

DEFENSE LOGISTICS AGENCY

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The Right Solution — On Time, Every Time

March / April 2018



DEFENSE LOGISTICS AGENCY SUPPORT TEAMS

CIVILIANS ON THE FRONT LINE

DLA Civilians Volunteer
for Tough Assignments
Around the World

Airworthy Heritage

As Military Aviation Grew, Logistics Support Evolved. Enter DLA Aviation

Safely in Hand

DLA Distribution Helps the Army Deliver New Pistols to Warfighters

Power Projection

DLA Helps Move Generators for Task Force Temporary Emergency Power



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

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From the Director

Every year, a national poll shows that America's military is one of the institutions the public respects the most. This is no surprise to me, as I've seen the unwavering professionalism of our military men and women at home and abroad. Those who wear the uniform are a special breed who have volunteered to be in harm's way, if necessary — and they deserve our respect and appreciation.

I have the same respect and appreciation for civilians who voluntarily deploy to support our mission. DLA civilian volunteers work shoulder-to-shoulder with our military in some of the most austere and forbidding locations in the world.

Whether they support our troops in Afghanistan or help provide relief to Americans in Puerto Rico, DLA civilians choose to be in harm's way to support the mission and their contributions are invaluable. In this issue, you'll meet DLA's deployable team members, read about what they do and learn why they do it.

Deployments, civilian and military, are key to DLA's strategy as we stay prepared for immediate action anywhere in the world. Nowhere was this more apparent when three hurricanes struck the U.S. mainland, Puerto Rico and the U.S. Virgin Islands last fall — putting DLA Distribution to the test when all three of its expeditionary teams deployed at once. You'll get a firsthand account of the decisions behind that effort — and more — in a conversation with the commander of DLA Distribution, Army Brig. Gen. John Laskodi.

Even long after the storms, DLA still supports hurricane relief — for example, through DLA Troop Support. Puerto Rico's electrical grid has required extensive and long-range repairs; months later, parts of the U.S. territory are still without permanent power. Troop Support has sent hundreds of generators to keep the power on for many. It's an incredible effort.

Hurricanes aren't the only fast-moving phenomenon; technology also changes at breakneck speed. Read here how DLA Information Operations created an "innovation boot camp" to help senior leaders understand technical challenges, stay ahead of the curve and keep the agency relevant to the mission.

This issue is packed with great stories about the dedication of our DLA workforce around the world. I am proud to lead this global, agile and innovative agency, whose world-class professionals are at the heart of everything we do.

Enjoy this issue of Loglines. Warfighter First! 



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Jason Reed

CIVILIANS ON THE FRONT LINE

Story by Beth Reece

Having a predominantly civilian workforce hasn't stopped the Defense Logistics Agency from being on the battlefield or operating in austere locations. Hundreds of DLA civilians volunteer each year for deployments to dangerous spots like Afghanistan and hurricane-stricken Puerto Rico. Some do it for the adventure; others want to advance their careers. But what they all seem to have in common is the desire to be a part of something bigger and help others.

Joe Roshinko had worked at DLA Troop Support for 10 years when he deployed to Kuwait for six months with a DLA Support Team in November 2016.

"It's so easy for people to lose sight of the fact that all of our work is done to help warfighters, but we're not just pushing parts. We're supporting men and women who've put their lives on the line for our benefit," he said.

Phil Messner is a project manager for DLA Logistics Operations who first

(Facing Page) Members of DLA's rapid deployment Red Team go through team-building exercises to foster trust and communication skills on an obstacle course during mobilization training at Camp Atterbury, Indiana.

deployed to Baghdad in November 2010 for a six-month tour. In 2016 he served as the DLA Support Team Afghanistan deputy commander. For him, working alongside customers is the best way to understand their needs.

When the fuel supply was cut off to a remote Afghan base during his last deployment, troops set up an impromptu meeting with DLA fuel experts on the ground and operations officials. Watching the group's quick response and seeing how each player processed information to make decisions helped convince Messner that having DLA employees on the front lines is the best way to support the mission and help ensure readiness.

"For sudden emergencies, you really have to be sitting at the customer's side to make the biggest difference," he said.

Business on the Battlefield

DSTs like those in Afghanistan and Kuwait were created at the start of operations Iraqi Freedom and Enduring Freedom. For the first time, DLA began sending civilians to the battlefield in teams of subject matter experts from each major subordinate command.

