

DEFENSE LOGISTICS AGENCY

LOGLINES

The Right Solution — On Time, Every Time

May / June 2017



AVIATION NUCLEAR ENTERPRISE SUPPORT OFFICE

Sustain and Deter

DLA Aviation Pioneering
Advances in Ballistic
Missile Support

Mementos of the Trenches

A Soldier of the Great War Comes Alive
Through Supply Items Brought Home

Aloft and Alert

Surveillance Aerostats and Border Patrol Support

Safety Squad

DLA Veterinarians Ensure Food Safety



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

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DLA VICE DIRECTOR

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SENIOR EDITOR

John R. Bell

WRITERS

Beth Reece

Dianne Ryder

LAYOUT AND DESIGN

Paul Henry Crank

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Headquarters, Defense Logistics Agency
Office of Public Affairs,
8725 John J. Kingman Road, Suite 2545,
Fort Belvoir, VA 22060-6221

From the Director


As my time as your director comes to a close, I want to take this opportunity to share my thoughts on the great work of the Defense Logistics Agency and offer my personal thanks for your outstanding efforts.

First, as I close my third tour of duty with DLA, I want you to know that our Strategic Plan has served us well. Our warfighting customers at the combatant commands continue to include us in their deliberate planning processes and rely on us heavily for real-time operational support. Our work with the combatant commands is wide-ranging and diverse. Beyond our massive and ongoing contributions to U.S. Central Command, we have expanded our reach. DLA's support of U.S. Strategic Command is well received and must continue. Our support to U.S. Southern Command, while less materiel intensive, is no less important to helping our nation advance its foreign policy priorities.

DLA continues to improve in our support to the military services, particularly their depots and shipyards. Our implementation of the Base Realignment and Closure 2005 directive continues to be a shining example of the benefits of customer collaboration. As a growing part of our mission, our whole-of-government customers, particularly the Federal Emergency Management Agency and the U.S. Army Corps of Engineers, will continue to pay dividends and ensure we are ready for natural disasters.

I would also like to express my appreciation for your focused efforts on other areas of our Strategic Plan. DLA continues to excel in our audit preparation, and I expect the agency to remain a leader and continue to serve as a good steward of taxpayer dollars. I am also pleased to see the progress made in Process Excellence, particularly continuous process improvement. Our CPI efforts across the agency continue to accelerate. Keep up the good work.

On a personal note, I would like to express my appreciation to Vice Director Ted Case for his unwavering support and invaluable perspective. I want to thank my "battle buddy," Command Sgt. Maj. Charles Tobin, whose positive energy and enthusiasm for the mission have been an inspiration to us all.

Lastly, as I close out my 38-year Air Force career, I want you to know that the opportunity to serve as your director has been an honor and a privilege, and I wish all of you the best in your future endeavors. 



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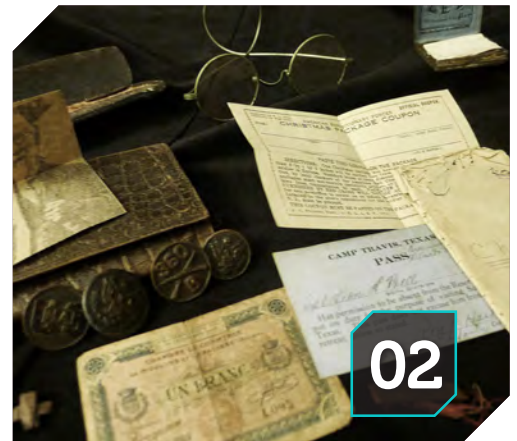
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MEMENTOS

OF THE TRENCHES

A SOLDIER
OF THE
GREAT WAR
COMES ALIVE
THROUGH
SUPPLY ITEMS
BROUGHT
HOME

Army Sgt. Leon H. Bell, sometime in 1919 in
Beaumont, Texas, after returning from service
in World War I.

Courtesy Photo

Story and Photos by John R. Bell

2017 marks the 100th anniversary of the United States' entry in World War I. America declared war April 6, 1917, and the first troops began arriving in Britain in June.

The Defense Logistics Agency would not exist by any name for another 44 years, but a few supply items carried by one soldier in the "Great War" give us insight into the lives of the men who fought it.

Who were these warfighters of a century ago? What did they think about? And what were their lives really like?

For me, the daily life of the "doughboy" became more real when my father recently sent me a box of small personal items, letters and notes his father, Army Sgt. Leon H. Bell of Caldwell,

From bottom left, clockwise: French emergency currency; unidentified uniform insignia; Army uniform buttons, wallet; spectacles and case; newspaper photo of unidentified man, French cigarette rolling papers; label for a Christmas package; liberty pass from Camp Travis, San Antonio; remains of medal or pin; 1913 essay on character.

Texas, had brought home after serving in France in the 90th Infantry Division, 360th Infantry regiment, B Company, made up of Texas and Oklahoma draftees. (When the unit later took in soldiers from other states, they decided the "TO" on the unit patch instead stood for "Tough Ombres.")

My paternal grandfather died long before I was born, so these things he brought back have given me a chance to learn more about him and the war he and his compatriots fought to stop Imperial German aggression.

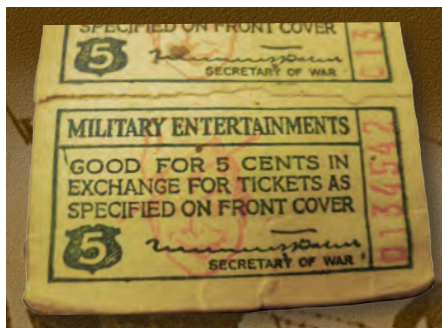
One thing many did not bring back was their lives. During the St. Mihiel and Meuse-Argonne Offensives of 1918, the 360th Regiment alone lost 254 men, not counting another 32 listed as missing. Just in Bell's own Company B, 12 men were killed. Many others were wounded or exposed to mustard gas. The 90th received many letters of commendation for its service, including from General of the Armies John "Blackjack" Pershing.



A comedic poem satirizing Kaiser Wilhelm found among Bell's wartime items.

Most of the items my grandfather brought home are things DLA Troop Support now provides in some form. Leon was only 23 years old, but he wore (or at least was provided) a pair of spectacles, framed in wire made of what is likely tin, given the lack of rust in the era before stainless steel or aluminum.





A 5-cent entertainment coupon provided to military service members.

They were stored all these decades in a small painted metal case.

Based on photographs of other soldiers wearing identical glasses, I suspect these were supplied by the U.S. Army Quartermaster — one of several ancestors to DLA. On that note, the modern U.S. Army's 90th Sustainment Brigade claims lineage from the 90th Division, which was deactivated as a regular unit after the war but revived off and on over the decades.

Thankfully, there were no food items in the box. But there was one object that could be considered part of the Sustainment supply line at that time: a tiny tin of cigarette rolling papers. The French label makes clear they were not official U.S. Army issue. But it's well-known that for years, American service members from all branches were

Close-up of uniform buttons, including U.S. National Army.

provided cigarettes along with their C-rations or K-rations.

As far as the Clothing and Textiles supply line, the only uniform elements my grandfather brought back were coat buttons — but even they have a story to tell. Along with the usual U.S. Army buttons with the eagle emblem are two marked "USNA" for "U.S. National Army," the corps of draft and volunteer soldiers who joined after the U.S. declared war, as well as a button with the crossed rifles denoting Infantry, below the unit number of 360.

I wondered: Were these buttons spares the Army provided every soldier? Or were they cut from the uniform coat, long discarded or lost? This in turn led me to wonder: What happened to the coat itself? In the era long before DLA Disposition Services, did the Army demand the coat back for repurposing?

Although the buttons are all that remain of Leon's uniform, we can see it in full in the photograph on page 2, complete with the broad-brimmed felt hat the Army used even into the early months of World War II. The heavy wool coat was surely uncomfortable in the South Texas heat of Camp Travis or even in summertime Europe, especially in battle.

Medals in modern times are the responsibility of the Medals and Insignias



A poster promoting the 'Services of Supply,' a World War I-era ancestor to DLA.

division of DLA Troop Support, through contracts with private manufacturers. Among Leon's items, the only sign of a medal is a tarnished brass pin with tatters of ribbon. In fact, it might instead be the remains of some type of non-award pin, such as the American Legion pin, also pictured. The list of medals awarded to soldiers of the 360th as of 1918 does not include Leon Bell's name, but like all the men he served with, he would have been eligible for the World



LOGISTICS AND AMERICAN ENTRY INTO THE GREAT WAR

Wheat and thin strips of wood: Did these benign supplies really play a role in getting America into World War I?

In fact, logistics played a key part in bringing our nation into this conflict — in particular, America's policy of, despite official neutrality, providing supplies to Britain via merchant ships.

At the turn of the 20th century, most Americans had grown weary of nearly a century of war. In the latter half of the 19th century alone, Americans fought and died in the Civil War, the Spanish-American War and the Mexican War, not to mention the Indian Wars. In fact, Woodrow Wilson ran for re-election with the slogan "He kept us out of war."

But soon after war broke out in August 1914, America began to supply food, materials and even munitions to Britain and other German enemies, such as Italy. Germany — itself under pressure from a British sea blockade — began using its "unterwasser" boats, or submarines, to sink these merchant ships in 1915. The Germans believed that American merchant ships, by delivering supplies, were contributing in a real way to the success of their enemy, Great Britain.

"Cruiser law" of the era dictated that unarmed vessels first be boarded, inspected for contraband, and if contraband was found, be afforded enough time for crew and passengers to escape via lifeboats. The first such attack, in January 1915, was of the ship *William P. Frey*, which was carrying wheat to Britain. Germany sank several more U.S. merchant ships that year. However, because of the comparatively genteel

rules of engagement, most of these early sinkings brought no casualties.

