

DEFENSE LOGISTICS AGENCY

LOGLINES

The Nation's Combat Logistics Support Agency

July / August 2018



WARFIGHTER FIRST

Old Stuff, NEW LIFE

DLA Disposition Services
Gives New Purpose to
Old or Excess Items

Sustained Power

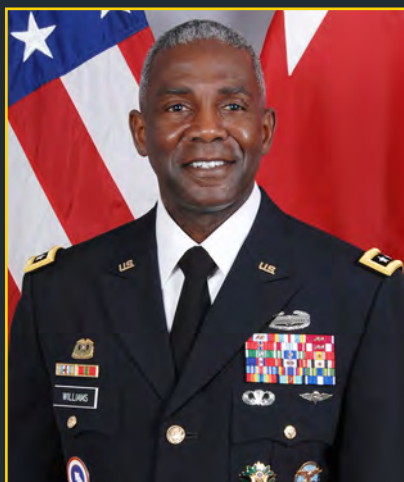
DLA and the U.S. Army Corps of Engineers
Play a Key Role Providing Materials for the
Rebuilding of the Power Grid in Puerto Rico

Continued Deterrence

One Year Later, DLA Reviews Its Role
Improving Support to the Nuclear Enterprise

Facility Agility

DLA Sites Use Technology to Fine-tune
Security, Emergency Response and
Facilities Analysis



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

LOGLINES

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From the Director

As we at DLA address the many challenges in our complex world, we strive to uphold our vision as a global, agile and innovative agency — focused on the warfighter first. From supporting our nuclear enterprise, to strengthening our close partnerships with allied nations, to engaging in whole-of-government support for civilian federal agencies, DLA is committed to delivering world-class logistics that are second to none.

The July-August 2018 issue of Loglines provides an in-depth look at DLA's activities on several fronts, including a perspective from DLA Joint Reserve Force Director Navy Rear Adm. Deborah P. Haven. DLA reservists come from all walks of life, bringing their ideas and experience from industry, the financial sector and many other areas of the business community. At the same time, they serve as the bridge between our civilian workforce and active duty military. They understand the needs of warfighters because they are warfighters, and we simply could not have achieved the successes we have without JRF contributions.

Warfighter support is what we do, and we have several stories that illustrate recent examples. DLA Aviation's story about improvements in support to the nuclear enterprise is timely, especially after the Department of Defense issued its 2018 Nuclear Posture Review in February, calling for more modern, flexible and resilient nuclear capabilities. A DLA Distribution article describes how military personnel test, maintain, pack and ship parachutes and related aerial materials to troops in the field. And a DLA Disposition article describes processes for reducing worn-out materials to scrap for auction and eventual recycling.

Two articles in this issue detail DLA's amazing work in support of our strong partnerships. Following the destruction to the power grid in Puerto Rico caused by Hurricane Maria, DLA Troop Support partnered with the Army Corps of Engineers to deliver more than 33 million items in support of power grid restoration, including power poles, transformers and conductors. On another front, DLA Distribution expedited purchase and shipment of nearly 300,000 uniforms to Iraq Security Forces in partnership with the Army Security Assistance Command, a great success story for Distribution's Unit Materiel Fielding Point team.

I'm always interested in new programs that can help improve our people and culture, and DLA's new Health of the Agency initiative is meant to do just that. The intent is to encourage collaboration between staff members from the offices of human resources, diversity, safety, sexual assault prevention and response, equal employment opportunity and others to spot trends and develop solutions to workforce issues. Health of the Agency assessments will be a regular feature as part of DLA's commitment to keep our people protected, resilient and mission-focused as they serve the warfighter and our nation.

These are just a few vignettes in the ongoing story of our nation's combat logistics support agency. We're a large and complex organization, but as the stories in this issue illustrate, DLA is made up of phenomenal individuals with a fierce desire to support our men and women in uniform and other valued customers. I'm proud of this team of outstanding professionals who make up this bold, forward-leaning and innovative organization.

Enjoy their stories. Warfighter First! 🇺🇸

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Linda Norman



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OLD STUFF, NEW LIFE

Story by Beth Reece



The recent trend of converting old bike parts into chandeliers, wine corks into bathmats or shipping containers into modern homes proves there are clever ways to use what might otherwise be useless junk.

The Defense Logistics Agency doesn't usually know what becomes of the military gear it reduces to scrap. But recycling unusable or excess items conserves natural resources, reduces waste sent to landfills and saves money so warfighters can buy better stuff.

The Department of Defense's authority on reutilization and disposal of

everything from battle-damaged Humvees and worn-out flak vests to office furniture is DLA Disposition Services.

"When a unit is done with a piece of property or it doesn't work anymore, they bring it to us and we get rid of it for them," said Vickie Rodgers, deputy director for DLA Disposition Services' Central region. "That's our specialty, and we do it in a compliant manner so it's not released to the public until after it's been properly processed."

About 90 percent of the items DLA scraps are common things like fabric and textiles, lead, steel and wood.

"There's a wide range of classifications for these materials," said Tom Marcum, a lead sales contracting officer for DLA Disposition Services. "Steel, for example, comes in different grades. And then there are also different packages of steel, such as shavings, rods and bundles."

Commodities like fired brass casings and aluminum make up the other 10 percent of items the agency scraps, and they typically have higher



An Iraqi national separates scrap metal to be salvaged and recycled into cash while at Forward Operating Base Warhorse, located in Diyala, Iraq.

— Photo by Army Spc. Opal Vaughn



values, added Brienne Hallifax, a sales contracting officer in the Recycling Sales Branch.

Global Effort

Normal wear and tear of equipment, base closures and unit realignments make DLA's scrap mission a steady and global endeavor. Property disposal specialists are co-located with units and deployed overseas to guide troops through the turn-in process and physically receive property.

"First, we do our best to reutilize excess property

through our reutilization, transfer and donation program, which helps us keep as much of the good property as possible in DoD's hands so we don't have to go out and buy new equipment," Marcum said.

If the property can't be reissued to other military customers or sold to another federal agency, disposal specialists arrange for it to be mutilated and sold as scrap.

Tactical materiel and controlled property such as helicopters and weapons also require demilitarization as a condition of sale, meaning it has to be stripped of offensive and defensive capabilities so it can't be used against U.S. forces.

"If we have an item that's only valued for its material content but is still recognizable as that item, then DoD regulation stipulates that that item has to be scrapped," Hallifax said. "It has to be crushed, torn or cut so it's not recognizable and its form, fit and function is destroyed."





Army Cpl. Michael Smith

A forklift driven by Army Pfc. Cody Taylor, wheeled vehicle mechanic, Materiel Readiness Branch, 1st Cavalry Division Resolute Support Sustainment Brigade, flips a vehicle as part of the Afghan National Defense Security Forces 1050 DEMIL Program at Bagram Airfield, Afghanistan.

Breaking It Down

DoD's demilitarization manual outlines the degree and method of demilitarization, which is done with powerful, industrial-sized tools like blowtorches, cutters and crushers. Just breaking equipment into a few pieces isn't enough if they can be fixed or put back together.

"Those big sheets of metal you see on the sides of an up-armored vehicle to protect soldiers from bullets, for example — they're cut down into certain-sized pieces," Rodgers said. "You might be able to hold one of those pieces out in front of you, but I've got the rest and it's all cut down into scraps, so you can't use it to shield yourself."

Seemingly innocuous items like copper wire used in construction projects during the early years of Operation Iraqi Freedom and timers found in microwave ovens or washers and dryers can't just be tossed in the trash. Such parts were considered valuable assets to insurgents, who repurposed them in improvised explosive devices until officials instituted a new policy to remove or destroy them so they didn't leak into enemy hands.

In the U.S. and its territories, DLA manages scrap through its Scrap and Salvage Recycling contract with a public company that assists in removing scrap property from 75 locations and sells it to other companies and local scrap buyers, sometimes through online auctions. Although contractors are responsible for completing demilitarization, DLA monitors the process to ensure it meets standards set by DoD, the Environmental Protection Agency and the Occupational Health and Safety Administration.

DLA gets a percentage of sales made through the SSR contract, and the going rates vary depending on factors such as metal prices published by the American Metals Market, as well as the demand for a particular commodity, Hallifax said. About 324 million pounds of scrap was handled through the SSR contract in fiscal 2017, up from 240 million pounds in fiscal 2013. The increase is partly due to stronger efforts from the services to shed aging and obsolete equipment.

A similar process is used to manage scrap in Europe, where robust recycling programs have long been in place, Marcum said. And strict environmental guidelines in countries like Germany also lead to more stringent processes.

"The way scrap is handled there is a lot cleaner than the way it's handled in the U.S.," Marcum said. "It's containerized by category and the containers are covered," also adding that host-nation regulations and Status of Forces Agreements also influence scrap procedures.

Starting From Scratch

But such programs and policies didn't exist in Afghanistan and Iraq when the wars there began in 2001 and 2003. To find new ways of recycling and handling scrap in the Middle East, DLA worked with State Department officials and local leaders to build

Members of the DLA Disposition Services team in Afghanistan proved they're willing to leave their comfort zone to support military customers when the team traveled to Camp Moorhead to conduct demilitarization of gear designated to become scrap. The demilitarization process normally takes place at one of four DLA Disposition facilities still in existence in Afghanistan.

programs that helped service members stationed there get rid of unwanted property that would be impractical and expensive to ship back to the United States. DLA also established contracts with local businesses to sell scrap after DLA Disposition Services breaks it down and demilitarizes it on-site. And the contracts were structured by region due to infrastructure challenges and instability, Rodgers said.

"We couldn't have a company in Bagram [Airfield, Afghanistan] going down to Kandahar or a company in Balad [Iraq] going clear up to Tikrit because the different religious sects and warlords control various sections," she said. "It's been contentious at times, with warlords sometimes holding trucks hostage until the drivers pay certain fees."

Rodgers was one of the first employees from DLA Disposition Services to arrive in Bagram when the agency began offering disposal and reutilization services there in 2005. She found piles of unusable equipment tossed into vacant fields because troops had no other place





Army Sgt. Gaelen Lowers

A foreign national augmentee at a mobile redistribution yard tightens the straps on a load of scrap metal at Joint Base Balad, Iraq. The scrap metal is to be delivered to DLA Disposition Services so that it can be disposed of properly.

to store it. Remnants of Russian fighter jets and landmines also littered the base.

"We were able to work with the local authorities to methodically and strategically go through and clean those areas," she said. "We also created an operation where customers knew they could bring their stuff to us for processing and it wouldn't end up in the wrong hands."

Millions In, Millions Out

In Iraq, DLA Disposition Services employees moved about a million pounds of scrap a week during the height of the drawdown, when troops operated from over 500 locations, including small forward operating

bases and outposts. As a member of DLA's Disposal Remediation Team in 2009, Marcum went out on over 15 missions to facilitate the closure of larger bases while his team members traveled the country providing disposal guidance to troops.

During the drawdown in Afghanistan, the agency took in a million-plus pounds of scrap per week at four sites and seven small hub sites, said Greg Dangremond, DLA Disposition Services' site chief at Bagram Air Force Base. Now it averages 100,000 to 300,000 pounds a week and operates just two fully functional yards with two offshoots.