New technology and business practices allowed specialists in food, fuel, building material and repair parts to work alongside uniformed customers, getting parts and supplies where they were needed faster.

Marian Hunter, a DLA Aviation employee currently deployed to Bagram on what she calls her ninth and final deployment, was among the first to deploy there in 2007. The chance to attend unit maintenance meetings and talk directly with service members helped the agency better solve problems, she said. "The end result is what we all want: well-equipped, well-protected warfighters."

DLA still sends about 80 employees, mostly volunteers, on six-month DST deployments to Afghanistan and Kuwait each year. The teams are projected to continue through 2021 and are managed by the DLA Joint Logistics Operations Center's Mission Support Branch.

Mission Support also oversees DLA's other headquarters-level deployment capability, the Rapid Deployment Teams. RDTs mirror the DSTs in their makeup and can deploy anywhere in the world. They were created in 2015 with volunteers from DLA Headquarters and MSCs to help the agency respond faster to national emergencies and global

contingencies. Since then, the teams have become DLA's go-to answer for support to overseas training exercises, said Jeff Crosson, RDT program manager. A third team was created in September.

"As we develop more capability, leadership sees more ways to deploy these teams. Our original design was very structured: support a Joint Task Force Port Opening. That's a pretty tailored mission, but now that the teams are doing contingency-type stuff, it really broadens the range of skill sets we need," he said.

Unlike DSTs, RDTs are an annual commitment. Participants may be called to deploy anywhere in the world with little or no notice, but deployments typically last for only a few weeks.

MSCs like DLA Distribution and DLA Disposition Services also have their own mobile teams of volunteers who fulfill duties such as supply movement and property disposal. Carl Houdeshell was part of the deployable depot at DLA Distribution Susquehanna, Pennsylvania, when it was created in 2008.

His first deployment was to Okinawa, Japan, where he helped create a small distribution hub that reduced delivery time for customers who previously had to wait for items to arrive from elsewhere in Japan or the United States. That same year, the team deployed for the first time in support of the Federal Emergency Management Agency to assist in recovery following Hurricane Ike.

After a short break from the deployable depot, Houdeshell rejoined in 2016 as a supervisor. He was part of the team that rushed to San Antonio, Texas, to assist after hurricanes Harvey and Irma. He said he enjoys the work even though it often means 12-hour workdays.

"Every day is something new. It's very helpful to have an understanding wife and family, but it does come with its difficulties with two little boys at home," he said. "After 20 years in the U.S. Marine

Mark Bossen, one of two information technology specialists on DLA's rapid deployment Red Team, runs diagnostics on communications equipment during the early stages of humanitarian-relief efforts following Hurricane Maria in Puerto Rico. The team was deployed there for five weeks in October and November.



Taylor Frazier

Courtesy Photo



Carl Houdeshell, a member of the deployable depot at DLA Distribution Susquehanna, Pennsylvania, draws a diagram in the sand depicting the layout of DLA Distribution's site at Kandahar, Afghanistan, before its construction in 2010.

Corps, I know what it's like to be on the other end, waiting for the correct supplies to be delivered."

Dangerous Duty

DLA almost always has volunteers downrange since that's where much of the agency's warfighter support takes place. This puts the agency's civilian volunteers who deploy to war zones at great risk. Stephen Byus and Krissie Davis were both killed while serving in Afghanistan, supporting the agency's mission.

Byus worked for DLA Land and Maritime in his regular job while serving as a Navy Reservist with DLA Disposition Services. By 2014 he'd already completed his required Reserve duty with two tours in Iraq, but he still volunteered for a deployment in Afghanistan. In September 2014, he headed downtown in a two-vehicle convoy to brief dignitaries at the Afghan Ministry of Defense when a red Toyota Corolla started following them. At a crowded intersection, the driver pulled between them and detonated 250 pounds of explosives. He died instantly at age 39.

Davis died in June 2015. She and Rob DeLong, her "battle buddy" and fellow DLA Disposition Services employee, were driving to the dining facility on Bagram Airfield when a 105-mm rocket slammed into their Ford pickup. DeLong recovered within seconds, but Davis died as surgeons fought to save her. She was 54.