This changed, however, with the sinking of the British ship *Lusitania* in May 1915. The attacking submarine gave no warning and made no attempt to rescue passengers. The attack killed nearly 1,200 civilians, including 128 Americans, many of them prominent civilians instead of the isolated losses of working-class merchant mariners in previous attacks. The sinking of the *Lusitania* led to widespread criticism of Germany, and so Germany soon re-imposed its own restrictions on its submarines.

But by early 1917, Germany was on the verge of losing the war. And so it declared on Jan. 31 that its submarines had the right to sink any ship in the war zone encircling the United Kingdom, without warning.

Between this announcement and the U.S. declaration of war on April 6, Germany sank 10 U.S. merchant ships. The *Housatonic*, first ship sunk after the announcement of unrestricted submarine warfare was carrying wheat to the British government. The second ship, the *Lyman M. Law*, was sunk for carrying what Germany considered lumber — in actuality thin strips of wood used to build lemon crates.

However, it was the sinking of three merchant ships in the same weekend in March that may have tipped Wilson

and his cabinet toward war, according to Rodney Carlisle, in his 2007 article for the Canadian nautical journal *Northern Mariner*. The sinking of the *Vigilancia* killed 15 crew members, including six Americans. The other two ships, the *City of Memphis* and the *Illinois*, were empty and on the way back to the United States, but the fact that the Germans made no attempt to warn them, seize any contraband and give the crew a chance to escape was the probable turning point for Wilson, who considered such aggression barbaric, according to Carlisle.

In the Germans' defense, their submarines were at great risk once they surfaced and made their presence known, given that the British government had urged merchant ships to ram German subs when possible.

As to the views of the American public, these ongoing attacks with their civilian deaths, combined with the Rape of Belgium; Germany's offer in the Zimmerman Telegram to return to Mexico a large, recently acquired swath of the United States; and the prospect of a "war to end all wars," turned the nation from isolationism to nationalism. And so America declared war April 6, 1917, with the first U.S. troops arriving in June.

For those American doughboys, it might have all begun with food and lumber.

— John R. Bell

Editor's Note: This article is indebted to Rodney Carlisle's "The Attacks on U. S. Shipping that Precipitated American Entry into World War I" The Northern Mariner, XVII No. 3 (July 2007), 41-66
http://www.cnrs-scrn.org/northern_mariner/vol17/tnm_17_3_41-66.pdf

War I Victory Medal once the war ended.

As interesting as it is to have these objects, it's the random documents that make history come alive for me.

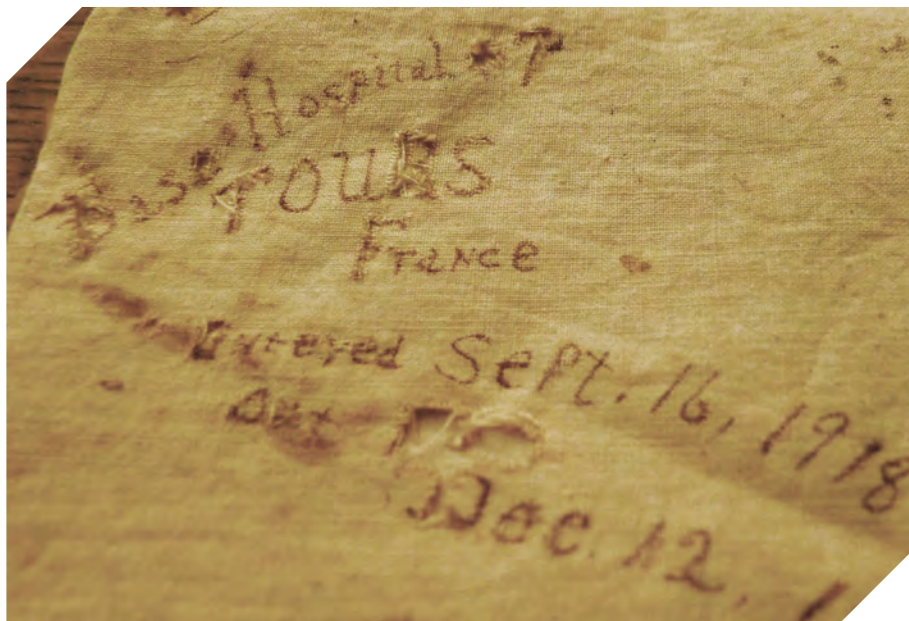
Leon took abundant handwritten notes (all in pencil, all in cursive) during his Army training and deployment, on everything from marksmanship to map and

compass skills. These notes show what soldiers learned and what they thought important enough to write down. Perhaps most amusing is the list of the qualities required for a good scout — among them, good feet.

Clipped from a local water-department flyer, a satirical poem has Kaiser

Wilhelm phoning Satan for advice and outlining the crimes of Kaiser Bill's armies. That Leon saved this and carried it in the war gives us a window into the popular humor of the time, heavy on doggerel and cheeky slang.

In a postcard mailed to Beaumont, Texas, from Buffalo, New York, Leon



A cotton sheet or pillowcase with dates of Bell's three-month stay at the base hospital in Tours, France, recovering from the Spanish Flu.

writes — again in that neat pencil cursive — to his "Hon-o-Mine" Aline. His fiancé of not quite 18 years old, Aline would later become my grandmother.

A liberty pass, signed in fountain pen by his commanding officer (who himself would go on to be mayor of a major suburb of Dallas, Texas) allowed Leon to be away from duty at Camp Travis, to see the sights of San Antonio at a time when the Alamo was a decaying relic.

A Veterans of Foreign Wars membership card identifies Leon as member No. 6 in that VFW post.

A folded handwritten essay on the

topic of "character," dated 1913, might have been an assignment from church or high school that Leon decided to take with him to war as a morale booster. Or perhaps he wrote it during his basic training — which would mean he joined the Army at 18 as a volunteer, well before the war.

That raises an interesting point about federal record keeping and perhaps a lesson on the value of Document Services: A 1973 fire in the National Archives burned most records of Army soldiers from 1912 to 1963. So it's not clear if Leon joined as a private in 1913 or enlisted in 1918 and was promoted to corporal (his lowest rank shown in the surviving records) soon after.

Perhaps most significant is a piece of folded cotton sheeting, pocked with stains and holes, on which Leon recorded his three months at the base hospital in Tours, France, in 1918, recovering from Spanish Flu. For all the notes Leon took during training and deployment, this is his only mention of that time. And he was lucky to survive; more Allied soldiers were killed during the war by influenza than by the enemy.


Likewise, there is only the barest hint at the earlier

weeks Leon spent recuperating among other ill soldiers at the homes of French families in the tiny village of Arbot, near the Western Front. Only the names and addresses of Messrs. Yacotin and Durand are evident of this family's generosity to one young American soldier.

However, there are two letters from the Army responding to requests for his whereabouts from his sister and brother-in-law. I found these letters notable for how personal the responses were from the Army and how little the Army knew about the fate or location of its own soldier.

For me, these items are a reminder of the sacrifices all the soldiers, sailors and Marines of World War I made on the battlefield and at sea — along with the burdens that continued for those lucky enough to come home. Many brought with them bullet, blast and burn injuries from trench warfare and mustard gas. Others returned with what was then called "shell shock," known today as post-traumatic stress disorder.

Yet they also brought to American society an appreciation for their hard-won peace, honored every Nov. 11 first as Armistice Day and later as Veterans' Day, along with a toughness that would help Americans get through the Great Depression and the even bloodier war to follow.

This year, we remember with pride the doughboys of the Great War — along with the men and women fighting in America's military today, who carry, wear, consume and rely on items and services from the Defense Logistics Agency. 

Pin identifying Bell as a member of the reception committee for the 1936 American Legion conference in Beaumont, Texas, where he settled after the war. Medal depicts Spindletop oil well and Navy ship being built in harbor.



**Additional photos are
available on the DLA website**

Visit <https://go.usa.gov/xXK24>



DLA STRATEGIC MATERIALS

MORE THAN JUST

'PILES OF ROCKS'

Story by Dianne Ryder

The Defense Logistics Agency received an early Christmas present of sorts Dec. 23 last year, when President Obama signed the 2017 National Defense Authorization Act, allowing DLA to acquire seven new strategic materials and dispose of several legacy materials in the "national stockpile."

Revenue from the sale of the legacy items will go toward new purchases

and funding for future operations, said Thomas Rasmussen, director of strategic planning and market research in DLA's Strategic Materials office.

"The law requires that we get specific legislation before we sell materials," he said. "Some of the materials we've had since the Cold War."

The latest NDAA allows DLA to dispose of the large stores of chrome-

steel alloy, as well as several metals used in alloys to add strength or corrosion resistance: beryllium, chromium and tungsten (in powder and ore form). In addition, DLA can now dispose of nearly 575 pounds of pure platinum, used for its heat tolerance and corrosion resistance — currently worth about \$10 million.

The new law also lets DLA acquire new materials: high-strength, high-stiffness carbon fiber; tantalum, a corrosion-resistant metal used in place of much more expensive platinum in alloys and capacitors; germanium, a semiconductor used in infrared systems; tungsten-rhenium, used in electronic wiring and in radar systems; europium,



A pile of ferromanganese, used for high strength steel. This shipment was part of a depot relocation project from Warren, Ohio to Lordstown, Ohio.

— Photo by Christopher Johnson



Drummed material of electrolytic chrome is used by the metal plating industry for high-performance alloys in jet-engine applications.

— Photo by Eric Deal

a rare element used in superconductors, color video monitors and memory chips; and boron carbide powder and silicon carbide fiber, both used in personal protective and vehicle armor.