Materiel that continues to come in daily includes battle damaged equipment that Dangremond's staff certifies as having no unexploded ordnance, ammunition or radiation hazards before demilitarization begins. Furniture, tents, tires and parachutes are other examples.

"Just yesterday, we took in 22 vehicles from the Afghan National Army," Dangremond said. "You're probably picturing a vehicle that's operational, but by the time we get something from the Afghans, they've taken off anything that might be usable. So they were pretty much just shells — nothing but scrap."

Though recycling still has a long way to go in Afghanistan, Rodgers said the economy there is benefiting from the scrap programs DLA has established. And money the agency earns by selling scrap to local companies also helps pay for operating costs while getting materiel off unit property books.



Clifford Davis

Charles Miller, a Fleet Readiness Center Southeast material identifier, washes a bin of aluminum scraps. Washing the scraps removes oil residue and dust so the metal can be taken to DLA Disposition Services for resale.

"After we've shredded, smashed and cut all this materiel down, we have to have an outlet for it, some place for it to go, so the contractors pay us a certain amount to come take it away and then they're free to market it," Rodgers said. "By the time they pay their drivers and run the gamut between roadside bombs and all the other stuff, they can't afford to pay us much and they're not going to make much when selling. But again, it helps us get rid of the materiel and gets some money into their economy."

Full-circle Logistics

Ships are another major component of DLA's scrap mission. Scraps and the proceeds from selling them belong to the contractor who wins the contract to tear the vessel apart, while DLA receives the amount the contractor bid for the project. The advantage is cost avoidance rather than revenue, said Carl Workman, a sales contracting officer and property disposal specialist.

"It saves money for the Navy because the figures for taking these ships apart



Courtesy Photo

"WE'RE TRYING TO KEEP AS MUCH WASTE OUT OF THE LANDFILL AS POSSIBLE."

— TOM MARCUM

varies between \$2 and \$3 million," Workman said. "So if the Navy were to get funding from Congress to do this, it would cost the service lots of money, whereas we're actually able to make a little bit of money by allowing companies to bid on the contract to break the ships apart and sell the scraps."

The arrangement also relieves DLA

of needing the expertise to properly dismantle ships, which can take as long as eight months.

"The contractor does all of that, so we avoid the huge cost of sending a plethora of cutters and welders to do the job," Workman added. "And they will responsibly remediate all of the known and encountered hazardous conditions,

such as asbestos, oils and waste water in the tanks. They've already got the experience to do these things."

DLA Disposition Services awarded a contract in 2014 for the destruction and scrapping of six Navy ships, including the 418-foot USS Forrest Sherman and 567-foot USS Thomas S. Gates.

"What they actually do is chunk these ships into pieces," Workman explained. "They'll cut off the mast, the radars and other things at the top then start moving down through the bridge. It's kind of like cutting something into puzzle pieces. Then they throw it down on the pier and cut it up from there because it's a lot safer to do once they've got it on the ground."

The final ship in the contract, the USS Doyle, is being scrapped this summer. Workman anticipates the Navy will request a follow-on contract for additional ships in the coming years.

Spared From the Junkyard

Electronics have also become a key commodity in DLA's scrap program, but rather than break things like computers and cellphones into lots of little pieces, the agency began using certified e-recyclers to repair government computers and make them available to other users.

"We're trying to keep as much waste out to the landfill as possible," Marcum said. "While a computer monitor might be beyond its lifecycle for the government, a private citizen might be able to get another year of service out of it buying it from a reseller."

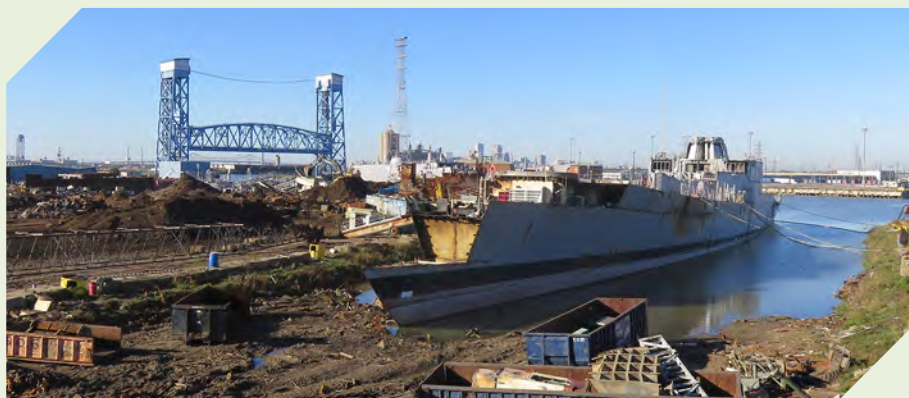
The program has been a success since it launched in 2015, he added.

Even property such as dilapidated plywood structures and broken tanks can serve a second purpose before it's

DLA Disposition Services arranges for the time-consuming, labor-intensive scrapping of Navy ships such as the USS Jarrett, shown here. The process begins with the mast and radars and progresses to the bridge, allowing workers to cut the ship apart in chunks.



Courtesy Photos



2018 DLA Hall of Fame Inductees Announced

INDUCTEES INTO THE DEFENSE LOGISTICS AGENCY'S 2018 HALL OF FAME HAVE BEEN ANNOUNCED BY DLA DIRECTOR ARMY LT. GEN. DARRELL WILLIAMS. THE DLA HALL OF FAME RECOGNIZES FORMER DLA CIVILIAN AND MILITARY TEAM MEMBERS WHO MADE SIGNIFICANT OR LASTING CONTRIBUTIONS TO THE AGENCY AND ITS MISSION.

THE NEW HONOREES ARE:

- **LILLIE MAE BROWN**
FORMER SUPERVISORY DISTRIBUTION FACILITIES SPECIALIST FOR DLA AVIATION
- **LARRY GLASCO**
FORMER DEPUTY DIRECTOR OF DLA LOGISTICS OPERATIONS
- **DONNA DAVIS**
FORMER DEPUTY EXECUTIVE DIRECTOR OF MATERIEL POLICY, PROCESS AND ASSESSMENT IN LOGISTICS OPERATIONS
- **ARMY GEN. GUSTAVE PERNA**
FORMER COMMANDER OF DEFENSE SUPPLY CENTER PHILADELPHIA/DLA TROOP SUPPORT
- **ARMY MAJ. GEN. ROBERT GASKILL**
RETIRED, FORMER DEPUTY DIRECTOR OF DLA



diminished to scrap by posing as range targets. When the agency couldn't remove an armored personnel carrier from a base in Iraq, for example, troops used it for target practice.

"In that situation, being in a contingency environment early on, we didn't have the means to demilitarize these items," Marcum said. "Instead, they were used in a live-fire exercise on the range, giving troops realistic targets. It gave them a chance to practice their skills and helped us with the destruction process."

In October, disposal service specialists at Kandahar created small-arms targets for forces assigned to Train, Advise and Assist Command-South. The team used plasma cutters to cut pieces from steel sheets and draw target diagrams that were placed near guard towers where guards could use them for live-fire practice. Rescue and recovery teams have even used scrap-bound vehicles to hone metal-cutting skills.


Disposal specialists like Luis Peña, who takes care of disposition efforts in Puerto Rico and the U.S. Virgin Islands, have spent the last decade proving that DLA can handle much more than military gear by assisting in the aftermath of natural disasters such as hurricanes and earthquakes. When Hurricane Maria struck Puerto

Rico last fall, cutting off communication and causing widespread supply shortages, Peña coordinated the removal of numerous truckloads of storm debris.

While dealing with the military's junk may seem like dirty, tiresome work, many DLA Disposition Services employees find their work gratifying. Workman, who's been with the agency for 15 years following a 20-year Army career, said he's seen firsthand the grateful response of troops who're thankful to have DLA employees by their side in contingency environments as well as the relief of federal and

local law enforcement officers who've received much needed equipment to ensure public safety.

He's also one of a handful of employees who once conducted public auctions, an experience he said allowed for transparency by showing what happens to equipment paid for by Americans' tax dollars.

"I know just how important our mission is to warfighter support because I've seen the operation from both sides of the fence as an active-duty soldier and as a civilian employee," Workman said. "It's been rewarding to be part of such an important worldwide mission." 



Courtesy Photo

DLA Disposition Services representative Luis Peña has responsibility for coordinating the removal of scrap from military sites across Puerto Rico, a job made more crucial after the devastation of the 2017 hurricane season.

SUSTAI



An electrical worker labors on a utility pole, perched high on a bluff, to restore power to 51 clients in Orocovis, Puerto Rico. The workers were contracted by the U.S. Army Corps of Engineers through a mission assignment from the Federal Emergency Management Agency as a result of Hurricane Maria.

— Photo Courtesy U.S. Army Corps of Engineers

NED POWER

PUERTO RICO POWER GRID REENERGIZES WITH DLA-PROVIDED MATERIALS

Story by Jason Kaneshiro
DLA Troop Support Public Affairs

The power grid in Puerto Rico was destroyed when Hurricane Maria struck in September last year, leaving most residents of the American territory without power. The combined efforts of multiple agencies have resulted in the near full restoration of electric power to the island.

The U.S. Army Corps of Engineers led the reconstruction mission, and the Defense Logistics Agency played a key role providing materials for the rebuilding.

As of May 3, the power grid had been more than 98 percent restored, according to USACE.

"The Construction and Equipment supply chain has provided the majority of the material to the U.S. Army Corps of Engineers for this mission," said Air Force Lt. Col. Sue McMullen, chief executive agent for barrier material with C&E. This supply line is one of five managed by DLA Troop Support, headquartered in Philadelphia, Pennsylvania.

McMullen was part of a rotation of personnel that served as a DLA liaison to the power-grid mission in Puerto Rico. A DLA rapid deployment team first arrived in Puerto Rico just after the

disaster in early October to streamline communication between DLA and the agencies they were supporting.

The presence of a DLA liaison made communication and coordination between USACE and DLA easier, said Army Capt. John Berg, Task Force Power Restoration material manager.

"The DLA team, both stateside and their liaison officer, was always available and ready to do all they could to provide the island with the critical

Federal Emergency Management Agency contractors unload utility poles from the barge Atlanta Bridge at Port of San Juan, Puerto Rico.



Dave Palmer, U.S. Army Corps of Engineers



Maj. Michael N. Meyer, U.S. Army Corps of Engineers



Dave Palmer, U.S. Army Corps of Engineers

(Above) U.S. Army Corps of Engineers contractors work to restore the electrical grid in the Villa Alegria neighborhood of Caguas, Puerto Rico.

(Left) The U.S. Army Corps of Engineers uses helicopters to place poles and electrical power lines in the mountain community of San German, Puerto Rico, in February.

materials we requested as quickly as possible," Berg said.

As of late April, more than 33 million items have been delivered in support of the power grid restoration mission, including power poles, transformers and conductors. The task force and the Puerto Rico Electric Power Authority worked together to ensure the items met the technical specifications for the island's grid.

When Rhonda Mustafaa, interim officer in charge of Task Force Power Restoration Bill of Materials, arrived in Puerto Rico in January, only 62 percent of the island had electrical service.