Volunteers from all of the MSCs have willingly accepted the risks and dangers inherent to deployment. They also go on rotational assignments to places like Jordan, Romania and Djibouti. DLA Aviation's Phil LaBranche was a 10-time deployer who'd been everywhere from the Middle East to Haiti when he did his final deployment at Mihail Kogalniceanu Air Base, Romania, before retiring in January.



Army 1st Lt. Caitlin Sweet

In addition to assisting a Marine Corps unit with spare-parts support, shipment tracking and training on DLA ordering systems like FedMall, he supported units at training areas throughout the country with hazardous-waste removal and subsistence planning. And he knew enough about DLA's business that he was able to help customers with needs in other areas as well.

"This is job satisfaction at its best," he said while deployed in August.

Whether employees deploy solo or as part of a team, their goal is usually to assist customers with the vast range of supplies and services DLA provides without passing them off to another person, Roshinko added.

"It's never, 'Well, that's a Troop Support or Land and Maritime issue, let me give this request to somebody else.' Honestly, I've never seen a team come together from different parts of an organization and country and work so well together. But in the group I deployed with, we asked each other questions and helped one another so we could meet customers' needs regardless of what

A container of supplies is lifted onto a local truck for delivery to customers in Kandahar, Afghanistan. DLA Distribution and DLA Disposition Services employees continue to volunteer for deployments to Afghanistan so they can have a direct and quick impact on military missions there.

commodity it involved," he said.

Before deploying, team commanders and deputy commanders like Messner get the chance to visit each MSC and learn about its operations. Leaders of teams heading to the U.S. Central Command area of operations are also briefed by DLA CENTCOM & SOCOM officials.

"I had a pretty narrow view of what each part of the agency does having been in the Information Operations cataloging branch for so long," Messner said. "But through the visits, I saw and learned so much about how DLA operates. It's really hard for an employee to gain all that knowledge unless you

Members of DLA's rapid deployment Red Team brave the gas chamber to conduct a functions test on personal protective equipment during nuclear, biological and chemical training at Camp Atterbury, Indiana.

experience what I did on that round robin. It was eye opening."

Like many who deploy for DLA, Roshinko, Houdeshell and Messner have served in the military. Messner is a retired Coast Guard gunner's mate who spent most of his career in operational environments. He volunteers for the adventure and challenge.

"You feel like you're contributing, and when you come back to your old job you're fresh. It's a nice break," he said,



Courtesy Photo

Force Provider Contact Information

Force providers at DLA Headquarters and the major subordinate commands oversee deployments from local levels.

To volunteer, contact a provider in your organization.

DLA Headquarters

Jeff Crosson.....571-767-2031
Karen Dean.....571-767-3097

DLA Distribution

Jennifer Cook.....717-770-5817
Bradford Sims.....717-770-3154

DLA Disposition Services

Michelle Wooden269-961-5795
Christine Wagner269-961-5605

DLA Land and Maritime

Craig Linderman. 614-692-1253
Kathy Rausch.....614-692-4731

DLA Aviation

George Johnson. 804-279-6774
Gerol Meadows.. 804-279-2473

DLA Troop Support

Michael White 215-737-2131
Kurt Lawler 215-737-7534

DLA Energy

Raymond Otto....571-767-0480
Keisha High.....571-767-6123

DLA Europe & Africa

James White 314-581-2112

DLA Pacific

Andrew Drake.....808-477-0638

DLA CENTCOM & SOCOM

Gary Handley.....813-529-3418



Darryl and Sandra Cousin from DLA Aviation pose for a photo while deployed to Afghanistan as part of the Civilian Expeditionary Workforce, a pool of DoD civilians who volunteer to deploy anywhere in the world for six months.

adding that being away from loved ones for six months is a sacrifice employees must consider before volunteering.

Civilian Expeditionary Workforce

Sandra and Darryl Cousin from DLA Aviation made deploying a family affair. The couple retired from the Army National Guard with 44 years of service combined, but neither of them had ever deployed. It was something Sandra always wanted to do.

That urge still tugged at her after she joined DLA Human Resources and Darryl became an inspector for the Mapping Division of Document Services. Two years ago, a co-worker told Sandra about her experience with the Civilian Expeditionary Workforce, a pool of Department of Defense civilians who volunteer to deploy anywhere in the world for six months. DLA Human Resources manages the agency's contribution, which is about 40 individuals annually.