The Strategic and Critical Materials Stock Piling Act provides for the acquisition and retention of stocks of certain strategic and critical materials. It also encourages the conservation and development of sources for these materials within the United States. Such materials, when acquired and stored, constitute the National Defense Stockpile — known simply as the stockpile.

In the late 1980s, the secretary of defense delegated the operation of the stockpile to DLA. DLA Strategic Materials is responsible for the acquisition, storage, management and disposal of materials.

"There's a whole section in Title 50 of the U.S. Code that tells us what we can do, when we can do it and how to do it," said Michele Pavlak, a DLA associate general counsel. "There's a market impact committee that Strategic Materials personnel have to meet with annually, before they can get approval to buy or sell anything, so they don't disrupt the U.S. markets."

Rasmussen explained that the purpose of the Stock Piling Act is to ensure raw materials are available for reconstituting military capability after a military conflict.

"During World War II, it was a

logistical war," he said. "A lot of times, enemies went out of commission because they ran out of critical supplies."

The government expanded its stockpiling effort shortly after the war to protect the U.S. against material shortages as the United States pursued an arms race and a "space race" with the Soviet Union, and as the possibility of another war was ever-present.

"We have to keep certain materials that [the Department of Defense] deems strategic and critical to the national defense, so we're not dependent on foreign sources or a single point of failure," Pavlak said. "It's an insurance policy, basically."



Germanium metal and germanium wafer used by the aerospace industry, along with the night vision optics industry.

— Photo by Vanessa Brown

"Every other year, the secretary of defense is required to report to Congress the department's recommendations with respect to stockpile requirements," Pavlak said. "These recommendations are based upon emergency planning assumptions that are in turn based upon the military conflict scenario used by DoD for budgeting and planning purposes."

Pavlak explained that based on military-conflict scenarios, DoD develops a list of stockpile requirements to replenish or replace munitions, combat-support items and weapons systems required for the conflict. All these elements go into a report to Congress, which determines what materials DLA buys.

Rasmussen said the stockpile increased in size, particularly in the 1950s and 1960s, due to fears of a conflict with the Soviet Union.

"There was a really gigantic stockpile — over \$3 billion worth of raw materials," he said. "And billions of dollars go a lot further when you're buying raw materials than when you're buying airplanes."

In the 1990s, after the Soviet Union fragmented and the threat diminished, so did the need for such a large inventory of raw materials.

"The Soviet Union was a pretty good source of raw materials. They needed to generate hard currency, and they sold a lot of commodities into the market," Rasmussen said. "It became very clear that we didn't need these mountains of material anymore."

During the 1990s, the stockpile started selling many legacy materials quite aggressively. However, as nations



like China became more economically powerful and people became concerned about external threats, the pendulum swung back and there was a renewed interest in reconstituting the stockpile.

"We're also modernizing," Rasmussen said. "Rather than getting very simple, more basic industrial materials, we're getting a lot more technical materials."

Acquisition and sales planning for these materials has already begun, with initial awards expected this year, but getting the authority to buy new materials is a recent development, Rasmussen said. Because decades often elapse between congressional approval of such changes, the changes permitted in the latest NDAA are particularly significant.

"We have to have a review by Cabinet-level groups such as the State Department, Commerce Department and the Department of the Interior to avoid undue disruption," he said. For example, the stockpile at one time had "enough ferrochrome to supply the entire world for five years."

If the stockpile had tried to sell the entire stock of the metal additive, used in stainless steel and other alloys, it could have put private industry out of business.

Congress directs where the money from material sales goes, and it hasn't always been funneled back into stockpile. Although the Stock Piling Act established a transaction fund to pay for the stockpile and its activities, Congress has sometimes diverted money from the T Fund to other programs and redirected the proceeds from the sale of excess materials to unrelated projects.

"For several years, we automatically sent \$50 million to the Air Force, Navy and the Army," Rasmussen said. "Whatever revenues we had, they got \$50 million each."

"Even after the NDAA-specific legislation to acquire/dispose materials is enacted ... each planned acquisition and disposal of materials must be included in the Annual Materials Plan," Pavlak said. "The stockpile manager includes in the AMP the proposed acquisitions for the stockpile for the upcoming fiscal year and the following four years."

Rasmussen said the proposals have helped ensure the stockpile's solvency, for now.


"Sales will continue to support acquisitions and operations for a few more years," he said. "Eventually, we're going to need appropriations to continue operations, but we will continue to fund ourselves by selling off material."

And current stockpile operations are not dependent on new taxpayer money, Rasmussen said.

"We have a separate account, the stockpile transaction fund," he said.

What might appear to the naked eye as piles of rocks are actually materials critical to DLA's mission of supporting the warfighter, Rasmussen said. For example, boron carbide may look like a piece of dark ceramic, but when arranged correctly in a vest, it can stop bullets.

"The things that materials do are

just incredible. It's exciting to us, and we enjoy it, but it's not always easy to share with other people," he said. "Our program doesn't have completed rockets, but we hold a reserve of the things that help make the rocket light and fast." 



Germanium lenses awaiting a recycling initiative. Germanium is used in the lenses of night vision scopes. Inventory is currently stored at Hammond, Indiana.

— Photo courtesy of DLA Strategic Materials Hammond Depot

DLA's Support to Border Surveillance Aerostats

ALOFT AND ALERT

Story by Elizabeth Stoeckmann, DLA Energy Public Affairs

The Tethered Aerostat Radar System is highly effective in force protection and surveillance roles in recent military operations. The use of aerostats offers U.S. Border Patrol a significant tactical advantage in ongoing border and security surveillance operations by deploying payloads as high as 3,500 feet.

— Photo by Donna Burton

Tethered surveillance balloons, filled with helium from Defense Logistics Agency Energy Aerospace Energy, are helping law enforcement defeat and deter the smuggling of people and narcotics into the United States.

The balloons, technically known as aerostats, are operated by U.S. Customs and Border Protection and are equipped with an array

of high-powered surveillance and communications equipment.

"The main program we support is the Tethered Aerostat Radar System, and we've been supporting it for more than 30 years," said Doug Smith, director of DLA Energy Aerospace Energy.

TARS, the largest and highest-flying of the CBP aerostats, detect suspicious aircraft flying near the United States' southern border and report them to CBP's U.S. Border Patrol officers, who investigate and, if warranted, interdict the suspicious aircraft.

"TARS is the most cost-efficient capability that we own," according to Richard Booth, director of domain awareness for CBP's Air and Marine Operations, in an article for the Oct. 29, 2014, issue of CBP Frontline by Dave Long. "It's like a low-flying satellite system but [is]

cheaper to launch and operate."

Aerospace Energy supports CBP's continuous surveillance operations for 13 surveillance

aerostats, which detect activity in the air and on the ground. By detecting illegal immigration, the smuggling of people or drugs, as well as staging areas for drug runs, aerostats are among the most cost-effective tools in CBP's inventory.

Aerostats are similar to airships except that they are unmanned, said Rob Brown, CBP program manager for TARS. By lifting radar and other surveillance tools high in the sky, the aerostats increase the effective range of those systems. In addition, the balloons' presence helps deter illegal activity.

TARS uses Aerospace Energy-supplied helium to fly the aerostats as high as 12,000 feet. This allows long-range radar to overcome line-of-sight constraints caused by the curvature of the Earth and the terrain, according to CBP officials.

The average size of the TARS aerostat is 10 percent longer and 15 percent wider than an average surveillance aerostat and is about 70 yards long.

"The smallest of our tactical aerostats, the Rapid Aerostat Initial Deployment system, can fit within the small belly of the larger TARS system," Brown said.

Along the Texas border, CBP operates a half-dozen TARS balloons to monitor known entry points for human and drug smuggling into the United States. Because the Rio Grande and the vegetation in these areas make it difficult for agents to detect and respond to the illegal activities, the agents use aerostats





Courtesy Photo

to carry cameras high above the terrain. This gives CBP a decisive tactical advantage, Brown explained.

For example, Dec. 1, 2016, U.S. Border Patrol agents from Zapata, Texas, working with the Government of Mexico, seized 6,283 pounds of marijuana, with a street value of \$5,026,000. The U.S. agents working aerostat operations observed illegal activity on the Mexican side of Falcon International Reservoir. The agents saw several subjects loading bundles of contraband onto a boat and notified Mexican authorities, who confiscated the narcotics.

Damon Moore, Aerospace Energy supplier operations deputy, said Falcon Reservoir is one of the top bass-fishing lakes in the country and is the site for several major bass tournaments each year.

The segment of the Rio Grande that abuts Texas is the official border between the U.S. and Mexico. With proper licenses, both U.S. and Mexican citizens can access the water. There is no wall, and there are no border checkpoints, which makes the use of the aerostats important for surveillance of illegal activity, Moore explained.

"I have fished the Texas side of Falcon Reservoir on several occasions. And over the past two years, it's encouraging to look up while on the lake and see the aerostats," he said. "Because of the lake's recent history, it gives me an extra sense of security while fishing on the U.S. side of the lake."

"It's the diversity of the Aerospace Energy mission that continues to

impress and give me a sense of pride in what we do each day at work supporting the Department of Homeland Security mission of securing the border from the trafficking of illegal immigrants and drugs," Moore said.

Aerospace Energy manages the worldwide acquisition of missile fuels, liquid propellants for space launch and satellites, aviators' breathing oxygen and other bulk industrial chemicals and gases – including nitrogen, oxygen, argon, hydrogen and helium. The DLA Energy directorate has an enduring partnership with CBP and supplies helium to multiple TARS aerostats along the U.S.-Mexico border in tube-bank trailers.