As of May this year, the task force had restored power to nearly 1.5 million people, or over 98 percent of the power grid."

The task force has performed well considering the magnitude of destruction to the island and power grid, Mustafaa said.

Complicating their task was the depletion of emergency supplies caused by wildfires in the American West, followed by Hurricanes Irma, Harvey and then Maria. The series of disasters used up many items needed to restore power grids, such as poles, transformers, insulators and wire. This situation was unprecedented and greatly contributed to long production lead times and subsequent deliveries to the island, Mustafaa said.

"The vast majority of the material had to be manufactured from scratch, only after the requirements were clearly identified and technical specifications were defined," Mustafaa said.

Puerto Rico's location was another hurdle, limiting the modes of transportation available for shipping critical materials.

MORE THAN 33 MILLION ITEMS HAVE BEEN DELIVERED IN SUPPORT OF THE POWER GRID RESTORATION MISSION, INCLUDING POWER POLES, TRANSFORMERS AND CONDUCTORS.

"The primary limiting factor to our progress has always been the delivery of materials," Mustafaa said. "Although this has improved significantly, it was a key contributing factor to our ability to expedite materials and distribute accordingly."

Despite the challenges, Berg said he hoped that people would be aware of what the task force ultimately accomplished in restoring a destroyed power grid.

The working relationships among the agencies in the task force have only become more effective as they continue to overcome difficult terrain and challenging logistics, Berg said.

"I want people to remember how differing agencies came together to support their fellow Americans that were disrupted by these catastrophic storms," Berg said. "We continue to work with the same purpose and vigor

DLA Troop Support helped deliver more than 33 million items for power restoration in Puerto Rico following Hurricane Maria.



today as we did on Day One, and will continue to finish strong."


Working with USACE has been a rewarding experience, said John Finchen, the DLA liaison to the task force.

"The interactions in the office were that of a true team," Finchen said. "It was an amazing experience to see the actions and opinions of all the people around the table come together."

The task force included members from the U.S. Army Reserve

and National Guard, USACE, DLA, the Department of Energy, private industry and local authorities.

Finchen said that the mission is proof that DLA remains ready to support the warfighter and other government agencies in response to disasters and humanitarian efforts.

"Over time here on the team I have had the opportunity to see the percentages of energized homes increase daily," Finchen said. "I'll remember all of the people that worked behind the scenes to make this mission a success." 



Eduardo Martinez, Federal Emergency Management Agency



CONTINUED DETERRENCE

Story by Cathy Hopkins, DLA Aviation Public Affairs

A LOOK AT
DLA'S DIRECT
SUPPORT TO
NUCLEAR
MISSILE
PROGRAMS
ONE YEAR
LATER

The Defense Logistics Agency under one name or another has supported warfighter readiness since just after World War II. Today, DLA's 27,000 employees do their part for readiness on all fronts, including nuclear readiness.

Earlier this year, the Department of Defense issued its 2018 Nuclear Posture Review, describing U.S. efforts to maintain security while deterring future threats.

Between 2015 and 2017, DLA invested more than \$125 million in additional repair parts inventory to improve its support to the DoD Nuclear Enterprise. This

The 91st Missile Wing's Missile Maintenance Teams of Minot Air Force Base, North Dakota, are responsible for maintaining the top three components of the Minuteman III Intercontinental Ballistic Missile. MMT is part of the 91st Maintenance Group, the backbone of the 91st MW. The group is responsible for providing maintenance and logistics support to the wing's ICBM fleet.

— Photo by Air Force Airman 1st Class Kristoffer Kaubisch

includes maintaining the readiness of the U.S. nuclear triad of submarines, bombers and intercontinental ballistic missiles.

One year later, two DLA personnel at DLA Aviation at Ogden, Utah, reflected on the results of DLA's investment. Chris Guzman, DLA customer support manager and Travis Nelson, chief of the Storage and Distribution Division, discussed how DLA is improving its support.

Last year, Guzman said the 309th Missile Maintenance Group at the Ogden Air Logistics Complex asked DLA to provide services as if its ICBM launch facilities and control centers were to be inducted into programmed depot maintenance. DLA Aviation at Ogden became the agency's lead, supporting the industrial customer in the 309th and fielding the first retail support for ICBM PDM.

THE IDEA TO DEVELOP RETAIL PDM MAINTENANCE CAME FROM A CONVERSATION WITH THE CUSTOMERS WHO RECEIVE PARTS PIECEMEAL THROUGH COMMERCIAL DISTRIBUTION OR TRANSACTIONS, INSTEAD OF ONE SET WITH ALL NEEDED PARTS.

The PDM initiative launched last year includes depot maintenance planning, financial management and materiel support.

Nelson operates DLA's point-of-use shop supporting the ICBM launch facility and launch control center PDM efforts at Ogden. He said the idea to develop retail PDM maintenance came from a conversation with the customers who receive parts piecemeal through commercial distribution or transactions, instead of one set with all needed parts. DLA explored ways to provide the customer's desired level of support.

Determining what DLA could do "was a monumental task," Nelson said.

"It took a lot of knowledge and research to ... ensure [DLA] not only supports customer requirements but does so in the most cost advantageous way," he said. "Our question was, how do we package and deliver all the needed parts in one fell swoop?"

Nelson said he posed the question to his employees, who came up with the idea of creating a self-contained build set somewhat like a shop service center, with all the parts the mechanics need in one place.

The idea resulted in a developmental package of almost 300 parts approved by the Air Force engineering community, supporting 23 maintenance tasks.

The concept met the 309th's goal to have parts delivered to the site, by task, enabling depot field teams to do maintenance more efficiently and eliminating supply wait times, Guzman said.

DLA-owned build sets are customized and configured at DLA Aviation at Ogden on Hill Air Force Base. Parts are kept in

the DLA wholesale supply chain on the base, ready to replenish retail stock.

"Delivery is based on a program depot maintenance schedule," Nelson said. "But behind the scenes, we need to work with materiel management and DLA Distribution to ensure materiel is available in the SSC for the build sets before they have to deploy to get to the site on schedule."

The build set consists of both repairable and consumable parts, transported by DLA Distribution on 48-foot flatbed trucks to launch facilities at Warren Air Force Base, Wyoming; Malmstrom Air Force Base, Montana; and Minot Air Force Base, North Dakota.

Nelson said the team first had to solve problems caused by a lack of historical use and existing DLA and Air Force stockpiles. They also had to figure out how to maintain inventory integrity in order to bill customers accurately.

He said DLA owns materiel in the build set when it's sent out, which is

different from normal agency inventory management processes where the customer requisitions a part and pays for it before delivery. Here, the Air Force doesn't own build set parts until it uses them and the service isn't billed until the build set is inventoried when it returns to Hill Air Force Base. With the new build sets, DLA can now monitor and purchase based on fill and use rates.

When the built sets return from the sites, a full inventory is conducted and the customer is billed for parts used. Then the build set is resupplied and returned to inventory for reissue.

Since last year's initial collaborations with the Air Force engineering community and first steps to lay out stock for the LF container build sets, both agencies have continually made refinements.

After about three build sets had been sent to the Air Force bases tasked with performing ICBM PDM, the Air Force decided to change from the develop-



Air Force Airman 1st Class Braydon Williams

Senior Airman Edgar Beckford, 90th Missile Maintenance Squadron topside technician, opens the launcher closure door to a missile silo in the F. E. Warren Air Force Base missile complex in Wyoming. Missile maintenance teams perform periodic maintenance to maintain the on-alert status for launch facilities, ensuring the success of the nuclear deterrence mission.



Courtesy Photo

Christopher Jenkins, material support specialist, Storage and Distribution Division, DLA Aviation at Ogden, Utah, secures material in a container in preparation for transportation. The container is part of a build set of material supporting Intercontinental Ballistic Missile program depot maintenance for Air Force launch facilities.

mental packages to a maintenance bill of materials in late May 2017.

To this day, DLA and Air Force personnel continue modifying the list of needed parts referred to as a bill of materials. DLA Aviation is working with the Air Force revalidating the BOM against its own drawings and technical data part numbers, even while it continues to send the existing containers to the maintainers, who in turn help finesse the required parts and quantities needed as they perform their maintenance tasks.

"Our employees really earn their way; we set challenges, and they help generate solutions," Nelson said. "The most important skill set my inventory team has is their ability to think innovatively and their willingness to assume accountability."

Nelson said his employees are constantly on the lookout to verify the correct parts are entering the supply chain. In recent months, they've worked with Government Industry Date Exchange Program and DLA Stock Readiness, using multiple databases to identify suspect parts as soon as possible and to ensure those parts don't get into the supply system.

Guzman said revalidation allows DLA to procure specific nuclear requirements to meet configuration management mandates. It also may soon result in decreased supportability while DLA

procures new stock and a temporary situation of old excess stock, but this was a risk the agency was willing to assume to meet the Air Force's initial needs this past year.

Changes in the BOM may result in additional investment strategies under new or modified contracts.

"Stock levels will be re-baselined after BOM validation," Guzman said. "Some BOM items are also being considered for inclusion in Captains of Industry/Supplier Capability Contracts and for reverse engineering and organic manufacture processing to shorten procurement lead times."

Both DLA and the Air Force experienced challenges as the switch to

a BOM was made based on inaccurate or insufficient technical data packages, but they worked through the problems. In the first third of 2018, the fill rate for build sets was just over 84 percent.

"In fact, the last three shipments average fill rates of 86.2 percent," Guzman said.

The initiative has minimized equipment handling, reduced costs for unused items, saved labor hours, raised visibility of parts shortages, guaranteed constant visibility of inventory and reduced storage requirements. DLA Director Army Lt. Gen. Darrell Williams awarded this cross-functional team his Director's Strategic Goals: Process Excellence Award for its efforts.

The internal team consists of personnel working at DLA Distribution Hill; DLA Aviation at Ogden's Storage and Distribution Branch, Material Management Branch and Planning and Support Branch; and the DLA Aviation Nuclear Enterprise Support Office.

The implementation of LF PDM was a collaboration among DLA's suppliers, customers and three of its major subordinate commands that provide parts support for the build sets. DLA Aviation supplies 63 of the needed items, each identified by a national stock number. DLA Troop Support supplies 129 items, and DLA Land and Maritime supplies 26.

Despite their success, the team is always looking for improvements. One is to buy single items to meet build-set needs, Guzman said.