When Sandra took the information home to Darryl, he was so supportive he offered to apply, too.

"I know she's close to the end of her career, so I said, 'OK, let's go for it,'" he said.

Sandra applied and was selected in July 2016 for a one-year deployment to Afghanistan, a place Darryl jokingly said "wasn't really on my radar." She spent the next four months training and completing medical appointments to certify she

was in good physical shape, while Darryl also applied and was selected. Their start dates were six months apart, but both husband and wife were assigned to Kabul. Sandra left in November, and Darryl followed in May 2017.

Although they aren't performing DLA's mission during their deployment, the Cousins still feel like they're representing the agency. Sandra took a short break from her job in- and out-processing civilian employees from the area to train DLA employees assigned to the region on the Department of Defense Performance Management and Appraisal Program when the agency adopted it in early 2017. And since they wear uniforms with a "DLA civilian" name tag, they both find themselves sharing information about what DLA offers.

"People are always asking me what I do for DLA and what the hiring process is, so I still feel like I'm representing the agency," Sandra said. "This opportunity has also given me the chance to work with people from some of our partner agencies, and that's good experience to take back home with me."

Deborah Zemalong, another human resources specialist, returned from a CEW deployment to Afghanistan in June. The face-to-face interaction she had with customers inspired her to find deployment opportunities within DLA, and in March she'll return to Afghanistan as the DST administration officer.

"When you're there, you can see the living conditions and what our customers are going through on a daily basis. I've found that I really enjoy working with the military, and the firsthand experience I gain on the ground helps me do my job better," she said.

The eagerness to deploy is so great among DLA employees that over 130 quickly volunteered when DLA Human Resources called for volunteers to support hurricane relief efforts with FEMA in September. Volunteers didn't know where they would be assigned or what their duties would be.

Margaret Beverly, a procurement analyst with DLA Acquisition, was among the first to raise her hand and became one of only 10 selected. She spent five weeks at a call center west of Fort Worth, Texas, recording details of damage and losses by survivors.

"I enjoy helping people, so when they said there was a need, I knew I wanted

to be part of the effort," she said. "I would absolutely do it again if given the chance."

Mission Trained

Beverly and the other volunteers were trained by FEMA at Anniston, Alabama. Those who volunteer for DSTs, RDTs and the CEW also receive formal training. DST members go through the Army's continental U.S. Replacement Center at Fort Bliss, Texas, where they learn tasks such as basic lifesaving techniques. RDT and CEW members spend two weeks at Camp Atterbury, Indiana, receiving personal protective equipment, completing medical-readiness screenings, and training in areas such as active-shooter response and vehicle rollovers.

"The training is set up to mirror the conditions you'll be in on the deployment, so everyone has an idea of what to expect before you get where you're going. Some of the training I

received was actually given by a former Navy SEAL," Zemolong said.

While most employers agree being on duty in a foreign place is a balance of personal sacrifices and perks such as recognition for going above and beyond their normal scope of work, Sandra said there is one reason no one should volunteer: money.

"People who do it just for the money are doing it for personal gain, and that's the wrong reason. I've seen people come here for that reason alone only to realize soon after they get here that it was a mistake," Sandra said two months before the end of her tour. "It's so important for civilians to realize that when they come here, their sole purpose is to positively impact the mission, even when it means long days and no weekends off."

Employees interested in volunteering can get details about current deployment opportunities from their local operations office. 

DLA LAND AND MARITIME

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DLA AVIATION **AIRWORTHY HERITAGE**

Story by Army Sgt. Saul Rosa, DLA Aviation Public Affairs

Although America's military has used aircraft to win wars for much less time than ships or rifles, military aviation emerged roughly about the same time as the battle tank — making the history of military aviation more than a century old.

In the early decades of that history, there was no Defense Logistics Agency, and so there was no DLA Aviation to ensure military aviators had ready supplies of critical parts and systems they rely on.

But as military aviation grew and evolved, so too did its logistical support — including what ultimately became DLA Aviation.

World War I

For most of the 20th century, until DLA was created in 1961 as the Defense Supply Agency, each military branch handled its own supply contracts and secured its own munitions.

When the U.S. entered World War I

in 1917, three years after it began, U.S. military aviation consisted of 109 mostly obsolete aircraft scattered among the Aviation Section of the Army Signal Corps and the Navy.