Aerospace Energy owns and maintains a fleet of helium tube trailers at numerous vendor-fill plants

Using aerostats, Border Patrol agents from Zapata, Texas, observed illegal activity on the Mexican side of Falcon International Reservoir and helped Mexican authorities seize over 6,000 pounds of marijuana.

worldwide, ready to provide helium based on customer demand. This includes short-notice requests, since DLA Energy can quickly react and coordinate to provide the gas when needed, Smith explained.

In most cases, requirements are part of a long-term Aerospace Energy sustainment plan that issues competitive indefinite delivery/indefinite quality contracts for bulk gaseous helium to support numerous aerostat programs around the globe, including CBP programs.

"We have a diverse supply base to meet these program needs," Smith said.

"We coordinate with the Bureau of Land Management [which] manages the federal helium reserve, to buy our helium," Smith said. "The agreement allows the delivery of crude helium to our suppliers, who refine the helium to required quality levels and then provide the helium directly to our customers. However, with gaseous helium, we have trailers that go to the vendor's fill points, load the helium and then deliver it to the customer location."

Smith said they also coordinate with the DLA Energy regions, whose representatives perform quality assurance.

These personnel "go to our vendor fill points to ensure the quality control program keeps the helium we provide CBP on specification," Smith said.

**"DLA'S FLEXIBILITY,
PROFESSIONALISM
AND MISSION
FOCUS IS WORTHY
OF EMULATION
ACROSS ALL OF
THE GOVERNMENT."**

— KIM DORMAN

"We do this for all of our customers, whether Department of Defense, or in this case DHS."

DLA has directly supported DoD aerostat systems for more than 20 years, including operations in Iraq and Afghanistan, and with DHS/CBP domestically for law enforcement activities.

In 2012, CBP began a series of demonstrations with tactical aerostats to counter illegal immigration in the Rio Grande Valley of South Texas, Brown explained.

"The Border Patrol quickly learned how to operate and support the camera-equipped aerostats, and now there are six such systems deployed in the region," Brown said.

After the successful demonstrations, the U.S. Army transferred several aerostat systems and spares to CBP, and now lends the agency additional systems, he said.

DHS's TARS was until recently an Air Force program supported by DLA Energy. DLA Energy's strategic partnership for logistics support with DHS has been in place for five years.

"Throughout these program transitions, DLA always remained and

continues to remain a critical logistics partner with CBP, supporting all of our critical helium-supply requirements," Brown said.

"In addition to providing the helium at better-than-market prices for CBP, DLA consistently demonstrates their outstanding commitment to our law enforcement mission and our program personnel," said Kim Dorman, TARS logistics manager.

"We throw a few curve balls to DLA now and then by relocating deployment sites, changing order quantities off-schedule due to contingencies or simply reacting to unplanned concerns," Dorman said. "DLA delivers what we need, where we need it and when we need it. DLA's flexibility, professionalism and mission focus is worthy of emulation across all of the government."

"We leverage economies of scale [and] buy helium for all of our customers, [which] include DoD, DHS, and support operations at the National Oceanic and Atmospheric Administration," Smith said. "The more requirements we bring to the table, the more interest we are able

to gather from industry. The more competition we receive, the more competitive pricing we receive as well. This is a win-win for all involved: DoD, DHS and our helium suppliers."

CBP has approved spending plans for these aerostats well into the next decade. In 2013, CBP Air and Marine Operations received control of the TARS program after nearly 25 years of U.S. Air Force management.

CBP law enforcement personnel claim these systems are "game changers" due to their effectiveness, relatively low operating costs and overall results in securing the southern border.

DLA Energy Aerospace Energy "will continue to focus on providing logistics support for helium to CBP, as well as all of our customers, in an economical and efficient manner," Smith said. "I'm proud of the work my staff does in support of this mission and look forward to strategic engagement with CBP and DHS, and helping to secure our nation's borders." 

U.S. Border Patrol agents assigned to the Rio Grande Valley Sector in Texas undergo familiarization and training by support personnel from the U.S. Army aerostat program. The Border Patrol agents have been using these camera-equipped aerostats since 2012.



John Milne

DLA Aviation Pioneering Advances in Ballistic Missile Support

SUSTAIN AND DETER

Story by Cathy Hopkins, DLA Aviation Public Affairs

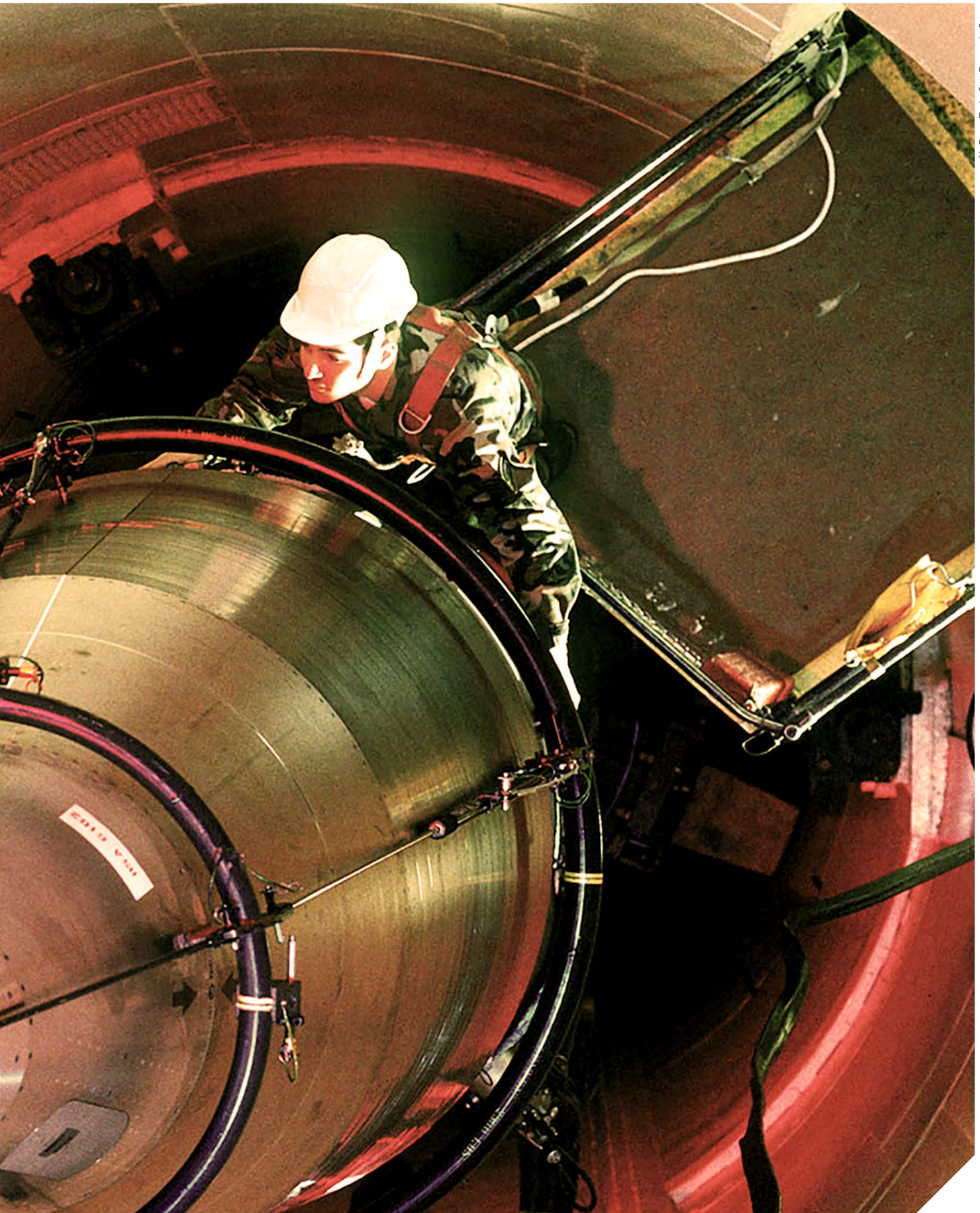
Nuclear missiles may not be what most people think of when they think of the Defense Logistics Agency, but DLA plays a key role in making sure the nation's strongest deterrents are always at the ready.

That's why, when Air Force Lt. Gen. Andy Busch took command of DLA in 2014, he committed the agency to improving its support to the nuclear enterprise. One of his goals as director was to synchronize nuclear support across the agency while making DLA a part of the overall support strategy as the military services modernized their nuclear assets.

DLA Aviation Commander Air Force Brig. Gen. Allan Day and the DLA Aviation team are also committed to improving nuclear support. DLA Aviation has become the agency's lead for support of the Minuteman III, an intercontinental ballistic missile. Land-based ICBMs are one leg of the nuclear triad, along with ICBMs carried by heavy bombers and on submarines.

Recognizing the benefits of synchronizing support efforts across DLA and within the activity, DLA Aviation recently stood up the Aviation Nuclear Enterprise Support Office, in its Customer Operations Directorate. The new NESO office focuses on improving nuclear weapons capabilities, in particular for land-based ICBMs, the air-launched cruise missile, the B-52 and B-2 aircraft and the future deployment of the B-21 bomber.

Air Force maintenance personnel with the 321st Strategic Missile Wing guide the re-entry system for Minuteman III missiles onto a missile guidance set. DLA, in partnership with Air Force maintenance wings, designed point-of-use built sets for launch facilities, stocked with required parts and items to perform 26 maintenance tasks.





Todd Croma

Kim Baird, DLA Distribution Hill, Utah, shelter maintenance supervisor, describes a new support structure [build sets] used for maintaining missile launch facilities and control centers to customers at Hill Air Force Base.