"During proof of principle, DLA had to put a box of 100 pieces in the containers for a task requiring one bolt," he explained. "Now the activity can put in one bolt, billed as part of indirect costs of the

DLA ALL SEASON SAFETY CAMPAIGN



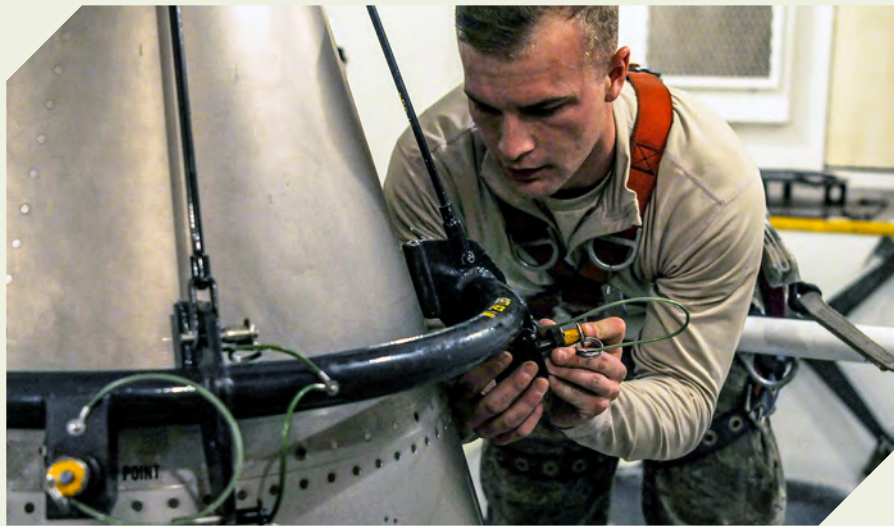
Senior Airman Andrew Parrish, 90th Missile Maintenance Squadron topside technician, performs maintenance on the forward section of a reentry system in the F. E. Warren Air Force Base missile complex in Wyoming. The 90th MMXS maintains approximately 150 Minuteman III ICBMs. Missile maintenance teams perform periodic maintenance to maintain the on-alert status for launch facilities, ensuring the success of the nuclear deterrence mission.

integrated prime vendor contract for that part instead of the customer having to submit a requisition for 100 parts that may sit around."

Performance improvements continue to increase ahead of this April BOM re-validation, with the introduction this past August of an Air Force-managed depot-level reparable into the build set: the Launch Equipment Room Shock Isolator.

Adding LER SIs increased the number of bolts, screws and nuts used in the build set to attach the LER SI. Removing an old LER SI from the LF and replacing it with a LER SI DLR allows DLA Distribution to pick up the LER SI carcass as it's pulled from the silo and return it to Hill Air Force Base without waiting for all maintenance to be completed and the build set container to be returned to DLA Aviation

An unarmed Minuteman III intercontinental ballistic missile launches during an operational test from Vandenberg Air Force Base, California.



Air Force Airman 1st Class Braydon Williams

at Ogden. This enables faster reinduction of the LER SI into the supply system.


Another problem with using build sets to perform PDM is the actual time the build set is at the Air Force wing location. Guzman said the maintenance totals 51 flow days. Flow days are measured from when the site is opened and maintenance begins until repairs are completed. DLA sends out the build sets a week before maintenance starts.

"There are sometimes delays that are weather related, due to Air Force schedule adjustments, or competition for resources, guards and technicians," Guzman said.

Because delays happen for a variety of reasons, DLA Aviation has 12 LF build sets available and will send three to four

sets to a site depending on the site's maintenance schedule needs. Each build set is designed to support one PDM for an LF — the missile silos and the attached buildings — or for an LCC, where the crew stands watch and, if ordered, launches the missile.

The ICBMs are now on an eight-year cycle of PDM for 450 launch facilities and 45 launch-control centers.

While DLA Aviation has been delivering LF build sets the past year, build and delivery of sets supporting maintenance of LCC are still pending an Air Force start date. 

*Editor's Note —
Learn more about ICBM PDM in the May-June 2017 Loglines story "Sustain and Deter."*



Michael Peterson

DLA'S SERVICE READINESS DASHBOARD

Story by Beth Reece

A new Defense Logistics Agency tool known as the Service Readiness Dashboard merges the military services' readiness data with DLA business metrics for a near real-time view of the status of key weapons systems and platforms.

The digital Dashboard provides a common framework for DLA and military officials striving for lethality — one of three goals outlined in the National Defense Strategy — and increases the agency's ability to evaluate and address supply shortfalls, said DLA Director Army Lt. Gen. Darrell Williams.

"Our Service Readiness Dashboard will have a dramatic impact on the way DLA does business, transforming us from an organization that only had the capability to collectively look at ourselves and our performance on a monthly or quarterly basis into one that can now see it every single day," he said.

Created by information technology experts in DLA Information Operations with input

from DLA Logistics Operations officials, the Dashboard consolidates service-owned data with information from DLA programs like the Enterprise Business System, which the agency uses to conduct daily operations.

Sense of Ownership

Having a common platform where employees and customers can easily view readiness gaps lends a sense of ownership to DLA's mission that may have been previously clouded, Williams said.

"The Dashboard gives employees a way of viewing daily the readiness status of weapons systems they're responsible for supporting and provides direct feedback on whether what they're doing is making a difference to our customers," Williams added.

The Dashboard gives users a snapshot of platforms and weapons systems each service designates as vital contributors to mission success. The Army, for example, tracks three air and 10 ground systems. Each platform or system is coded as green, amber or red depending on whether it's operational or out of service for reasons ranging from maintenance to parts.

"Even if the Army reports green — 90-percent fully mission capable — for Chinook helicopters, DLA would report red — 10-percent non-missions-capable supply — if all helicopters were down for DLA parts, since we're driving a high percentage of the fleet down," said Sean Ahrens, chief of DLA Logistics Operations' Metrics Integration Branch.

From there, users can peel back the layers to determine how DLA performance like materiel availability, backorder statuses and order volume affect the services' ability to keep equipment repaired and ready. Users can also drill down to individual helicopters listed by

tail number to view documentation on what's delaying the repair.



"You can view open documents by tail or bumper number to determine the parts drivers; owning DLA supply chains; and the priority, age and quantity of the service requisitions," Ahrens said. "If it's out of stock, you can look deeper in supporting tools like the Enterprise Data Warehouse and Integrated Data Sheets to see item details and contract information. You can even read buyers' notes for background details and estimated get-well dates."

Transparency and Trust

The relationship between DLA and its military customers should strengthen as a result of the Dashboard, said DLA Logistics Operations Director Air Force Maj. Gen. Mark Johnson.

"The Dashboard provides transparency that we haven't had before, and transparency builds trust," he

said. "That trust then tightens our relationship so we become teammates, as opposed to 'that organization that's not giving me what I want.'"

Ahrens added that DLA is working to include industrial support and stock-age metrics that show the agency's indirect support to service readiness at depot and retail operations. The goal is to paint the broadest picture possible of DLA's support equities related to improving service readiness rates, he said.

Officials are working to identify gaps in the data presented and expand the Dashboard to include information from major subordinate commands such as DLA Energy and DLA Troop Support, as well as data on strategic contracts.

Potential Departmentwide Solution

Although it was designed to help DLA improve warfighter support, the Dashboard could potentially become

the foundation of a Department of Defense-level tool, said Williams, a 35-year Army logistician.

"I don't think I've ever seen an automated tool of this scope and magnitude that provides the level of transparency and visibility that this does. We've filled a void by fusing the information from all of the services in one place with ours, and that's pretty powerful," the DLA director said.

All DLA employees can view the Service Readiness Dashboard, and the agency has made it available to DoD partners ranging from combatant

can make improvements proactively rather than after they're brought to our attention by customers."

Data Science


Automation was a key factor in the Dashboard's creation. Employees previously spent days manipulating data and entering it into PowerPoint slides, but the Dashboard's display of the most updated information at any time has put an end to routine and often outdated executive summaries.

While compiling service and DLA data into a single source shows DLA's expertise at data management, the next step is data science, Williams said. Harnessing new technology such as artificial intelligence and machine learning, he and Johnson agreed, could lend greater practicality to

the Dashboard, especially in demand planning and forecasting of the 6 million items DLA manages.

"If we leverage that kind of technology to better understand the patterns of things getting ordered and the frequency of orders, we can then inform our forecasts and become a more effective and efficient organization," Johnson said. "Machine learning would allow us to manage a much broader population of items in a way that we could adjust forecast levels on a daily, weekly or even hourly basis — if it makes sense to do so."

Williams said the agency is already seeing increased collaboration as a result of the Dashboard, and he expects to also see readiness metrics begin to improve this summer.

"The end product is improved support to the warfighter," he said. "That's the business we're in, and it's what we're determined to achieve." 

THE DIGITAL DASHBOARD PROVIDES A COMMON FRAMEWORK FOR DLA AND MILITARY OFFICIALS STRIVING FOR LETHALITY AND INCREASES DLA'S ABILITY TO QUICKLY EVALUATE AND ADDRESS SUPPLY SHORTFALLS.

commanders and part providers such as the Army Materiel Command and Naval Supply Systems Command to the Office of the Assistant Secretary of Defense for Logistics and Materiel Readiness.

Officials at organizations like U.S. Transportation Command and the Defense Information Systems Agency have also been given access to DLA's Dashboard. The Defense Health Agency has requested a demonstration of the tool, and program managers of the new F-35 fighter jet are exploring the possibility of replicating it to provide visibility and transparency of F-35 support, said Eric Fegley, customer experience director for DLA Information Operations.

Dashboards, he said, are regarded by commercial industry as a powerful way of connecting customers' needs with company output.

"Tools like this keep DLA current and relevant. They put actionable information at our fingertips so we



Jackie Roberts

DLA Installation Operations Police Officer Kevin Buhler checks an identification card at the gate of Defense Supply Center Richmond, Virginia, using the Defense Biometric Identification System.

FACILITY AGILITY

DLA SITES USE TECHNOLOGY TO FINE-TUNE SECURITY,
EMERGENCY RESPONSE AND FACILITIES ANALYSIS

Story by Leon Moore, DLA Aviation Public Affairs

Twenty years ago, who could've imagined self-driving cars, video chatting with family and friends or having the world in the palm of our hand on a small device?

For Installation Management and Installation Operations employees across the Defense Logistics Agency, staying ahead of the technology curve is vital to supporting the warfighter, stewarding tax dollars and providing a secure work environment.

Securing Access

Remember when all you had to do to access a U.S. military facility was display a vehicle decal or a valid driver's license?

Times have changed. Since the terrorist attacks of Sept. 11, 2001, the Department of Defense has implemented tighter security measures.

One such measure is the Defense Biometric Identification System, a networked database police officers at all DLA installations use to verify the authorization of personnel seeking to enter military installations. DBIDS uses fingerprints, iris scans and facial images to verify identity and can scan both the common access card and the enhanced RealID driver's licenses now used by most states. It automatically updates a person's information from federal databases,

according to the Defense Manpower Center, which manages the system.

"The program alerts registration personnel and installation security personnel to barred individuals across jurisdictional boundaries and eliminates duplication of data," said Jose Gonzalez, a physical security specialist at DLA Headquarters Installation Management Security and Emergency Services at Fort Belvoir, Virginia.

Gonzalez said DLA launched DBIDS at the headquarters in the spring of 2014. In addition to the McNamara Headquarters Complex, it's now used at four DLA-hosted installations at Richmond, Virginia; Columbus, Ohio; Susquehanna,

Pennsylvania; and San Joaquin, California. Gonzalez said access control at other DLA locations is handled by the responsible military service host.

He noted DBIDS has many benefits:

- Greater difficulty for forging an identity or using someone else's ID card to gain access.
- Visual and audible crosscheck for security personnel, who verify identity through color photos and standard personal information.
- Scalability, allowing access to be limited to duty hours only or specific dates and times for visitors.
- Information archiving for future visits.
- Options of a barcoded, paper pass for short-term visits and plastic ID card for long-term visits.
- Increased security via electronic authentication of credentials and shared alert information across the Department of Defense.