But U.S. aircraft and pilots still ended up making a crucial contribution to Allied victory, said Russell Lee, chair of the Aeronautics Department of the Smithsonian National Air and Space Museum.

"The first military role for airplanes was reconnaissance of troop movement and artillery spotting," Lee said. "Fighters were needed to protect the recon planes. Soon they operated in force, and the idea quickly grew of control of the air over the front. British pilots flying single-engine airplanes dropped bombs on zeppelin bases in 1914. Fighters strafed trenches, road convoys and other targets."

"But between 1917 and 1918, the Germans introduced ground-attack aircraft specially designed for this purpose," Lee said — meaning that

American pilots joined the war when the skies were at their most dangerous.

American planes were flown largely by volunteer pilots — among them, Quentin Roosevelt, son of President Theodore Roosevelt, who joined the Army Air Service and died after being shot down over France on Bastille Day in 1918.

Supplying and maintaining planes in the early days was also far different from today. Aircraft maintainers themselves were required to make many replacement parts.

Army Air Corps Brig. Gen. Frank Lahm, himself recognized by the Air Force as the nation's first military aviator, described the Army Signal Corps Aviation School's stringent testing of would-be maintainers in 1915, as war in Europe raged with American pilots volunteering to fly for the French and the British in his 1957 article "The Men and the Machines," from the journal Air Power Historian:

"The first part of the examination required the student to make fittings, ribs, spars, struts, skids and wires; assemble, disassemble and align an airplane; prepare the plane for shipping; stretch cloth on the wing frames and dope it; remove, repair and replace tires. The second part required the candidate to clean the engine, grind the valves, adjust the clearances, time valves and spark; clean magnetos; locate and repair firing systems; adjust the carburetor and locate and adjust ordinary troubles. In addition, the student had to pass a physical examination."



Those who passed muster still had to undergo rigorous training, Air Force Capt. Barbara L. Harris noted in her 1991 thesis, "Challenges to the United States Tactical Air Force Aircraft Maintenance Personnel: Past, Present and Future." As of August 1917, the maintainer course "involved ten weeks of instruction in such areas as electricity, airplanes, gasoline engines, magnetos, motorcycles, motor trucks, office work and telegraphy," Harris wrote.

In addition, "the actual training turned out to be the least of the Air Service's problems," Harris noted. "The biggest problem by far was recruiting enough mechanic candidates from the civilian sector. The average American mechanic was unfamiliar with the detailed and delicate type of work demanded of aviation mechanics."

Compounding the problem, "Many of those civilians possessing the needed skills had been drained off by the draft, enlistments and war industries" Harris explained.

"To counter this, the Air Service launched an aggressive two-week recruiting drive early in December 1917," she wrote. "Approximately

50,000 recruits signed up, only one-half of the total that would be needed for the War. The United States had hoped to recruit these mechanics as relief forces for the Allies."

World War II: Army Air Corps

The Army fully integrated aviation units into the military with the creation of the Army Air Corps in 1926. The years leading up to World War II provided leaps in aviation technology and tactics.

During the war, a new facility opened in Richmond, Virginia, to support warfighters: the Richmond General Depot, under the command of the Army Quartermaster Corps. The depot received, stored and supplied quartermaster, medical and engineering items with the support of more than 8,400 employees, supplemented by 1,200 German prisoners of war housed on a camp next to the depot.

With the support of such depots, the U.S. entered the war with the best in propeller technology with the American P-51 Mustang, a single-engined fighter-bomber aircraft that played a vital role in aerial combat throughout WWII.

The B-29 Superfortress, B-17 Flying Fortress and B-52 Stratofortress appear at the 2017 Barksdale Air Force Base Airshow, Bossier City, Louisiana. Held for the first time in 1933, the Barksdale Air Force Base Air Show is a full weekend event showcases displays of the latest as well as historical military and civilian aircraft.

— Photo Illustration by Paul Crank
Original Photo by Air Force Senior Airman Curt Beach

"[The P-51 Mustang] is pervasive in popular culture and aviation history," Lee said. "It's a really important plane because of its technology, history and the impact it had ... you could argue that the Mustang was the peak of propeller-driven aircrafts. It was the fastest and had the best performance."

