaining transport units, according to the Ministry of Defense. The ministry also noted that Foreign Military Sales personnel and contact persons were always helpful in resolving any administrative and logistic issues linked with the departure and receiving of vehicles, technical assets and spare parts.

— Tim Hoyle
DLA Disposition Services

More online: go.usa.gov/xNEje

D-DAY VETERAN REFLECTS DURING MEMORIAL DAY OBSERVANCE

A World War II combat veteran offered a narrative of his military service in Europe to Naval Support Activity Philadelphia employees as part of a Memorial Day observance May 18.

Les Cruise, a 91-year-old Horsham, Pennsylvania, native, parachuted into Normandy, France, during the D-Day invasion June 6, 1944, with the 82nd Airborne Division.

The Defense Logistics Agency Troop Support workforce, along with other Naval Support Activity-Philadelphia tenant employees, listened as Cruise recounted how he enlisted in the Army in the winter of 1942 and then volunteered to be a paratrooper. He was sent overseas and assigned to his unit as a replacement in 1944 for the invasion of Europe.

"This is a friend of mine. We jumped into Normandy," Cruise said, projecting an old photo of his friend on the screen. "On the 7th of June, we were receiving an artillery barrage on one side of the road and some guys got killed and we were ordered to go and take up their position. Unfortunately, as we hit the other side of the road, we heard more artillery coming down."

— Jason Kaneshiro
DLA Troop Support

More online: go.usa.gov/xNNZE



Jason Kaneshiro

PERSONAL EXPERIENCE: WHY DST IS IMPORTANT, WHY I WOULD DO IT AGAIN

Many people have asked me why I volunteered to go to Kuwait. Even more have asked me if I was scared.

If I am very honest, the answer is yes. But if I admitted that, even to myself, I would not have gone.

So I smiled and said no, of course not. What is there to be scared of? The worst thing that could happen to me is I get a paper cut. I was going to be in a very safe environment. And after all, the Kuwaiti people like Americans.

When I started with the Defense Logistics Agency, I wanted to learn everything I could about my job and how to do things as efficiently as possible. I soon found a division of duties and a lack of "cradle-to-grave" opportunities meant I would not be learning everything I had hoped to.

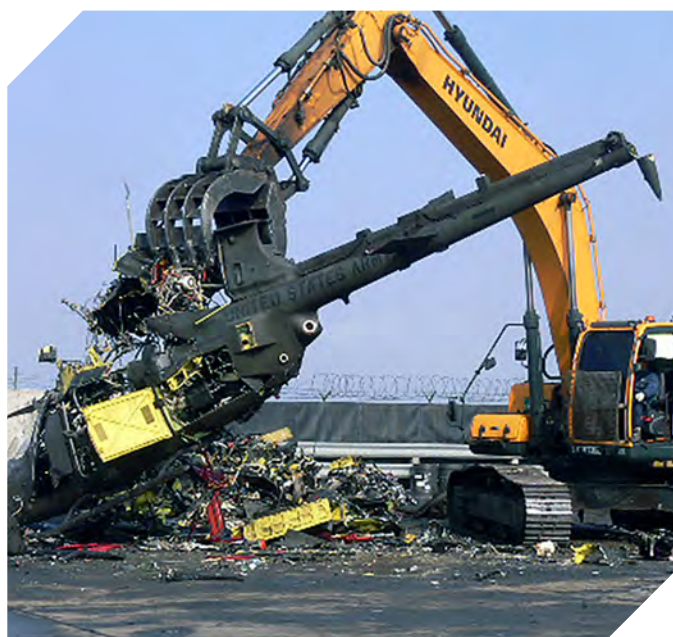
I was coming to the end of my intern program and learned about DLA Support Teams. These very unique teams of volunteers represent DLA by deploying overseas for six months to provide support to the nation's military personnel downrange.

I got started by interviewing in 2013 with the DLA Aviation Customer Operations Directorate team supporting the DSTs and was forewarned, deployment was not easy or pretty. One of the team members told me, "You carry your own weight and then some. Life is sometimes rough and where we have a decent place to live for six months you are often called on to do jobs outside your comfort zone."