Gonzalez said since DLA implemented DBIDS, DLA police officers have performed more than 16 million scans and have taken action on more than 18 thousand alerts for terminated, expired and lost or stolen IDs.

Urgent Word

The 2009 mass shooting at Fort Hood, Texas, and similar incidents since have changed the way DLA notifies employees of emergencies and even weather closures. The agency realized it needed a system that could warn employees faster and across multiple devices, said Juan Torres, an emergency management program manager at DLA Headquarters Installation Management Security and Emergency Services. So DLA implemented AtHoc as its mass warning and notification system in 2013. It uses a client-based application for desktop pop-up alerts, but the application itself can deliver text or voice alerts to any device a user chooses.

Torres said AtHoc also allows different organizations to use it to share alerts and

THE VISITOR CENTER AT THE RICHMOND SITE HAS SERVED NEARLY 23,000 CUSTOMERS, REDUCED THE AVERAGE WAIT TIME TO LESS THAN 14 MINUTES AND INCREASED CUSTOMER SATISFACTION.

provide to their own users a capability that is optimal at facilities that are DLA stand-alone or a tenant to the military. It also can create and manage users, administrators and operators. Administrators can set up alerts to target specific groups or wider audiences, with safeguards to minimize errors.

He said AtHoc can integrate with other alerting systems such as Giant Voice or Paging Systems, and is in use at DLA Headquarters and the four DLA-hosted installations, as well as DLA facilities in Battle Creek, Michigan; Dayton, Ohio; and Philadelphia.

Wait Loss

At some sites' visitor centers, DLA Installation Operations is using a new system to cut down on wait times and increase customer satisfaction. According to Gonzalez, "This system is currently being used at three of the four DLA installations with plans to implement, at a future date, at the remaining installation and DLA Headquarters."

Eugene Marchand, a security specialist at DLA Installation Operations in Richmond, said the Visitor Management System is modeled after the queuing

system used by Departments of Motor Vehicles all across the country.

"When customers arrive, they're given a number based on the purpose of their visit. The customer is then placed in the queue and is automatically called to a station when a staff member is available," he said.

VMS allows three categories of services: Defense Enrollment Eligibility Reporting System, the Defense Biometric Identification System and Honeywell cards. A customer who needs more than one type of service can go directly to the front of the queue for the second type of service, he said.

Marchand noted while VMS has only been in use about a year, it's already paid dividends. The Visitor Center at the Richmond site has served nearly



Cathy Hopkins

Bryan Broughton, a door mechanic, prepares to install an electronic board on one of the more than 750 roll-down doors as Phillip Fitz, a heating, ventilating and air conditioning controls mechanic, looks on. The division is implementing a plan that allows employees in the field to access information and input critical data using computer tablets for greater efficiency and timeliness.

23,000 customers, reduced the average wait time to less than 14 minutes and increased customer satisfaction.

Fire Smart

Later this year, DLA Installation Management Fire and Emergency Services enterprisewide will implement Emergency Reporting, an automated, web-enabled system that collects and reports information on fire and emergency service operations; incident-response documentation; reporting for all emergency incidents; and records for emergency medical patients.

Roland Todd, a program manager for DLA Headquarters Installation Management Security and Emergency Services, said this new system will help standardize records management and reporting for reports on emergency patient care and fire records management for the enterprise, ensuring compliance with Department of Defense and DLA policies, and national consensus standards.

Emergency Reporting helps collect and organize large volumes of required critical data on personnel, risk response and prevention, demographics, apparatus and equipment inventory, fire prevention and inspections, maintenance, fire hydrants, scheduling and training, Todd said. This will help leaders spot trends in dispatching emergency apparatus, establish command in emergency incidents and more efficiently run daily operations.

The system will only go into service at the four DLA-hosted installations with fire departments, Todd added. DLA Headquarters is served by Fort Belvoir Fire and Emergency Services and follows Army reporting and recording requirements.

Emergency Urgency

Enhanced 911 is a system used by emergency communication center dispatchers at five DLA-hosted installations. This system, in operation since 2013, delivers emergency wired, wireless and/or Voice-over-

Internet Protocol to emergency communication centers.

Matt Ameden, a senior fire protection specialist for DLA Headquarters Installation Management Security and Emergency Services, said the system automatically provides call and caller information to dispatchers to quickly and accurately dispatch personnel.

"The system accesses embedded information from both wired and wireless calls to identify the caller location, phone number and geo-coordinates instantly when [the location is] provided by the call carrier," he said.

Working off that information is the Computer Aided Dispatch System. It collects all data on an incident in one location for the dispatcher, Todd noted. He said CAD has been installed at Headquarters, Richmond and San Joaquin. Susquehanna and Columbus are scheduled to come online later this year.

Adding the system at these sites will "ensure reliable and predictable emergency call routing and location validation, regardless of the media type or device being used to place a call," Todd said.

Patient Stats, Stat

A new type of software allows DLA first responders to access medical protocols from a computer or handheld device. Responsoft gives responders access to the treatment methodologies used in nonemergency patient care.

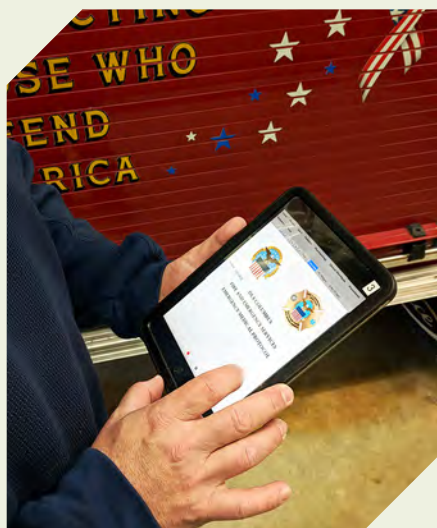
Before Responsoft, installation fire and emergency personnel had to search through a bulky binder filled with paper copies of the treatment protocols just to clarify procedures, said Ronald Born, fire chief at DLA Installation Operations at Columbus.

Responsoft allows direct access to the protocol from anywhere, so that the first responder no longer has to retrieve the protocol books during an emergency if they have a question, Born said. The

Phillip Fitz, a heating, ventilating and air conditioning controls mechanic, inputs data using a computer tablet instead of writing it in a notebook. The Installation Management Division is implementing a plan that issues employees in the field computer tablets to access information and input critical data for greater efficiency and timeliness.



Cathy Hopkins



Courtesy Photo

A member of DLA Installation Operations at Columbus' Fire and Emergency Services uses a handheld tablet to log in to Responsoft, an electronic medical protocol software. It allows the department to access procedures outlining correct patient care protocols without having to search through hundreds of paper copies.

digital platform also can help users calculate drug dosages.

"This time-saving measure is one of the most valuable components the software has to offer," Born said. "When an update to the protocol is completed, the application sends a message to all the end users that an update is required. This ensures all personnel have instant access to the latest information."

He noted Responsoft eliminates the need to print large numbers of treatment protocols, reducing the installation's environmental impact on the community of Whitehall, Ohio, with whom the department has a mutual aid agreement. Using the software, the department has reduced the paper it uses by about 3,000 pages or more, Born said.

Beyond Blueprints

DLA installation staff — engineers, real property planners, master planners, energy managers, maintainers and environmental managers — maintain records and diagrams of complex data systems and workflows. But they haven't always been able to share this information effectively.

Reid Burns, an engineering technician for DLA Installation Operations at Richmond's Installation Management Division, said this is where the

"THE IMPLEMENTATION OF WEB-ENABLED TABLETS WITH THE ABILITY TO ACCESS THE GIS PORTAL HAS CONSOLIDATED THOUSANDS OF RECORD DRAWINGS INTO A SMALL, MOBILE FOOTPRINT."

— REID BURNS

Geographical Information System comes in.

"It offers complete situational awareness and authoritative information access to each of the installation management branches," he said. "It's an invaluable tool."

Burns said DLA Distribution, the agency's largest major subordinate command, took the lead in developing and implementing a GIS program for its two host sites and 22 tenant locations worldwide in 2012. Three years later, two other MSCs joined: DLA Aviation and DLA Land and Maritime.

To ensure data would be widely accessible, DLA Distribution developed a comprehensive GIS website with data on key infrastructure and facilities, with a user-friendly interface. Subject matter experts also use the portal to check data quality and identify future data requirements.

Shelby Hawkins, a high-voltage electrician within DLA Installation Operations at Richmond's Installation Management Division, said he trusts these utility layouts more than the old sketched-up hardcopies. The reliability and real-time data accessibility is an invaluable, tangible asset that saves countless man-hours.

Burns said these utility layouts are a result of a survey of subsurface utility systems. The survey located across the facility the water, gas, underground electric, storm and sanitary sewer, geothermal and communication lines. It also included the surface features for

these utilities, such as fire hydrants, valves, vaults and manholes.

Besides physically locating and tracing utilities and recording GPS positions, the goal was to provide as complete a record as possible of underground infrastructure — to build a current and usable utility GIS database with attributes such as pipe size, asset numbers and even photos of vaults and surface structures with underground utility connections.

"The end result of this survey has enabled maintenance mechanics with real-time utility data and layouts in the field with a simple touch to their tablet," Burns said. "The implementation of web-enabled tablets with the ability to access the GIS portal has consolidated thousands of record drawings into a small, mobile footprint."

Other modules within the GIS portal for Defense Supply Center Richmond include facilities, master plan, simplified utilities, utilities, environmental and



Courtesy Photo

The Visitor Management System on Defense Supply Center Richmond, Virginia, is cutting down on wait times and increasing customer satisfaction for services at the Visitors Center. It's modeled after the queuing system currently being used by the Department of Motor Vehicles all across the country.



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Federal Emergency Management Agency. Data within these modules are grouped by the type of utility, facility or environmental program. This allows users, especially those in charge of a particular program, to access the information needed with a few clicks of the mouse.

Over the past few years, DSCR has been making improvements to the geospatial databases in Richmond and at other tenant locations. Data reconciliation with other enterprise systems, like the real-property database, is becoming a priority. Developers are also trying to include data from other databases, such as the Army Corps of Engineers' BUILDER, ROOFER and PAVER programs. Website improvements underway include solutions for space management and analytics, web-based and interactive master plans, as well as certain types of emergency-response applications.

Burns said DLA has invested roughly \$7 million in its program for geospatial information management.

Help in Hand

On any given day, you'll find Bryan Broughton, door mechanic at DLA

Installation Operations at Richmond, out inspecting roll-down doors in warehouses and bays.

A daunting task, according to Broughton, considering there are roughly 763 of these doors.

"Fifty percent of the time, I'm doing inspections on fire-protection doors. And the other 50 percent of the time, I'm doing inspections on non-fire-protection doors," he said.

These inspections and risk assessments used to mean a lot of paperwork. That was until Broughton and others in his division were issued compact computer tablets.

"Before, I would go around with a notebook and write down all the information: serial number, door size, if it's powered, what company made the door and its fire rating," he said.

Then he would have to make it back to his desk and enter all that information into a database on his desktop computer. Now he can capture data, download technical manuals and research topics such as code infractions while he's still in the field.