Dave Graves, chief of the new office, updated leaders on DLA Aviation's NESO efforts during DLA Aviation's Senior Leader Conference, Feb. 7-9, 2017, at Defense Supply Center Richmond, Virginia. He highlighted the collaboration between the DLA Aviation NESO office and the Air Force on the ICBM launcher door closure cables and launcher door bulb seal, resulting in modifications that had been needed for several years.

Graves pointed to DLA Aviation/Air Force innovations like the first attempt to provide retail support for Minuteman III's programmed depot maintenance. He described the efforts of two DLA teams in Utah: DLA Aviation at Ogden and DLA Distribution Hill, at Hill Air Force Base. These teams worked with Air Force partners at Hill Air Force Base to create a support structure

to supply the Air Force's three ICBM wings. {See this related article, *Partnership Streamlines PDM for ICBM Wings*, at <https://go.usa.gov/xx5ah>.}

"It is a transformational initiative," Graves said.

He noted that ICBMs are now on an eight-year cycle of programmed depot maintenance for 450 launch facilities (the missile silos and the attached buildings) and 45 launch-control centers (the underground control hub for a network of 10 LFs, where the crew stands watch and, if ordered, launches the missile). The maintenance cycle is 51 days, and the Air Force is covering 57 launch facilities a year.

Graves said this maintenance cycle is possible, in large part,

because DLA created point-of-use build sets consisting of portable containers pre-loaded with the parts

Air Force Col. John Waggoner, Customer Operations director, DLA Aviation, talks to members of the 91st Maintenance Group at Minot Air Force Base, North Dakota. He discussed how to improve Minuteman III sustainment and the Air Force Global Strike Command's role in sustainment success.

and supplies needed to perform required ICBM maintenance. The aviation and distribution leadership teams at the Ogden Air Logistics Complex at Hill Air Force Base are providing strong leadership and making this transformation happen, he said.

DLA Distribution Hill's Deployable Medical Systems Activity designed two types of build sets, one for LCCs and one for LFs. The build set for LCC contains approximately 202 DLA-managed national stock numbers valued at \$46,800 per build set, supporting 15 maintenance tasks. The Air Force will require a couple of LCC build sets per year per base.



Air Force Airman 1st Class Jonathan McElberry

THE SEVERITY OF SUPPORT CHALLENGES IS LESS AS DLA BRINGS SOLUTIONS TO THE TABLE IN CLOSE COORDINATION WITH THE AIR FORCE.

TROOP SUPPORT LAUNCHES DEDICATED NUCLEAR ENTERPRISE SUPPORT

The LF build set contains 294 DLA-managed NSNs valued at \$96,210 per set, supporting 26 maintenance tasks.

"The containers are transported to the ICBM sites, where mechanics perform repairs, and are then returned to DLA Distribution Hill for inventory, billing and replenishment," Graves said. "DLA will have about 15-18 LF container build sets in motion for the customer at all times."

The 309th Maintenance Group, also at Hill Air Force Base, will manage the maintenance planning and the ICBM induction repair schedule.

On Jan. 30, Air Force Col. John Waggoner, director of customer operations at DLA Aviation, joined with team members from Air Force Global Strike Command, Air Force Nuclear Weapons Center, and the Air Force Sustainment Center for their ICBM Sustainment Roadshow. Between Jan. 30 and Feb. 1, the team visited Malmstrom Air Force Base, Montana; Minot Air Force Base, North Dakota; and Vandenberg Air Force Base, California. A visit to F.E. Warren Air Force Base, Wyoming, is planned.

Air Force senior leaders planned the events as candid talks with maintenance troops, defenders and operators on Minuteman III status and the way forward until the new ICBM weapon system, the Ground Based Strategic Deterrent, begins deployment in the late 2020s.

The Minuteman III missile fleet was fielded in the 1970s with an initial 10-year service life, while its launch, command and control systems date to the 1960s.

The "Roadshow" team shared sustainment improvement actions taken, in progress and the impact of the actions for the maintainers in the field.

Waggoner represented DLA on the combined team. He said he felt fortunate to deliver DLA's message and proof of its commitment.

"The first round of visits provided an unprecedented opportunity for the collective Air Force nuclear enterprise support chain to stand before the

Defense Logistics Agency Troop Support heralded the launch of focused sustainment of the Defense Department's nuclear capabilities with the official establishment of the local Nuclear Enterprise Support Office during a ceremony Feb. 27.

The office will coordinate the support that DLA Troop Support's five supply chains provide to nuclear weapons systems platforms, including submarines, aircraft carriers and strategic, long-range bombers.

Each supply chain has a division chief managing materiel support to the nuclear enterprise. Additionally, the Industrial Hardware and Construction and Equipment supply chains established integrated supplier teams to support the enterprise.

It was difficult to ensure materiel availability for all the items the weapons systems required before the concepts behind the NESO were established, said Kathy Nitka, NESO program integrator.

"It's very hard to manage things if they're spread out over the supply chains," Nitka said. "But now there are materiel planners working to directly support these specific weapons systems."

Nitka said an example is the Navy requiring food, medical supplies and other equipment stocked on submarines before leaving port. Tying all of those items to the nuclear enterprise nets them a higher priority over other customers' requirements.

In January 2015, DLA Director Air Force Lt. Gen. Andy Busch created the agency's NESO under DLA Logistics Operations to demonstrate the agency's commitment to supporting the nuclear triad.

The strategic importance of the nuclear weapons systems prompted the creation of the NESO, said Air Force Col. Stephen Petters, DLA executive director of logistics operations.

"We're dedicating teams of people to make sure DLA is exactly where we need to be to support these activities from the services," Petters said.

Nitka said that she appreciates the agency's efforts to align the work across supply chains to sustain the nuclear enterprise.

"I don't think any other program is set up like this," Nitka said. "Under this program, we are absolutely one DLA."

— Jason Kaneshiro



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

Air Force Tech. Sgt. Robert Horstman



Air Force Staff Sgt. Christopher Ruano

Air Force 1st Lt. Allia Martinez, 320th Missile Squadron missile combat crew commander, and Air Force 2nd Lt. Benjamin Lenos, the deputy combat crew commander, perform checks on the strategic automated command and control system in a launch control center at F.E. Warren Air Force Base, Wyoming.

members who execute the mission, so we could share the progress and stand answerable for our efforts to strengthen the nuclear enterprise," Waggoner said. "As a key member of the support chain, DLA was at the top of the Air Force's invite list for the roadshow. It is important we stand beside the rest of the Air Force support team we interact with daily."


"It's always refreshing to interact with the customer face-to-face on their turf,

and the roadshow was no exception," Waggoner said. "The presence of the entire support chain, together, enabled us to quickly focus and tackle concerns on the spot. Our nuclear customers continued to make huge strides over the last several years, but many challenges still exist."

The daily demands of sustaining a capability with zero defects are great. Balancing that need for zero defects with the need for preventive measures requires enormous effort. During the trip, Waggoner said he learned of several emerging support challenges DLA is integral to solving, but as Air

Force personnel commented during the roadshow, the severity of those challenges is less as DLA brings solutions to the table in close coordination with the Air Force.

Waggoner said Team DLA could stand firmly behind its achievements and its progress toward other goals.

"Almost every area within DLA is involved in the nuclear enterprise. DLA set aside more than \$200 million for nuclear enterprise parts procurement, of which \$37 million was for Minuteman III PDM," he said. "In the last 10 months, Air Force nuclear site materiel availability has risen 5 percent." 



A Conversation with ... DLA's Regional Commanders

Army Col. Derrin Williams, commander of DLA Central Command & Special Operations Command; Army Col. Lisa Keough, commander of DLA Europe & Africa; and Navy Capt. Timothy Daniels, commander of DLA Pacific discuss the recent command-and-control change to streamline how DLA supports customers in combatant commands — otherwise known as C2

for all DLA support to the CENTCOM commander, component commanders (Army Central Command, Navy Central Command and Marine Corps Forces Central Command) and the SOCOM commander.

So how were your commands structured before the C2 transition?

Williams: In the CENTCOM area of responsibility, Disposition Services, Energy and Distribution each had a "silo of excellence." All those were feeding back to their headquarters, all of them doing great and wonderful things. But what it meant on the ground was that each one had an inject to the component headquarters in the AOR.

All we've done is flatten the organization so the single person interacting with the component headquarters, as well as SOCOM, is the regional commander — in my instance, the forward commander. We didn't sever all ties between the local primary-level field activity organizations and the PLFA headquarters. We just formalized the information flow, so it now flows through my headquarters as it pertains to operational aspects of their missions.

All the supply chain aspects of the mission still belong to the PLFA headquarters in terms of writing contracts, funding and things of that nature. But for operational support to the warfighter, that kind of cycles through my command now. It's an additional responsibility for us.

Could one of you offer readers a basic description of the command-and-control initiative known as C2?

Williams: For DLA CENTCOM & SOCOM, we combined existing assets — my DLA support teams in Afghanistan and Kuwait — with assets from DLA Energy (DLA Energy Middle East), DLA Disposition Services (DLA Disposition Services Directorate—Central) and DLA Distribution (Distribution Depot Naval Support Activity Bahrain) — into a single brigade-level organization to serve as the single face to the customer



Phil Prater

DLA's first group of regional commanders are, from left, Army Col. Derrin Williams, DLA CENTCOM & SOCOM; Army Col. Lisa Keough, DLA Europe & Africa; and Navy Capt. Timothy Daniels, DLA Pacific.

Daniels: Derrin captured it perfectly there. The issue before was, if the geographic combatant commander or one of the subunified commanders had an energy-related operational issue, they'd go up the DLA Energy channels to get up to the DLA Energy commander. The same for a distribution issue.

So essentially, C2 has singled up that touchpoint, where they go to the regional commander now, and we do the interface across the DLA enterprise to provide the response. So it really simplifies things from the customer standpoint, in terms of how they engage. And then we work the internal DLA dialogues to get at whatever their internal operational issue is.