I thought I was a good candidate for the deployment. My husband and I shared seven children (six have served in the military, and the seventh married a Navy nuclear propulsion technician). My husband is retired Army, my brother was a Marine, my father was a tail gunner in World War II. I have been around a lot of military personnel. I thought I could not only get a better idea of what they have lived through, but would also become a better employee for DLA by understanding the real needs of the men and women downrange, and what they face on a daily basis.

— Amelia Stanko
DLA Aviation

More online: go.usa.gov/xN9FF



DLA, Gimcheon, Korea

GIMCHEON STAFF HELPS RETIRE AGING WARRIOR FROM THE SKIES

Not all of the vehicles involved in the Army's divestiture of excess items travel on wheels or tracks; some use rotors to fly through the air.

Recently, Defense Logistics Agency employees from the DLA Disposition Services site at Gimcheon, Korea, helped the Army's 17th Cavalry get rid of 27 of its OH-58 Kiowa Warrior aircraft. The Kiowa Warrior is a single-engine, single-rotor armed reconnaissance vehicle generally used to support troops fighting on the ground.

Area Manager Terry Harrington said the workload was a challenge with the increased turn-ins from the Yongsan Relocation and Land Partnership Plans, but noted the team there "contains seasoned professionals that aren't

new to these types of challenges ... without incorporating overtime or extra shifts."

He noted that Air Force Master Sgt. Kenneth Pugh, Gimcheon's Property Management Branch chief, served as a project lead for the divestment, working with Ronald Beach, chief of the Logistics Management Division for the Armed Scout Helicopter Project Office.

Contractors performed the required demilitarization of the helicopters with an excavator. Harrington said the disposal support representatives were "extremely meticulous" during their inspections of each Kiowa given the type of weapon system and the gravity of the effort.

— Tim Hoyle
DLA Disposition Services
More online: go.usa.gov/xN9Fu



The Outpost Food Truck awaits soldiers to test out the food menus at the Joint Culinary Center of Excellence Field Feeding Training Area, Fort Lee, Virginia.

CHOW TRUCKS

ARMY FOOD SERVICE GOES MOBILE WITH DLA TROOP SUPPORT

Story by Alex Siemiatkowski
DLA Troop Support

Whether they're in the field, on their way to the motor pool or leaving the gym, soldiers at two Army posts are lining up to grab a bite to eat at food trucks parked nearby.

Defense Logistics Agency Troop Support is partnering with the Army to help bring its food service into the 21st century with a pilot food truck program.

The first meal-service vehicle began testing operations in February at Fort Lee, Virginia, and two more began at Fort Stewart, Georgia, in March.

"DLA supports our efforts by contracting our prime vendors and

ensuring that the vendors provide quality subsistence that meets our soldiers' satisfaction," said Stephen Primeau, food service system analyst with the Joint Culinary Center of Excellence at Fort Lee.



Army Spec. Jamie Beale

The goal of the food truck program is to provide soldiers with a quick and healthy food option in training and field environments, and in other locations where it may be difficult to access a dining facility.

"The food truck phenomenon is exploding in the civilian foodservice industry, and the Army wants to take advantage of this opportunity to be able to provide it to our soldiers," Primeau said.

While vendor food trucks are allowed on Army installations through the Army and Air Force Exchange Service or the

This Asian-style meal is one of the dishes available from the Outpost food truck on Fort Stewart, Georgia. Other options include a bacon burger, wrap, sub or a hearty scratch salad with your choice of meat.

Soldiers from the Marne Reception Center put in their lunch orders at the Outpost food truck and wait to be served. The food truck is a convenient way for soldiers to get chow on the go.

Morale, Welfare and Recreation activities, the Army-operated food trucks are part of the service's food program, Primeau said.

A non-commissioned officer and two chefs operate the food trucks, dubbed "The Outpost" following a naming contest, and currently serve breakfast and lunch.