"Instead of having a binder full of paperwork, I have a database at the


click of a button," he said.

Glenn Cooper, chief of the Installation Maintenance Branch, says the division has been using the tablets for more than a year.

"We're trying to use the tablet to get rid of all the paper, to make it a more efficient operation with information being more accessible," he said.

Phillip Fitz is a heating, ventilation and air conditioning mechanic in the division. He works with the installation fire department to test fire suppression systems, fire alarms and smoke detectors. This makes sure the HVAC systems are in sync with fire-detection systems. He echoed Cooper and Broughton.

"Now with the tablet, I'm able to cut out all the paperwork and the chance I could make a mistake. I can type in the information on the spot, neatly and correctly," he said.

Whether it's saving time, saving money, saving waste or saving lives, DLA Installation Management and Installation Operations are using technology to benefit the workforce, and ultimately, the warfighter. 

A Conversation with ... Navy Rear Adm. Deborah Haven

The director of DLA's Joint Reserve Force talks about service, leadership and the unique benefits Reservists offer

First, let's learn a little about you. What prompted you to join the Navy Reserve? And how did you come to the Defense Logistics Agency?

I fell in love with logistics when I was in college, but it wasn't called logistics then; it was "transportation and distribution management." And that sparked my interest. "What organization has a global reach?" At that point, I thought of the Navy.

So I became a GS-3 co-op student employee at Patuxent River [Maryland] Naval Air Station and then went on [as a civilian logistician] through an intern program. A few years later, I joined the Navy Reserve through the Direct Commissioning Program, after I got married to a Navy Supply Corps officer.

Within my family, I've had many examples of military service. My father was a World War II C-47 pilot in

the Army Air Corps who dropped paratroopers over France on D-Day. He became an Air Force Reservist after the war. And my brother was an Army helicopter pilot in Vietnam. So I grew up around the military and had a lot of patriotic role models. So joining the Navy was a combination of patriotism and the natural direction for my interests.

After a civilian job working in international logistics for the Defense Contract Management Agency, I moved to DLA, while moving along with my Navy Reserve career. That has included holding six commanding-officer positions and mobilizing three times.

I did everything backwards. [Laughs] My path was not a straight one; it had a lot of sideways moves. But that's often what happens with people in the reserve force — and that's OK. I just enjoy the logistics business. So being director of the DLA Joint Reserve Force was an opportunity to continue to serve in the global logistics business.

What habits or interests have helped develop you as a leader?

I read about leadership all the time, whether it's the Wall Street Journal or podcasts from the Harvard



Navy Rear Adm. Deborah Haven, director of the DLA Joint Reserve Force, observes the process of picking bin material from Navy Petty Officer 2nd Class Elsa Cervantes.

Annette Silva

Business Review and all sorts of leadership books. I am currently reading "Humility is the New Smart."

But most of all, doing what I love is fun. I really enjoy it. But I also realize that it's a serious business.

I've been lucky enough to combine logistics with being in a senior-leader role in an organization that I believe in, serving the nation and the military. It's complex and global — a great experience.



Navy Rear Adm. Deborah Haven addresses DLA's reservists in a recent training event.

Air Force Master Sgt. Scott Matthews

work in the warehouse. They actually [help demilitarize equipment] on the weekends. And we have a lieutenant colonel in additive manufacturing doing presentations for DLA.

Those MSCs have realized, "If we make a small investment in training these reservists, we get a big return."

And we've been given some special projects, like condition Code L: materiel

that's in the warehouse that someone needs to sort through to figure out what the problem is. Maybe there's some kind of contractual problem; maybe the packaging wasn't marked right. It takes a lot of [attention]. It's similar to when you return something to Amazon; you have to put it back in the package and fill out the form.

So we're helping to do these projects that are important, in that they can reduce backorders and improve readiness. But it's not the usual work that [full-time] people have time to do.

I also think of the three back-to-back hurricanes last year; the Joint Reserve Force had 23 people on the ground. First they went to Texas, and some immediately went to North Carolina and Florida to support relief there. Some were even sent to Puerto Rico. So we definitely demonstrated our flexibility there.

One result of a lesson learned was to set up a "safety level" of support assigned to the MSCs. And we'll also be collecting a list of "surge" folks, individuals who could surge to be ready if we have another sudden requirement.

What unique skills and experiences do reservists bring to the agency's mission, versus those of civilians or active-duty military members?

Well, first of all, they're volunteers. Whether it is the rapid deployment team supporting the Sabre Strike exercise in Poland, or service members working in the warehouse for the real property [inventory] team, they are all volunteers.

How would you describe the DLA Joint Reserve Force for someone who's not familiar?

The DLA Joint Reserve Force is the largest reserve organization among the civilian defense agencies. We have 662 billets; about half are filled by Navy people, about 30 percent are Army, and 20 percent Air Force, with a small but mighty group of Marine billets. Most come for at least two years; some people stay five, six years or longer. We have units in each of the major subordinate commands, but DLA Distribution and DLA Disposition Services have the most billets.

And they're all volunteers, with a breadth and depth of capabilities — as well as enthusiasm for serving the warfighter and the nation.

What kinds of work do DLA's reservists contribute to?

Since 9/11, we've had about 1,800 reservists mobilized in the [U.S. Central Command area of responsibility]. At any given time, we have 50 folks on mobilization orders, which are usually for six months; some deployments are longer. And then we have about 50 people working in some other sites throughout DLA — whether it's what you call Title 10, their regular two weeks, or 18 weeks, doing [regular] mission work. Or it's through Defense Working Capital Fund — like those working on this [spring 2018] real-property inventory project.

We also have people working in the Joint Logistics Operations Center full time, often overnight, since the JLOC has to be manned 24 hours. Our reservists

I think reservists bring an incredible capability. As a reservist, you have a civilian job. You also have a reserve job. Some have families. And most of these people are very active in their communities, as a soccer coach, Girl Scout troop leader or whatever. So they're citizens dedicated to making America better.

But they have figured out how to better manage time to get things done — and I think that's what's spectacular about reservists. When reservists are brought aboard to assist in another part of DLA, they're able to focus on one thing, versus full-time employees who may be on a lot of different teams and have to multitask. And then there's just the energy the reservists have.

Most DLA reservists come with active-duty knowledge and training but have been out there in private industry. And they bring that lens and experience to our mission.

Even with that civilian-world experience, it isn't normally evident that they are reservists. I think most of the time, someone will say "I didn't even know that person was a reservist. They showed up and they did some great work."

If a DLA organization wants to get the help of one or more reservists for some period, what's their course of action?

The important thing is that they give us some notice. If there's an event, and a leader thinks they want reservists, let us know, as opposed to waiting. It does take a little lead time to get someone. And we can walk them through the process. We have a simple form that's basically a statement of work. What do you want the person or persons to do?

If there's a particular skill needed, we also have the ability to go outside DLA and ask for volunteers. We actually have about 90 reservists who drill with us regularly who aren't officially part of the JRF. We call them "double stuffed" people. Lots of people like to drill with DLA because it gets them away from the office and into the warehouse, allowing them to get hands-on experience. And some of the people who mobilize are individual augmentees from other sources.

How has the mission of the JRF evolved in the past few years?

In the last year, our focus has changed; we're not only focused on understanding the support we provide at that MSC, but we're now moving to understand the global logistics requirements within the regions. And in the DLA Strategic Plan, the JRF has been called out to leverage its expeditionary capabilities. Lt. Gen. [Darrell] Williams has urged us to move to the next level to be ready. The tone that's set by the senior leaders toward the JRF is very positive and that helps us with our integration.


One way we're becoming more expeditionary is by engaging in exercises. This year we're participating in 19 exercises and we have about 150 reservists participating. For the Saber Strike exercise in June in Europe, we're sending our Reserve DLA Support Team, and we'll also have reservists on the DLA Distribution Expeditionary teams.

And we've created regionally aligned units. These teams will be learning, for example, "What do I have to do if I deploy to Korea? What are the logistics nodes? What are the ports of embarkation and debarkation?" We're asking all the teams to start thinking globally and become more regionally aligned. We've moved some billets to the regional commands and we're engaged with them and their requirements.

So reservists now have to not only understand the technical but also the regional. This is going to make it very attractive for people to come to the Joint Reserve Force. The soldier, sailor,

airman or Marine is going to return to their service with a better understanding of logistics around the globe.

Any closing thoughts?

I think the DLA Joint Reserve Force is respected across the agency because of the high caliber of personnel. And I'm very proud of that. They're dedicated Americans. 

"WHEN RESERVISTS ARE BROUGHT ABOARD TO ASSIST IN ANOTHER PART OF DLA, THEY'RE ABLE TO FOCUS ON ONE THING, VERSUS FULL-TIME EMPLOYEES WHO MAY BE ON A LOT OF DIFFERENT TEAMS AND HAVE TO MULTITASK."



Army Staff Sgts. Brandon Guevara and Matthew Rosenkranz maintain their jump status as they exit a CH-47 Chinook cargo helicopter from 12,500 feet.

RIGGING VICTORY

DLA PARACHUTE RIGGERS DO MORE
THAN JUST PACK CHUTES

Story by Dianne Ryder
Photos Courtesy DLA Distribution

Although the first combat use of the parachute was at the end of World War I, U.S. military use of the device began in World War II, when the Army frequently used parachutes to insert troops and equipment into enemy territory in Europe. Ever since, the U.S. military has used parachutes as one option to deliver warfighters and materiel.

Popular culture is peppered with mentions of parachute packers, but military personnel at Defense Logistics Agency Distribution do much more than

that — they also test, maintain and ship parachutes and other materials daily.

"It's not just parachutes; it's sewing canvas bags or the deployment bags that the parachutes come in, or replacing lines," said Army Staff Sgt. Matthew Rosenkranz, the noncommissioned officer in charge of DLA Distribution's Aerial Delivery Textile Support Active section in New Cumberland, Pennsylvania. "The primary mission here at our building is to inspect and classify all the Federal Supply Class 1670 materiel," he said, referring to the supply class that covers parachutes and all related equipment.

The Aerial Delivery Textile Support has four areas: operations, pack,

maintenance and receiving. With shipments of canopy fabric arriving twice daily, materials are continually flowing in and out of the distribution center to be processed, inventoried and packed. DLA Distribution stores thousands of parachutes in a climate-controlled area to prevent mold on the nylon material.

"We're responsible for repairing textile and canvas material, webbed equipment and clothing, as well as inspecting, repairing and packing parachutes and other aerial delivery equipment," Rosenkranz said. "We classify it, count it and then put the material into the Distribution Standard System."

Then DSS records the data so the customers in the field can see it when they're looking to place orders, he explained.

As parachute riggers, Rosenkranz said he and his team must be in exceptional physical condition.

"The job requires heavy lifting," he said. "You also have to be qualified as a parachutist. Right out of basic training, we go to Fort Benning [Georgia] for airborne school to qualify as parachutists and then we're formally trained at the Aerial Delivery and Field Services Department."

The latter is one of five major training departments at the U.S. Army Quartermaster School at Fort Lee, Virginia.