The P-51 Mustang faced off against another vital aircraft in aviation history, the Messerschmitt Me 262 — the first operational fighter aircraft to use a jet engine, making it much faster than its adversaries.

"It led the way to further fighter aircraft development," Lee explained — not only due to its jet engines but also its wing design.

The P-51 lacked the swept-wing technology of the Me 262, in which the wing joins the fuselage at an acute angle, rather than in straight to the side. This delays the shock waves and accompanying rise in drag that occur near the speed of sound, to improve performance.

Another iconic World War II aircraft, the Army Air Corps' B-29 bomber, was used to drop the newly developed atomic bombs on Hiroshima and Nagasaki in Japan near the end of the war.

"Perhaps the most famous B-29s were the 65 examples of the Silverplate

AMERICAN PLANES WERE FLOWN LARGELY BY VOLUNTEER PILOTS — AMONG THEM, QUENTIN ROOSEVELT, SON OF PRESIDENT THEODORE ROOSEVELT.



Army Sgt. Saul Rosa

The modified B-29 Superfortress named the Enola Gay dropped the first bomb, called Little Boy, on Hiroshima August 6, 1945. Another B-29, Bockscar, dropped the second bomb, called Fat Man, on Nagasaki three days later. Enola Gay can be viewed at the Smithsonian Air and Space Museum, Hampton, Virginia.

its combat debut in Korea ... When we got to the F-86, we had pretty much reached the ultimate in combat aircraft and high-performance aircraft design, from there on it's pretty much incremental changes. The big revolution had happened: the swept wing, the turbojet engine."

In addition to the advancements in jet aircraft, helicopters began to make a presence on the battlefield.

During these conflicts the concept of helicopter medical evacuations was solidified with the iconic imagery of Army helicopters landing under fire to rescue the injured and escape from danger.

To meet the logistical demands of the ever-evolving forces, DSA expanded and acquired new technologies as well.

The Richmond General Depot changed its name many times and again to Defense General Supply Center in 1962 to represent its new role in the organization. During this time, it acquired four new computer systems that processed more than 4,500 requisitions a day. The center became home to one of the largest data processing facilities on the East Coast.

With the conflicts of Vietnam and Korea deescalating, the Cold War that was looming in the background came to the forefront as DSA supplied the warfighters that stood watch over the looming threat.

Expanding Air Support: The Defense Logistics Agency

In recognition of 16 years of growth and expanded responsibilities, Jan. 1, 1977, officials changed the name of the Defense Supply Agency to the Defense Logistics Agency. The Goldwater-Nichols Act of 1986 identified DLA as a combat support agency.

About the time the Cold War was coming to an end, the U.S. military faced

series, which were modified to drop atomic bombs," Lee said.

To save weight, these planes were stripped of all guns, except those in the tail. The modified B-29, the Enola Gay, dropped the first bomb, called Little Boy, on Hiroshima Aug. 6, 1945. Another B-29, Bockscar, dropped the second bomb, called Fat Man, on Nagasaki three days later. The pilot of the Enola Gay, Army Lt. Col. Paul Tibbets, picked his Silverplate aircraft straight off the assembly line.

Between 1944 and 1960, 3,970 B-29s were built. And in 1947, the Army Air Corps was made into a separate branch of the military — the U.S. Air Force.

The Defense Supply Agency: The Solution for Coordination

In World War II, the military learned firsthand the difficulties of logistics in the modern age, when each service branch operated under its own procedures.

According to the DLA Aviation Public Affairs archives, the second Commission on Organization of the executive branch of the government, headed by President Herbert Hoover, recommended centralizing management of military logistics support and introducing uniform financial management. Integrated management of supplies and services began in 1952 with the establishment of a joint Army-Navy-Air Force support center to control identification of supply items.

The commodity manager agencies, called "single managers," were

established to buy, store and issue supplies, manage inventories and forecast requirements. The Army managed food and clothing; the Navy managed medical supplies, petroleum and industrial parts; and the Air Force managed electronic items. In each category, the single manager was able to reduce its investment by centralizing wholesale stocks.

The problem with the single-manager system was the each manager still operated under the procedures of its parent service, and customers had to use as many sets of procedures as there were managers.

These single-manager agencies were consolidated into the Defense Supply Agency, which began operations Jan. 1, 1962. The eight single-manager agencies became DSA supply centers, some of which became what are now the DLA major subordinate commands.