So with C2, the combatant commander only needs to worry about getting in touch with your office?

Keough: Pretty much. From the Europe and Africa perspective, the one thing it helps create efficiencies with is exercise and planning alone. Before, Energy and Troop Support would each do their own thing for exercises.

Now with C2 and our consolidated Joint Logistics Operations Center, we have a representative from each organization, and you don't have those "silos of excellence" Derrin referred to. It creates a lot of efficiencies, with the regional commands setting priorities for the support and relaying the requirements for the exercises and for the planning.

And with Europe Command and Africa Command, even though the regional commands all have the single face to the combatant commander, supporting them for the enterprise, the regions each have a slightly different take, depending on what combatant command you're supporting. And the challenges are a little different.

For DLA Europe & Africa, I think the one thing we're really happy with is the exercises. We've been working with the acquisition directorates of the combatant commands on the exercise design. We'll be the first entity that is part of a training audience. For most exercises, DLA is just providing a response cell. The Joint Staff is using us for one of our exercises and incorporating DLA now as the training audience for the exercise. So we're pretty happy about that.

And like both Capt. Daniels and Col. Williams said,

it's all about support to the warfighter and making it simplified. Instead of contacting seven people for an exercise, they only have to contact one person.

Could you explain what a training audience is?

Keough: In past exercises, DLA typically provided only a response cell to help combatant commands train the staff at the tier 1 level. And now we'll have training objectives for DLA in JTIMS [the Joint Training Information Management System]. The Joint Staff will be tracking those, and we'll be focused on achieving those objectives.

What was the impetus for the change? Were there problems with the old structure, or was this more about just making a really good system even better?

Williams: Lisa and Tim brought up a critical point in terms of efficiency. The reason we call that "silos of excellence" — it wasn't because someone was failing. Each one of these silos was making it happen for me on the ground. But in terms of efficiencies and unity of effort, aligned under one single command, that's what this change allows.

In my AOR, where things rapidly change, that correlates to speed. So they come directly to the regional commander, and we have authority — to an extent, in terms of on-the-ground operational aspects — to be able to effect change or direct what needs to happen to support the warfighter. And then we just tie that in with the PLFAs. And that's what the combatant command sees — that unity of effort and efficiency gained.

Keough: Like Derrin said, I don't think things were failing, and I don't think we never met a requirement. I just think part of the DLA leadership saw the different stovepipes.

One thing we in DLA tend to not realize is: Terminology matters. And the terminology the enterprise uses isn't necessarily the same terminology the customer uses at the combatant command. So that's another aspect the authority and regional command brings to the table — that translation of terminology. Because it's bad enough when you're talking about the joint warfighter and talking across military services and trying to understand the requirements. But when it comes to a supply chain, a PLFA, or a J-code or D-code [headquarters] requirement, it requires a little translation.

And I think the regional commands bring that

operational translation and set priorities, whereas before, DLA Energy just did its thing if they went to them. But if there were two service components that needed the energy support, it might not have been prioritized right — that one gets it first versus the other warfighter. So I think helping set priorities and translating the requirements is the big bang the C2 authority gives us for the customers.

And our region, just like the others, has multiple colonels and Navy captains. And I think DLA leadership, during strategic engagements, tended to hear it was a little confusing as to who has the lead. Who do I go to for this? Who do I go to for that? And I think DLA leadership wanted to simplify it for the customer.

Daniels: One other point to Lisa's comment: It really aligns well, I think, with what the service components do as well. So you kind of standardized DLA's presence within the regions.

From a service component standpoint: Out here in the Pacific, if PACOM has a Navy issue, they go to Pacific Fleet. If they have an Army issue, they go to U.S. Army Pacific Command. An Air Force issue, they go to Pacific Air Forces. Or Marine Forces Pacific for Marine Corps issues. And now they come to DLA Pacific if they have DLA equities that need to get addressed.

So instead of having the DLA Energy O-6 and the DLA regional command sitting at the table, you'd have either the DLA Europe & Africa, DLA CENTCOM & SOCOM or DLA Pacific representative sitting at the table. And then we'd work within the DLA enterprise to address that. So it really aligns with what the services do within the regions, as well.

Williams: In my AOR, how we couched it is that now, we fill an identified capability gap in centralized C2 for deployed PLFA units in the CENTCOM AOR. Everyone knew we had PLFA units out there. Everyone knew they had headquarters units outside the AOR. But inside the AOR, we could clearly see that the components and combatant commander had to look for a rep for each one of those silos of excellence, to get anything done.

Similar to what Tim said, now all they have to do now is just call one entity. All they have to do is contact us, and we make the phone calls and do all the coordination — vice making one call to DLA Energy,

one to DLA Distribution, and it's all for the same mission. Just give it to us, and we'll coordinate the support of DLA to that mission.

What kind of feedback have you each received from customers since C2 began?

Williams: Here is where DLA CENTCOM & SOCOM is different from DLA Pacific and DLA Europe & Africa: My command is located inside the combatant command (CENTCOM) headquarters, nested in the CENTCOM [Logistics] Directorate. Therefore, feedback on DLA performance is instantaneous, to say the least.

With that said, the initial feedback is that the ability to push issues to one node, to resolve/mitigate internally to DLA is greatly appreciated. It doesn't cut them off from any of the PLFA entities in the theater, because I encourage dialogue and because each PLFA has a specialized skill set and SMEs internally to resolve or mitigate any concerns associated with any mission in the CENTCOM AOR. The difference is, we are included in all of the discussion or development of the resolution issue. In some cases, this is business as usual; in other cases, we're establishing the information flow. In the end, it's uniform across the board now, because of the C2 change. Therefore, the director's intent is being met in the CENTCOM AOR.

Keough: I've always heard accolades given to DLA anyway. And yes, they like C2. It streamlines the interface. It shortens the response time.

But on the flip side, from the PLFAs in my region — the commanders and the ops and the plans-and-exercises side of the house — we also help [speed up] efforts and improve communication within the enterprise. So being tied to the J3 and the director and being equivalent with the J-codes and on the PLFA level — an authority C2 has given each of us as regional commanders — I can now better set priorities and get information sometimes before those commanders in the region hear it from their PLFAs. So I think it improves communication among the enterprise, and I've heard that feedback from some of the commanders in my region also. So not only just accolades from the customer, but also within the enterprise, I think it's improved communication and made DLA's response times better.

Daniels: Definitely, it has sped up the responsiveness

and the communication with the customer out here — PACOM in the Pacific, as well as our subunified commands, U.S. Forces Korea and U.S. Forces Japan.

But Lisa hit on a great point earlier: It has really streamlined the communication among the PLFA presence in the region, in particular on the plans and exercises aspect. We have really improved the cross talk in terms of a planning support effort and exercise support effort to a COCOM or service component out here. We've really simplified things and are producing better support to the customer through improved external and internal communications.

Williams: My location inside of the CENTCOM headquarters coupled with my liaison officer's location inside of the Operations, Plans and Distribution Branches of the CENTCOM [Logistics Directorate]; inside of SOCOM, SOCCENT and MARCENT headquarters; and inside of the component headquarters in the AOR allows my organization to deeply root itself in the planning and decision cycle of the COCOM and components. Therefore, we're able to get ahead of the requirements and know what's coming across the horizon in terms of emerging missions. The end result is responsive support to the warfighter.

The added benefit under C2 is that I can now bring all DLA entities in the AOR together in our theater synchronization meeting and share the information — according to classification, of course. The information sharing is amplified when, on occasion, the supported warfighter will brief the forum on their plan. Synergy at its best!

The end result is the PLFA entities in the CENTCOM AOR become CENTCOM current and future operations SMEs for their PLFAs. If any PLFA has a question about an emerging mission or steady-state operation, their entities in the AOR all have increased awareness — not only of how the PLFA is supporting the mission, but also, because of the dialogue, of how other PLFAs are supporting the same mission.

How about feedback from the combatant commanders?

Everyone's always pleased with DLA's support, in terms of what they get and how fast they get it. They don't see all the struggle behind the scenes. In my AOR, other than the quick action on different issues, having one person to deal with — that's what they appreciate. Vice just throwing the DLA issue in

the air and seeing who catches it, they can push it to one person and have us work all aspects of the supporting one of the operations.

Daniels: From the Pacific side, extremely positive feedback from both the geographic component commander out here, as well as our subunified commanders. For example, as we lead into exercise season out in Korea, we have really singled up the DLA presence out there and are a lot more responsive in terms of how we prepare for and execute that exercise.

And to Lisa's point, I think out here in the Pacific as well, I think we'll start to exercise DLA as a training audience within the exercise cycle. We're trying to insert ourselves earlier in the planning cycle, so we are able to test DLA support concepts to find areas where we can improve support overall.

Could any of you share any challenges along the way? Or was it all smooth sailing?

Williams: Smooth sailing? I wouldn't categorize it as that. [Laughter from group.] But all the challenges were discussed during various working groups established by Logistics Operations. In the end, the working groups proved to be invaluable to the overall understanding of any second or third order effects of the C2 change. In addition, there were multiple briefs to [DLA Logistics Operations Director] Rear Adm. [Vincent] Griffith and [Deputy Director] Mr. [Mike] Scott to adjudicate any friction points and provide additional guidance.

We would then brief the DLA director on the updated status of our respective C2 transition and associated requirement needs. It was truly a collaborative effort to ensure we addressed the C2 transition in a holistic manner. SOCOM was just tracking the change and wondering, "Will our support be diminished?" And in the [CENTCOM] AOR, the question was, "Is everything going to stay the way it is, in terms of support?" In terms of the warfighter, we had to ensure the transition was transparent and didn't impact ongoing operations. So we at DLA CENTCOM & SOCOM reorganized to ensure we didn't lose any touchpoints.