Army Staff Sgt. Brandon Guevara, NCO in charge of receiving at DLA Distribution, has only been part of the team since January. He said his primary challenge has been learning about all the FSC 1670 items DLA stores.

"In a regular unit, you're just used to parachutes," he said. "Here, you're getting to look at a bigger picture and see exactly what we do — the logistical part of our job."

Guevara said as soon as he arrives at work, he examines the inventory received into the shop.

"I inspect, I count and make sure we have the proper amount that's on the paperwork," he said. "I check the condition of it and make sure it's 100 percent ready to go, and then I induct it into our system. Then we store it until it's ordered."

But it's not all about inventory-ing, classifying and packing equipment. Rosenkranz and his team members must continue jumping throughout their careers as riggers so as to keep current on training and knowledge of the parachutes they're packing for customers.

"By jumping, we are able to maintain all that currency and that skill," Guevara said.

"To become certified parachute packers, we have to pack our own parachute and then jump with it; that's our test to become packers," Rosenkranz said.

Other FSC 1670 items include equipment for aerial pickup, delivery and recovery; cargo tie-down equipment; different types of fabric; platforms for heavy drops and bundles with container delivery systems.

"Our particular field of expertise allows us to manage the materiel that comes into the distribution center," Rosenkranz said. "The efficiency [with which] we inspect, count and classify and induct into the system allows the warfighter more quickly order that materiel."

Any customer who needs parachutes or related materiel is a customer of this DLA Distribution unit Rosenkranz explained.

"It's not just people who use parachutes for jumping; it encompasses units that require materiel for air drop, sling load or textile components," he said.

A sling load doesn't require a parachute at all, Rosenkranz explained. "It's just ropes and chains that connect to a helicopter that can pick things up from one area and take it to another."

There are two primary kinds of parachutes: cargo and personnel. Cargo parachutes come in various sizes and are used to deliver supplies into areas where ground travel is impractical. There are also disposable parachutes that

don't require recovery and are often used to deliver food and supplies, as in humanitarian missions.

Personnel parachutes can either be deployed manually for high-altitude jumping or can use a static line to open as soon as the jumper exits an aircraft. Some personnel parachute systems are steerable and used for low-altitude drops. Nonmaneuverable canopies are used for higher altitudes that require a targeted drop.

Items come in as brand-new, wholesale new, procurement or as returns from the field, Rosenkranz said.

Army Sgt. First Class Franz Tovar, jumpmaster, conducts a pre-inspection of Army Staff Sgt. Brittany Sheehan before her military freefall jump.




Army Staff Sgt. Brittany Sheehan during her military freefall jump, one of her rigger proficiency jumps.

Personnel parachutes returned by a unit are classified with a disposal code indicating whether the item is to be destroyed or repaired.

Since lives are literally on the line, the team will only repair parachutes DLA has tracked through their lifecycle, Rosenkranz said. Otherwise, "[if] it's been out of our control, we can't guarantee how long it's been used, what it's been through. So we can't say that it's good for another unit to buy and put it on another jumper's back."

Rosenkranz and his team are liaisons between item managers of the materiel and the field.

"If there are issues in the field where people are having problems getting things, we may be able to affect that change at our level as far as reaching out and figuring out why a unit is having trouble ordering a certain item," Rosenkranz said. "That's a big thing that we do around here — not only process the materiel, but also [use] our network of experts and respond quickly to customer concerns."

"If we don't do our job, then the units don't get their materiel — and all the other units will be ineffective to meet their mission," Guevara said. "It's crucial for us succeed at our mission here so that other units at the tactical level can succeed in their missions." 



DLA DISTRIBUTION'S UNIT MATERIEL FIELDING POINT

UNIFORM OPERAT

Story by Dianne Ryder

The Defense Logistics Agency's strategic plan emphasizes global posture and strong partnerships — tenets that members of DLA Distribution's Unit Materiel Fielding Point team applied to achieve the ultimate mission: putting the warfighter first — when the demand was great but time was not.

In early 2018, U.S. Army Security Assistance Command submitted a foreign military sales case to the UMFP valued at more than \$6 million. The UMFP team faced the monumental task of shipping nearly 300,000 uniform items to the Iraqi security forces in a short amount of time.

Items included more than 43,000 sets of desert camouflage uniform tops and trousers, as well as combat boots, knit caps, undergarments and gloves. Clothing and textile vendors expedited a ground shipment to New Cumberland, Pennsylvania, for consolidation and onward movement for air shipment from Dover Air Force Base, Delaware.

Jay Lightner, a supervisory distribution facilities specialist and supervisor of the UMFP team, said the team, which acts as a freight forwarder for Afghanistan and Iraq, had supported the Iraqi security forces for several years but never before received such a high-volume requirement.

"It came down from USASAC about this large uniform buy," he said. "They were able to provide us with the stock numbers and document numbers associated with this order. They let us

Members of the Iraqi army and police look at ballistic helmets in a container during the divestment of organizational clothing and individual equipment to the Iraqi army and police at the Besmaya Range Complex, Iraq.

—— Photo by Army Master Sgt. Horace Murray



ION

know that this was going to be high visibility, high priority, and that everything needed to be sent on air pallets through Dover [Air Force Base]."

The uniforms were provided from existing stock and transported to New Cumberland for consolidation.

"Anything our foreign partners order through the supply system, whether it's from the 26 depots or straight from the vendors, has to come through here; we act as their consolidation point," Lightner said. "We had a very short lead time on this one for the Iraqi soldiers. As fast as it came in my door, it needed to go back out my door to them."

Lightner said it took five days to receive the items from the vendor. Once his team consolidated, netted and processed the shipment, the operation was turned over to Bryan Flynn, chief of the transportation division.

"This was a coordinated effort with Bryan's folks in transportation to move the trucks from here to the aerial port because there were set flights [to transport] this stuff."

Shipments to Iraq must first enter Kuwait, which requires a slightly different configuration of air pallets because of

the aircraft the foreign partners use.

"There were about 280 air pallets with specialty markings for them," Lightner said. He explained that the Iraqi forces needed to be able to easily identify the shipment. "We sent them a copy of the placard to let them know to be on the lookout for it."

From the vendor's hands to the customer's, the operation took just two weeks, Lightner said.

"With the missions they have in country, it's imperative [they get these items]," he said. "Ninety percent of their stuff goes via air so it gets there more quickly."

Once the mission was completed, USASAC's case manager visited DLA Distribution and said the customer was "ecstatic" because the uniforms were delivered so quickly.

"We were ahead of their expectations," Lightner said.

"A lot of the benefit with using us versus private industry is the tracking and traceability [aspect]," he said. "We can put everything into their systems, especially with the in-transit visibility with the radio frequency tags."

Both Lightner and Flynn recognize how important their role is in saving the customer time and money.

"Very few people know that we actually perform this operation for these customers," Lightner said. "Last



Army Master Sgt. Horace Murray

Members of the Iraqi Police look at one ballistic vest from a container during the divestment of organizational clothing and individual equipment to the Iraqi army and police at the Besmaya Range Complex, Iraq. The Coalition is enabling partnered forces to defeat ISIS by providing air, artillery and logistical support on the battlefield.

year, I think we shipped about 5,300 air pallets to our foreign customers and 450 containers."

"Consolidation saves transportation costs," Flynn said. "Instead of a whole bunch of individual shipments moving to these countries, these guys are consolidating and putting them into a container or an air pallet."

"We get to see the results of our work because we're touching the freight; we're consolidating the freight, we're loading the containers and air pallets and seeing it depart," Flynn said.

Lightner said he believes his team will continue to see the volume of requirements increase as U.S. military forces hand over more responsibility to foreign allied forces.

"We've had an uptick in workload due to the fact that we have to outfit the coalition forces with all the gear they need," he said. "USASAC, along with the business development team, are constantly going to these FMS customers and shopping what we do in order bring in more freight-forward business."

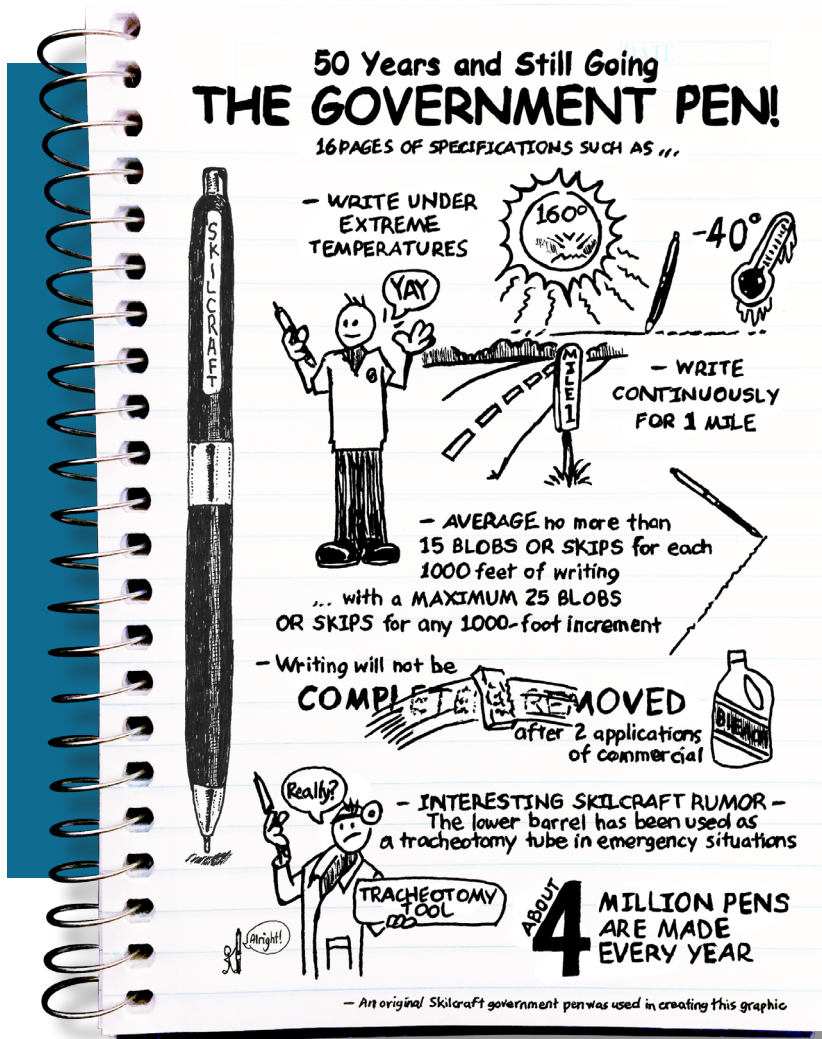
"FMS in general is seen as of secondary importance to our mission," Flynn said. "But in the grand scheme of things, strategic partnerships are of critical importance to readiness and overall security for the U.S. The UMFP mission is just one big part of how we support foreign allies." 

A completed pallet with color-coded placard identifies the shipment as uniforms for the Iraqi security forces.



Denise Paver, DLA Distribution

DLA NewsWire



Paul Crank

EX-USACE CHIEF SHARES MULTICULTURAL EXPERIENCES, CHALLENGES

Defense Logistics Agency Energy Chief of Staff Army Col. Doug Henry hosted the Asian American and Pacific Islander Heritage Month observance May 17, joined by McNamara Headquarters Complex tenant organization leaders, including DLA Chief of Staff Kristin French. But the real star was guest speaker, retired Army Lt. Gen. Thomas Bostick, who related stories with humor, candor and charisma.