Sgt. Vantayshia Jones, a culinary NCO with the 135th Quartermaster Company, 87th Combat Sustainment Support Battalion, 3rd Infantry Division Sustainment Brigade, is the team lead for one of the food trucks at Fort Stewart. She said the workspace in the truck is tight.

"We're always bumping into one another," she said. However, "I believe every culinary specialist and NCO should experience being on a truck and moving fast food on wheels versus out of a building."

The food trucks have made it easier for soldiers who may live or work far away from the dining facilities to grab a bite to eat, Jones said.

"The Army has definitely expanded [their] food service capabilities by creating the Army food truck," Jones said. "It's an amazing opportunity, and all soldiers who are able to give it a try, I say they should."

Breakfast has been more popular, especially the made-to-order English muffins and the breakfast bowl with tater tots, said Cornelius Williams, Fort Stewart food program manager. They also serve bagels and croissant sandwiches, as well as wraps for breakfast.

"Along with that, they can get fresh fruit, cereal and juice, so they have a nice nutritional menu," Williams said.

For lunch, soldiers can select an Outpost burger, panini, wrap or sub, Asian specialty bowl or a salad. Lunch also

comes with a side dish and drink. The Outpost burger is served with a special sauce, four different types of cheese, mushrooms and onions on a sesame bun.

"We put our special spin on the Outpost burger," Williams said. "I think you just can't be American without having a great burger."

Primeau and Jose Millan, JCCoE senior food service system analyst, are the food-truck project officers at Fort Lee. They began researching the best ways to modernize the Army food program in 2011. Five years later, the JCCoE purchased the three food trucks.

"We tested menus and determined adjustments to the layout of the truck," Millan said.

Those lessons they learned were shared with foodservice personnel at Fort Stewart, the second test site.

David Edmonson, a customer service specialist with DLA Troop Support's Subsistence supply chain, was at Fort Stewart April 3, when the food trucks there opened.

"I thought it was a good idea, and I was curious to see what it would look like," Edmonson said. "I saw about 20 to 25 people in line while I was there, which is fairly decent for something that is brand new."

The transition to supporting the food trucks was smooth, Edmonson said. The Subsistence supply chain provided \$2.5 million worth of food to six DFACs at Fort


Stewart last year. The items are delivered to one dining hall, where they're prepared and then loaded on the trucks.

The food trucks are being tested at different locations at Fort Stewart, such as barracks, the motor pool and fitness areas, to determine where they work best, said Williams. The trucks are also open 30 minutes longer than the dining facilities, in case a soldier doesn't get to the dining hall in time.

"A lot of times, these installations were built so long ago that the dining facilities are not centrally located in the soldier's footprint," Williams said. "We get out to the soldiers where they work and also where they work out at the gym. We also met with the Better Opportunity for Single Soldiers program to get their feedback on where they think the trucks should be located."

During their first week, the food trucks served more than 400 meals, Williams said. By the end of April, more than 2,300 meals had been served.

The JCCoE will evaluate the pilot program after six months to determine the next step. Multiple installations have shown interest to host their own food trucks, Primeau said.

"I think we have a nice variety of menus, and we are still collecting feedback," Williams said. "After the test we will have the defined menus that soldiers prefer. We couldn't do this program without DLA Troop Support." 



I AM

DLA

**My name is:**

James Secrist

I am:

A DLA Land and Maritime small business specialist.

Describe your job in a sentence:

I serve as a liaison between small businesses and contracting officers. We help bring contracting officers together with small businesses so that DLA can maintain a robust industrial base.

How long have you worked at DLA?

A very long time. When I started with DLA, we did have computers, but just one, and it filled a room.

What is your favorite thing about working for DLA?

The jobs I've had at DLA have given me the chance to do different things every day. I like having the flexibility to learn new things and solve new problems.

What are your best memories of working here?

I remember the day a co-worker returned to work after recovering from a devastating stroke. He was so happy to walk in, and we all so happy to have him back. It was a forever-reminder of how lucky many of us are to come to work in good health each day.

How do you make a difference?

Just little things that all of us do. Help a caller. Say "hello" on the elevator. Those things add up.



James Secrist