For example: Prior to the C2 transition, we were arrayed in functional branches of the Plans, Operations, and Business Management Office. To caveat, we didn't have a joint logistics operations center. So with C2, we developed a cross-functional organization

consisting of the CENTCOM Support Branch, our one face to CENTCOM, with rapid-fire information flow; SOCOM Support Branch, executing the same mission for SOCOM; and our Business Management Office. So everyone still has their touchpoints.

So communicating was a big part of making this work?

Daniels: Communicating with the customers as well as internally. Having the entirety the DLA workforce in a specific region understanding what was taking place and how things were structurally changing. I've done a number of regionwide town halls and have done them throughout the region when I travel, to talk about the C2 changes. It's really taken a lot of great communication with the PLFAs and their leadership, plugged into the routine PLFA battle rhythms across each of the PLFA activities as we work through this — everything from situation summaries to who's going to report on what.

As an example, on the Energy side, an operational issue can really bleed over to a supply chain issue. It's been a lot of direct communications with [DLA Energy Commander Air Force] Brig. Gen. [Martin] Chapin to make sure if I was going to report on something, we de-conflicted that and vice versa. I've been extremely impressed with the way as regional commanders we've been able to talk directly with PLFA leadership as well as DLA headquarters leadership to effect the C2 changes, to make it successful.

Putting aside C2, are there any larger trends affecting your commands or AORs that the DLA workforce should be aware of?

Keough: The biggest thing is, Europe and Africa is a changing environment. EUCOM is transitioning to a warfighting combatant command. And I think moving from assurance to deterrence is a key aspect for EUCOM.

And then with our support to AFRICOM, it's just harder. We use "2.5 times" on anything you do. It's 2.5 times harder, it takes 2.5 times longer and it's probably 2.5 times more expensive when you do something in Africa.

But I want to say that C2 has strengthened DLA as an enterprise. It's made us stronger in supporting the warfighter. And I just appreciate everybody's support out there. It has not been smooth sailing, but I think the execution of C2 has gone as good as it can go, because of all the support from the enterprise from everybody.

Williams: I would add that it's also strengthened the relationship between the three of us. I knew we had differences, but now I clearly understand their challenges and the differences that we have. And we can feed off each other in terms of executing and resolving problems.


Daniels: I learn a lot from the conversations we have with each other. I think it's been very beneficial.

On the Pacific side: One thing we always talk about when folks come out here is the tyranny of distance. You have the East Coast interactions early in the morning out here, and that bleeds over across the International Date Line to the interactions in the afternoon. And I think it's also true for Lisa; it's her evening and my early morning when we're in some of these forums.

One of the challenges that our theater is working is the growth of some near-peer adversaries or elements. Same with the Europe and Africa side — especially Europe. How do we get at that? It's very complex, from a logistics standpoint, in how we plan and execute support for the warfighter in the Pacific theater. You have an expansive theater, and you have a lot of different concepts being explored out here — "dynamic basing" being one of them. How do we logistically get at supporting some of these warfighter concepts?

Another term being put out there is "multi-domain battle." How do we as logisticians make sure we're poised to support the full spectrum of that multi-domain battle?

Williams: The first thing I would tell the workforce is that DLA is winning in the CENTCOM/SOCOM AOR. But because of those successive wins, I think we'll see an emerging trend of continued reliance on DLA subject-matter experts, as well as capability, in the CENTCOM AOR. And really, that's dictated by the force-manning levels that are imposed, which we can't exceed. Those allow DLA to fill critical gaps in the theater, bringing to bear SME and the capability we bring from across the globe.

A lot of times, we allude to the analogy of the duck floating across the placid lake. On the surface it looks effortless, but underneath, there's a lot of work that goes on in — in DLA Pacific and DLA Europe & Africa as well as DLA CENTCOM & SOCOM — to make it happen. 

DLA NewsWire



Mikia Muhammad

tradition of flag making, introducing museum guests to women like Ross who earned a living stitching flags in independent shops, commercial factories and government warehouses, said Lisa Acker Moulder, director of the Betsy Ross House.

"Philadelphia-made flags have flown in wars, marked America's westward expansion and accompanied presidents all over the world," Moulder said.

As the event coincided with Presidents Day weekend, Farrell displayed a presidential flag and described its symbolism, while embroider Nereida Rivera stitched a vice presidential flag.

"Each lady puts a little bit of her heart and soul into each flag that comes out of the [flag room,]" Farrell said. "Rest assured: As we go on, the pride and passion of the 'flag ladies' at the Defense Logistics Agency flag room will carry on the legacy of Betsy Ross, and we will continue to make flags as the 'Betsy Rosses of the 21st century.'"

In 2014, five of the flag ladies made a replica 13-star American flag, now on display at DLA headquarters in Fort Belvoir, Virginia.

Oral history credits Ross for making the first American flag, with 13 stars in a field of blue next to 13 red and white stripes, at the request of George Washington in 1776, according to the Betsy Ross House website.

The Schuylkill Arsenal, a major supplier of military goods and DLA Troop Support's legacy organization, also employed Ross to make flags in the early 19th century, Moulder said.

"Historic Threads" will be on display at the Betsy Ross House until 2018.

— Mikia Muhammad
DLA Troop Support Public Affairs
More online: go.usa.gov/xX5Tp

'Flag Ladies' Continue Betsy Ross Legacy as Museum-Worthy Philadelphia Flag-Makers

Embroiderers at Defense Logistics Agency Troop Support continue the flag-making legacy of Betsy Ross and the many needle workers who preceded them, a "flag lady" said during a museum exhibit opening Feb. 17.

Linda Farrell is one of 16 Clothing and Textiles flag room embroiders, known as flag ladies, featured in the Betsy Ross House's newest exhibit, "Historic Threads: 250 Years of Flag Making in Philadelphia." C&T's embroiderers are the sole producers of the presidential and vice presidential flags, and other government and military flags.

"I can't put into words the strong emotion that I felt when I saw the exhibit," Farrell said. "I never imagined that I would one day be standing in the Betsy Ross House, not only as a speaker but as part of the exhibit."

"Historic Threads" highlights the city's centuries-long





Defense Working Group Visits Columbus DLA Installation

Members of the Central Ohio Defense Working Group held their quarterly meeting at Defense Supply Center Columbus for a firsthand look at the installation's contributions to global defense and its local economic impact.

The March 3 roundtable discussion included members of local and state political offices, civic leaders, non-profit representatives and military stakeholders. The meetings usually rotate among the participants' sites and facilities. Topics included improving public-private partnerships, infrastructure development and workforce challenges and opportunities.

The group's purpose is to bring members of the defense community together to ensure employers have everything they need to successfully complete their mission, said Steve Tugend, chairman of the Columbus Region Defense Group.

"There's a major 'behind-the-scenes' impact that central Ohio has on the defense community, both nationally and globally," Tugend said. "There are a number of agencies at this installation alone that significantly contribute to national defense, and it's astonishing to consider their global influence in supporting the warfighter."

Defense Logistics Agency Land and Maritime has the largest presence on the installation, with more than 2,500 military and civilian employees. Defense Finance and Accounting Service makes up the majority of the rest of DSCC's workforce.

DFAS Columbus supports military services and large buying commands within the Department of Defense, such as the Air Force and Army Materiel Commands, through contract payments and accounting.

DLA Land and Maritime provides logistics support for the armed forces, which includes purchasing materiel, monitoring inventory levels, maintaining technical data and

assuring quality conformance on more than 2 million spare and repair parts.

Some of the attendees asked how federal executive orders had affected operations at DSCC, including retention and recruitment of qualified applicants. Since many positions at DLA and DFAS require specific job skills in addition to a security background check, the hiring process for them often takes much longer than it does for private sector positions.

DLA Land and Maritime Chief of Staff Griff Warren said the agency's robust internship program alleviates some of the challenges facing the federal workforce. Participants can receive full-time positions at competitive salaries after completing the agency's two-year Pathways to Career Excellence program, known commonly as PaCE.

Site Director Dan Bell said the installation security forces' ability to adapt to changing demands has also greatly contributed to the continuity of operations at DSCC, and he commended the workforce. He said many of the law enforcement officers, safety coordinators and fire-fighters are veterans and remain thoroughly committed to warfighter support.

"The best asset we have in Columbus is a workforce that respects the uniform and respects the American flag," Tugend said. "It's important for this group to meet frequently so we can continue our support for our defense community and identify ways to improve that support."

The meeting concluded with a driving tour around the installation to visit storage and disposition facilities, police and fire-prevention assets and offices of the Ohio National Guard and other military support entities at DSCC.

— Craig M. Rader
DLA Land and Maritime
[More online: gov.usa.gov/xX5ba](https://www.dla.mil/MoreOnline/xX5ba)



Jessica Roman

Stock Positioning, Retail Support Discussed in Logistics Operations Leader's Visit to DLA Distribution

George Atwood, the Defense Logistics Agency's executive director for logistics operations, visited DLA Distribution headquarters Feb. 24 for discussions and to see distribution in action at the Susquehanna facility in New Cumberland, Pennsylvania.

Atwood began with a roundtable discussion with key DLA Distribution leadership. He was particularly interested in improvement efforts in stock positioning, the state of audit

readiness at DLA distribution centers and the benefits of the newly implemented Trans-Arabian Network.

DLA Distribution is improving stock positioning to determine how the military services support small, geographically dispersed units that do not generate large demand patterns. It's also looking at how the organization can satisfy requests locally to minimize the requirements for shipping outside of the area of responsibility.

For audit readiness, DLA Distribution is continuing efforts to meet requirements at all locations. In the coming weeks, book-to-floor evaluations will begin at DLA Distribution Yokosuka, Japan and Susquehanna.