One of those MSCs is DLA Aviation in Richmond.

Korea and Vietnam: War in the Air, On the Ground

Aviation technology advanced quickly by the early 1960s — and it would be tested by the conflicts in Korea and Vietnam.

"In Korea, we saw the ending of the supremacy of the propeller driven aircraft and the dawn of the combat jet aircraft," Lee said. "The F-86 saw

its first conflict with the support of the expanded DLA - the Gulf War, in which the United States faced the world's fourth-largest land army: that of Iraq.

The Boeing F-16, used by the Air Force and Navy, prevailed during this conflict and proved to be effective and cost efficient with its single jet engine.

Lee explained that today F-86's predecessor, the F-16, is a brilliant aircraft for various reasons, including low production cost due to its use of a single turbojet engine.

"In any hostile environments that we expect in future conflicts, losses could well be significant," Lee said. "It may come down as it has in the machine age to a war of attrition. That's how we won World War II. We had [vastly more] Sherman tanks. It wasn't the best tank on the battlefield, but it was a tidal wave of steel against the less numbered but superior German tanks."

In 1996, the Defense General Supply Center's name changed to Defense Supply Center Richmond. Shortly thereafter, agency leaders started talking about supply chain management.

With the conclusion of the Gulf War, the military downsized until the attacks on the World Trade Center and the following operations in Afghanistan and the Middle East called the warfighters to arms once again.

Iraq and Afghanistan: New Battlefields, New Aircraft, Battle-Tested Support

Faced with new enemies and a new battlefield, the military revealed a technology in the works since World War I, unmanned aerial vehicles. Although the modern conception emerged in 70s as reconnaissance vehicles, the war on terror saw more and new uses of UAVs than any previous conflict.

As the military still relies on modernized F-16, the advancement of technology leads to new aircraft designs and concepts.

"Moore's law is the observation that the number of transistors in

a dense integrated circuit doubles approximately every two years," Lee said. "Essentially, technology will keep getting smaller, and when you have a set frame like the F-16, you can fit more technology into [it] and keep that plane viable."

In 2006, the new aircraft that has emerged from Moore's law is the F-35 Lightning II, the U.S. military's next-generation aircraft.

The DLA Aviation archives explain that DSCR's mission expanded greatly between 2007 and 2009 with the implementation of Base Realignment and Closure 2005 legislation. The activity privatized its supply, storage and distribution management of tires; its packaged petroleum, oil and lubricant products; and its compressed and liquefied gases. It also broadened its mission as a supply chain provider beyond its traditional wholesale role when it moved into consumer-level retail supply logistics.

As part of an enterprise-wide branding campaign, Defense Supply Center Richmond became known as Defense Logistics Agency Aviation in 2010. Defense Supply Center Richmond remained the name of the installation and the home of DLA Aviation's headquarters.

Positioned alongside its military customers, DLA Aviation manages industrial support activities at Robins Air Force Base, Georgia; Tinker Air Force Base, Oklahoma; Hill Air Force Base, Utah; Marine Corps Air Station Cherry Point, North Carolina; Naval Air Station North Island, California; and Naval Air Station Jacksonville, Florida.

The activity's business functionality consists of six basic core processes representing key functions in supply chain management that enables DLA Aviation to interact with, support and meet warfighter requirements. These processes are: planning, procurement, order fulfillment, financial management, technical and quality (ensuring parts meet specifications and are free of defects) and customer relationship management.

Although DLA Aviation was not always known as such, the activity and its dedicated workforce has a history of ensuring the U.S. military stays airborne by providing support and new technology to the warfighters. ■



Army Chief Warrant Officer John Dewar headed the Airborne Detachment at the Army Support Center, Richmond, Virginia, which packed and inspected parachutes for Army use, in 1962. The Richmond General Depot, now Defense Supply Center Richmond, has a strong history of supporting the warfighter with equipment, like the parachutes Dewar inspected, and has become the headquarters for DLA Aviation.

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DLA DISTRIBUTION HELPS ARMY DELIVER NEW PISTOL TO WARFIGHTERS

Story by Diana Dawa
DLA Distribution Public Affairs

When the Army ended its search for a new standard-issue pistol by choosing a variant of the Sig Sauer P320, the service relied on Defense Logistics Agency Distribution to safely transport the weapon to Army units.