Bostick serves as chief operating officer at Intrexon, a biotechnology company. Most of Bostick's anecdotes were from his long military career, including as the commanding general of the U.S. Army Corps of Engineers and as the Army deputy chief of staff for personnel and readiness.

The retired general said his dual heritage as an African American and as an Asian American means

OPERATION COOKIE DROP

The Defense Supply Center Columbus Morale, Welfare and Recreation's 2018 Operation Cookie Drop distributed nearly 800 cases of cookies donated by the Girl Scouts of Ohio's Heartland to more than 3,100 service members from 19 units (platoon, company, battalion and brigade level) in Central Ohio.

The event was held at MWR's Outdoor Rental Center May 11 from 9 a.m. to 3 p.m.

"Operation Cookie Drop is one of my favorite events because it's a full day of smiles," said MWR Marketing Manager Jennifer Russell. "People can't help but smile

when you hand them a box of Girl Scout Cookies. At MWR, military outreach is one of our highest priorities, and this event provides the opportunity to connect with and support military members, many outside the fence line of DSCC, some as far away as Dayton and Canton. We are thrilled at how much this event has grown over the past two years and we hope to continue to expand and distribute more cookies next year."

— Dana Thornbury
DLA Land and Maritime Public Affairs

More online: go.usa.gov/xQmwj



Teodora Mocanu

he's often mistaken for other races and has sometimes struggled with how to identify himself.

"My dad came in the Army before [President Harry] Truman's desegregation, so he was in an all-black unit," Bostick said. "He married a Japanese woman right after World War II, so it was like a double whammy!"

"I'm very proud of both sides of my heritage," he said. "I recognize both cultures."

Bostick said he was privileged to meet some members of the Army's 442nd Regimental Combat Team, a large contingent of Japanese American soldiers who fought during World War II and

became the most decorated unit in U.S. military history.

"Many of them were Nisei ... the second generation of Japanese Americans," Bostick said. He explained there was a lot of suspicion directed toward the 14,000 Nisei, who had to endure many investigations "to make sure they were really on our side."

"They earned seven presidential unit citations — to have one is huge — [and] 21 Medals of Honor, [totaling] 9,846 awards in one unit," Bostick said. "Think about that."

— *Dianne Ryder, DLA Public Affairs*
More online: go.usa.gov/xQmwW

FED LOG LOOKS TO REDUCE DVD RELIANCE IN FAVOR OF ELECTRONIC DISTRIBUTION/DOWNLOAD

To minimize the impact of not receiving a Fed Log DVD, customers will have the capability to download the FED LOG product from FedMall.

Once downloaded, FED LOG data can be kept current using FED LOG Delta's features.

If you have questions or require assistance on the FED LOG product, reach out to our FED LOG team:

FEDLOG@dla.mil



co-lead, said. "This project is just a small way we can give back and hopefully brighten someone's day."

When Anello teamed with Chuck Zerambo, IH purchasing agent and InSPIRE co-lead, to create the program, Anello wanted to make it unique and provide an opportunity for participants to connect with each other and the community.

One IH employee, who authored more than half of the uplifting messages, was glad to be part of the event.

"It's a really fun and interesting way to come together," said Alexa Janco, an IH contract specialist and InSPIRE participant. "It was a team building event, but I also got to network with other mentors and mentees and help the community."

— *John Dwyer III*
DLA Troop Support Public Affairs
More online: go.usa.gov/xQ7Gq

InSPIRE'd MENTOR PROGRAM PARTICIPANTS PROVIDE 'BLESSINGS' FOR HOMELESS

Participants in the Industrial Hardware Success and Partnership in Reaching Excellence mentoring program assembled 150 lunch bags for the homeless May 17.

The community outreach and team building event featured Defense Logistics Agency Troop Support employees making sandwiches and assembling lunch bags, known as "blessing

bags," with uplifting messages. The bags were delivered to a non-profit organization serving the homeless in southern New Jersey.

"My goal was to make it unique from other mentoring programs, which is where the team building and community service projects come into play," Joanne Anello, Industrial Hardware traditional acquisition division chief and InSPIRE

CHARTING A PATH FOR THE

HEALTH OF THE AGENCY

Story by Beth Reece

The Defense Logistics Agency has a new recipe for achieving organizational health and the well-being of its employees. With regular Health of the Agency assessments and stronger collaboration among offices such as DLA Human Resources and Equal Employment Opportunity, leaders are now monitoring agencywide trends that signal the need for improvement.

The effort brings together experts and statistics from a variety of disciplines including human resources, diversity, safety, sexual assault prevention and response, equal employment opportunity, and the DLA Enterprise Hotline, which takes in reports of suspected fraud, waste, abuse and mismanagement.

"The more data we have about our people, whether it be demographic information or behavior-based information through things like culture surveys, the better we're able to weave together an accurate story of the current state of the organization's health," said DLA Human Resources Director Brad Bunn.

"That can help us chart a path in terms of the programs we offer, how we build policy that affects people and how we do change management."

Representatives from each area will gather quarterly to discuss trends in human capital programs with DLA Director Army Lt. Gen. Darrell Williams. The intent is to bring together staff elements that don't typically have recurring interactions in a forum where leaders can evaluate strengths and weaknesses, then discuss potential remedies for problem areas.

Rather than focusing on specific complaints and individuals, the initiative highlights overall, enterprisewide trends.

"There are a lot of different organizations in DLA working efforts to support people and culture, but they aren't always synchronized at the enterprise level," said DLA Chief of Staff Kristin French. "This initiative allows them to collectively review all the different areas that affect the organization's morale, health and welfare and take a deeper dive into how they can work together to resolve issues that affect the organization as a whole."

Building a team of representatives from numerous disciplines is key because most issues involve input from multiple parts of the agency, Bunn added.

"Let's say we have an Equal Employment Opportunity complaint that deals with a non-selection; someone didn't get promoted and they file an EEO complaint," he said. "Legal and EEO professionals are inevitably going to get involved along with our HR professionals and the chain of command."

EEO also works with officials from the Office of the Inspector General and alternative dispute resolution experts to determine the true cause of complaints, said EEO Director Janice Samuel.

"Sometimes we have to dig a little deeper to know what the issue is actually about," she said. "If it's about an employee feeling like their boss is bullying them, for example, that's workplace harassment, not EEO. What we're doing through



HEALTH OF THE AGENCY DISCIPLINES

"IT'S ALL ABOUT SUPPORTING THE WARFIGHTER, AND WE NEED TO MAKE SURE OUR WORKFORCE CAN FOCUS ON THAT IN SPITE OF ALL THE DYNAMIC CHANGES GOING ON AROUND US."

— DLA CHIEF OF STAFF KRISTIN FRENCH

the Health of the Agency is partnering more frequently with potential players, which helps us ensure employees are going to the right venue where their issue can be resolved."

Samuel said greater collaboration has helped her understand how her team is intertwined with other parts of the organization.

"We really do need each other. We need each other to get things done and make improvements that impact the entire agency," she said.

The initiative, which launched in October, has already led to proactive steps in areas like the new performance evaluation system known as the Department of Defense Performance Management and Appraisal Program. Although the number of grievances formally raised by DLA employees is relatively low in all categories, Health of the Agency representatives recognized the potential for increased complaints as a result of DPMAP.

"Just by virtue of having this group together we've been able to alert the director that as DPMAP ratings get finalized, communicated and executed, we're probably going to see a little more angst in the workforce," Bunn said. "The system we moved from didn't generate complaints because pretty much everyone got the same rating, but under DPMAP we expect there to be more disputes."

DLA Human Resources therefore began a movement to educate employees on such features as the "My Performance" tool and provided tips on writing effective employee-input statements.

A hike in hotline complaints regarding employee-supervisor relationships also spurred additions to leadership-development training.

"We realized that some of our hotline complaints related to equal employment opportunity, which usually has to do with shortfalls in leadership skills and leadership approaches. That's already caused us to take another look at our leadership competencies and beef up on soft skills in our leadership training and development programs," Bunn said.

And since mishaps and injuries historically rise during spring and summer when employees spend more time outdoors participating in activities like boating and cycling, Health of the Agency representatives proposed a campaign promoting summer safety.

"Campaigns like these are hard to measure, but they're helpful," he said. "If they cause just one employee to put on a life jacket when they're on a boat or put on a helmet before getting on a motorcycle, then, to me, it's worth it."


DLA's perpetual push toward improving the health and welfare of the agency should motivate employees, said French, who has observed well-being trends at numerous military organizations while serving as an Army officer and commanding general.

"Our employees should be comforted by the fact that DLA spends a great amount of time focusing on people and culture," she said. "A lot of effort goes into making sure people are taken care of with everything from health fairs and child care centers at our major subordinate commands to the fitness centers that we all have access to. There's a lot of goodness in what DLA does for its people and culture."

Budget changes and the demand for reform and auditability continue to challenge DoD and DLA employees, however, and an enduring focus on well-being is essential to ensuring employees have a positive environment and the tools to thrive, French added.

"I think as we build our Health of the Agency reviews, we'll get smarter on the challenges we're all under and make sure our staff is honed in on areas that could cause us issues in the future," she said. "It's all about supporting the warfighter, and we need to make sure our workforce can focus on that in spite of all the dynamic changes going on around us."

People and culture are foundational elements of the DLA's strategic plan, which describes employees as the "secret ingredient to DLA's success." Bunn said his interactions with other leaders, labor unions and employees indicate that employees have a positive attitude about the work of the agency. That doesn't mean there aren't flaws though, and broadcasting the latest Culture Survey results throughout the agency is proof that DLA leaders want transparency.

"We care enough that we don't focus only on the positives," he said. "We're willing to do something about the negatives, and that generally is what keeps people loyal to an organization, knowing that management is about more than just output, quantities and performance." 

I AM

DLA

**My name is:**

Linda Norman

I am:

A general supply specialist on the Distribution Research Team at DLA Distribution Headquarters.

Describe your job in a sentence:

My job is assisting customers with how the Distribution and Supply System works and how to use its processes to their advantage.

How long have you worked for DLA?

I began as a keypuncher at Fort Indiantown Gap, Pennsylvania, documenting the incoming Southeast Asian refugees in 1975. After that, I worked in the Finance Office, processing paychecks. I came to DLA Distribution Susquehanna, Pennsylvania, in April 1976.

What is your favorite thing about working for DLA?

My favorite thing is to assist a deployed customer with expediting their cargo, explaining how the process works and how it supports them.

**What are your best memories of working here?**

One is helping the victims of hurricanes such as Katrina, Rita, Andrew and Sandy, and the victims of other traumatic events in desperate need of the basics, such as food and shelter. My other best memories are of helping DLA customer support representatives around the world.

How do you make a difference?

By supporting the greatest armed forces in the world, many of whom are my brothers and sisters in arms, as I retired after 29 years in the military. My small part is to get the parts, material and equipment they need to complete their mission and to get back home, safe and sound to their families.

Linda Norman