The Trans-Arabian Network's purpose is to significantly decrease air transportation costs to the service components through forward stocking. For example, to forward-stock items as opposed to on-demand air shipments, DLA can save approximately 95 percent.

After the roundtable, Atwood visited DLA Distribution Susquehanna, the organization's largest facility, accounting for 33 percent of the workload across all 25 facilities.

Atwood spoke with employees about challenges in meeting the requirements of the military services, and he saw the distribution process from induction to shipment.

He was specifically interested in seeing the distribution center's high-rise storage and retrieval system, which stores the fastest moving materials. He also toured the sorting area, where materials are separated into dedicated truck lanes. For routine materials, dedicated truck shipments can decrease the cost of delivery to the military services, as they maximize the number of items and the route of delivery for customers in the same area.

Atwood also held an internal town hall with his staff who work at the New Cumberland installation, and he noted how important DLA is to supporting the warfighter.

— DLA Distribution Public Affairs

More online: go.usa.gov/xX5bY

A graphic with a blue and purple color scheme. On the left is a front-facing view of a fighter jet, possibly an F-35, with its landing gear down. On the right, the text 'DLA AVIATION' is in large white letters, followed by 'DELIVERING AIRPOWER SOLUTIONS' in large yellow letters. Below this, in smaller white letters, is the text 'STRIVING TO DELIVER EXCELLENCE IN PERFORMANCE AND RESPONSIVENESS IN SUPPORT OF OUR WORLDWIDE CUSTOMER NETWORK'. At the bottom right is the website 'WWW.DLA.MIL/AVIATION' in yellow.



Soldiers with the 4th Infantry Division, Fort Carson, Colorado, participate in the U.S. Army Natick Soldier Research Development and Engineering Center annual operational ration field trials in July 2016. DLA veterinarians inspect military food supplies, supervise operational ration assembly plants, as well as supply and distribution points, and they approve food sources around the world.

SAFETY SQUAD

Story by Alex Siemiatkowski

VETERINARIANS
ARE BRINGING
MANAGEMENT
EXPERIENCE
TO REGIONAL
FOOD SAFETY
PROGRAMS.

In summer 2015, a veterinary liaison officer for Defense Logistics Agency Troop Support received a call from a Subsistence branch office in California about cucumbers causing people to get sick.

Army. Maj. Kellie Triplett quickly queried the supply chain's prime vendors and retail marketers, such as commissaries, posts and base exchanges, to see if they had the cucumbers contaminated with Salmonella.

"While collaborating with the California Department of Public Health, [the U.S. Food and Drug Administration] and state and local officials, our Food Safety Office discovered the need for the recall on the cucumbers and immediately initiated the ALFOODACT message," Triplett said — referring to safety warnings DLA issues on

food the agency provides.

Triplett and Army Chief Warrant Officer 3 Jacqueline Telesford, food safety officer for the Subsistence supply chain, quickly sent about 2,500 emails to Subsistence suppliers, prime vendors and the military services, notifying them of the recall.

"Knowing if there is a recall on a product can be important in ensuring it doesn't reach customers and affect critical missions," Triplett said.

Although veterinarians are usually associated with providing health care to animals, Army veterinarians are also responsible for food safety and security.

DLA Troop Support relies on Army veterinarians while providing \$2.3 billion worth of food annually to the military and other customers around the world. The



Alex Siemiatkowski

Army Lt. Col. Michael Hansen is a veterinarian and chief of the DLA Troop Support Subsistence supply chain Food Safety Office.

bring to DLA is an integral part of the agency's efforts to feed the warfighter, said Army Col. Brian Kim, veterinary advisor at DLA headquarters in Fort Belvoir, Virginia.

"Many of our veterinarians bring experiences in managing regional- and theater-level food safety programs," Kim said. "Bottom line, the vets have numerous capabilities which can be tapped to benefit the agency."

Triplett is one of two Army veterinarians at DLA Troop Support in Philadelphia. She oversees ALFOODACT messages and recalls that may affect military service members and their families.

In addition to the FDA, she liaisons the U.S. Department of Agriculture, Naval Supply Systems Command and U.S. Army Public Health Command. Relationships with these agencies enable DLA's veterinarians to manage inspections of products, audit requests and certification of overseas shipments, as well as product recalls, she said.

Lt. Col. Michael Hansen, an Army veterinarian and chief of the Food

Safety Office, is Triplett's veterinarian counterpart at Troop Support.

"My role is to answer any food-safety quality assurance questions," Hansen said. "In my role here, subjects have ranged from mold grown on pallets, to salmonella in peanuts and other products. It really does run the gamut."

Hansen graduated from Iowa State University's veterinary school in 2001 and initially went into private practice. He was commissioned as a captain in the Army Veterinary Corps in 2002. At his first duty station at Fort Riley, Kansas, he managed the veterinary clinic and conducted food audits.

He now also helps make sure operational rations meet military standards and have the correct labeling for packaging and inspections. Hansen travels often to provide technical advice at food-quality summits and helps with various product and vendor audits.

In one of his first trips with DLA, Hansen visited a water bottling plant that was producing water with too much non-disease-causing bacteria.

"A team of us went down there and spent two days at the plant, troubleshooting potential sources of environmental contamination," Hansen said. "We

veterinarians help develop food safety policies and programs, in addition to communicating with the military services and partner agencies on issues that may affect food supplies.

In the 1890s, veterinarians were sought to serve in the military to inspect meat, poultry and dairy products destined for frontier posts. A strong academic background in microbiology, epidemiology, pathology and public health has always made veterinarians ideally suited for helping ensure the safety of food, according to the Army Veterinary Corps website.

Established in 1916, the Army Veterinary Corps is now composed of more than 800 veterinarians who support all branches of the military and work in deployed environments, aboard U.S. Navy vessels and at commercial facilities.

They inspect the Subsistence supply chain in the United States, supervising operational ration assembly plants, as well as supply and distribution points. They also approve safe food sources around the world.

The experience Army veterinarians

Army Spc. Tyler Davis, a food inspection specialist at Fort Lee, Virginia, uses a swab to test a food preparation area for bacteria at a Defense Commissary Agency store.



Terrance Bell



Alex Siemiatkowski

Army Maj. Kellie Triplett, a veterinary liaison officer, and Army Chief Warrant Officer 3 Jemme Neal, consumer safety officer, review an ALFOODACT message. Triplett and Neal are part of the Subsistence Food Safety Office at DLA Troop Support, which oversees food safety for the military.

were able to identify some areas they could focus on and they adjusted their sanitation standard operating procedures. We haven't had a problem since, and that has been a real win."

The Subsistence Food Safety Office also comprises Army warrant officers and senior enlisted service members. They translate food safety language for customers and other Subsistence employees, said Army Chief Warrant Officer 3 Jemme Neal, Subsistence consumer safety officer.

"DLA performs quality and food defense audits on their vendors to ensure contractual compliance," Neal said. "The U.S. Army Public Health [Command] performs audits of food facilities so that they can be listed as an approved source. Our office is able to clear up confusion between the two, ensure requirements are met for each and perform the steps necessary to ensure these audits are tasked appropriately."

Army Veterinary Corps officers and warrant officers perform audits of facilities that are or will be approved sources of military food. They review items such as employee hygiene, facility sanitation, programs and procedures and laboratory sampling, Neal said.

"Once the facility is approved, the Department of Defense is assured that

the plant has been thoroughly audited and the food is produced in a safe manner," Neal said.

The Food Safety Office relies on the USDA and FDA to inspect items like meat, poultry and fish. However, it's up to the veterinarians to ensure the safety of bottled water, sandwiches and prepared salads.

DLA also has veterinarians assigned to regional commands in Europe and the Pacific to support Subsistence customers around the globe.

Army Lt. Col. James Pratt, chief of food safety for DLA Troop Support


Europe and Africa, helps navigate the rules in Europe for transporting products made by or from animals.

"We work with the regulatory agencies, both in the U.S. and the European Union, to make sure we are meeting the host nations' tracking requirements for those [animal origin] imports," Pratt said. "Since many foodborne illnesses have an animal origin, we receive extensive training in food safety and food production auditing."

DLA veterinarians were called when defects were found in operational rations in Iraq. During an inspection, the veterinarians learned that the rations weren't being stored correctly, Neal said.

"We found that most of them were unusable due to quality defects that could have been avoided," Neal said.

The storage problem turned out to be theaterwide issue, prompting a change in the way units managed their food storage, which Neal said saved the government valuable resources.

The first Army Veterinary Corps soldiers worked in the field of equine surgery and medicine during World War I. As an Army marches on its stomach, DLA's veterinarians now stand watch around the world to ensure warfighters have safe food to eat. 

NATIONAL POLICE WEEK

A LEGACY OF HONOR

May 15 - 21, 2017



I AM

DLA



My name is:

Kyu Sok Kwak

I am:

A supply planner for DLA Energy Pacific at Korea.

Describe your job in a sentence:

I coordinate fuel inventory levels at 22 defense fuel support points, monitor control limits and manage Korea's Fuel Exchange Agreement and Replacement-in-Kind program.

How long have you worked at DLA?

I began working for U.S. Forces Korea in 1979 and then transferred to DLA in 2003.

What is your favorite thing about working for DLA?

I love working for the same goal with fun people from different countries. They challenge me and encourage me, and they bring cookies when they visit.

What are your best memories of working here?

I have so many good memories from DLA Energy, but my best are from overnight temporary duty trips, when we had a chance to speak with open minds and really get to know each other.

How do you make a difference?

I make a difference by focusing on the two C's: concentrating on things within my control and being considerate of others.



Kyu Sok Kwak