The 9mm sidearm, whose military version is the M17 or M18, replaces the M9 Beretta, the Army's pistol for more than 30 years. The contract for the new handgun was awarded early last year.

But before soldiers can use the pistol, it has to be transported. And as with any weapon, each shipment must be counted, verified and tracked carefully through every step of its journey. This falls to DLA Distribution Anniston, Alabama.

First the manufacturer ships the weapons from its New Hampshire factory to DDAA, said DDAA's commander, Army Lt. Col. Michael Lindley.

"Shipments are sent via commercial carriers cleared by the U.S. Transportation Command to transport sensitive items," Lindley said. "Freight carriers are required to have dual drivers and constant monitoring of their location."

In addition, shipping personnel apply a seal to the cargo door before the load departs and record this on the shipping documentation, he explained.

At the same time, the DDAA team accounts for the weapons in the Logistic Support Activity's Unique Item Tracking before shipping the pistol in accordance with the directions provided by the Army's item manager.



DDAA personnel process shipments of pistols through a five-step system:

Receive

When a truck arrives, the team verifies the seals are intact and clears the shipment for processing. Then the weapons team unloads the weapons into the receiving area and places them in backlog (based on number of pistols

in the queue) or at a receiving line of five employees who verify the kind (brand, model, caliber and other specifications), condition and count of the weapons.

The receiving line next removes the outer packaging and places the weapons on a tray that moves along a conveyor belt. They tag each weapon with a serial-number barcode and register it with DLA's Small

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Army Sgt. Samantha Stoffregen, 101st Airborne Division (Air Assault) Public Affairs

A soldier with 1st Brigade Combat Team, 101st Airborne Division (Air Assault), fires the new M17, or Modular Handgun System, at the 5th Special Forces Group (Airborne) indoor range. The 101st Airborne Division (Air Assault), the world's only air assault division, is the first unit in the Army to field the service's new handgun, (shown at right) which replaces the M9 pistol, the standard Army sidearm since 1986.

Arms Serialization Program and the Distribution Standard System. DSS then sends the information to the Army's Unique Item Tracking database.



Courtesy Photo



Photo Courtesy Sig Sauer

Douglas Wilson (left) and Jarred Slaton, DLA Distribution Anniston, Alabama, warehouse packers, verify the correct stock numbers with the weapons prior to packing.

said Col. Derek K. Thomson, 1st BCT commander, who observed the fielding. "Our soldiers have always been at the cutting edge of battle, so it's fitting they're the first to fire alongside these leaders today."

Marsh echoed Thomson's sentiment: "I never thought I would be one of the first ones to field a new piece of [Army] equipment," Marsh said. "It's a tremendous honor for my battalion and brigade, this division and me."

The M18 is a compact version of the M17 and according to Lindley, is fully modular. It can be modified to be one of three sizes, and the caliber can be changed to suit different conditions and assignments.

"The internal fire control assembly remains the same and can be combined with a different grip frame, barrel and slide. Other features include: consistent trigger pull sensation from first to last shot, polymer frame (less weight), and an ambidextrous slide release lever," Lindley said.

DDAA also provides distribution services for the other military services, including combat weapons systems, missile systems and small arms. It maintains materiel to support weapons and combat systems, including radioactive, hazardous, consumables, major end items and secondary repair parts.

According to Beavers, her team's main focus at DDAA is and always will be Warfighter First.

"Our whole team strives to do whatever is necessary to support to women and men potentially putting themselves in harm's way," Beavers said. "It's an honor to be able to stand side by side with these folks ... No task is ever too small or too large for them," she said. 

Editor's Note – Portions of this article previously appeared in an Army Times story on the 101st Airborne Division.

Then the team packs the weapons based on size. All packed material is dual verified.

Stow

Personnel move the weapons for temporary storage. Then the weapons are segregated based on type, condition code and owner.

Pick

Once the item manager for the weapon has transmitted a material release order, other DDAA personnel move the weapons to the shipping floor to be repacked, based on the quantity on the MRO.

Pack

The packer verifies the weapons picked match the MRO for kind, condition and count and then packs the weapons based on mode of shipment.

Issue

Items packed are verified by the shipping supervisor before release to a commercial carrier for shipment to the requester.

"The shipping team determines the mode of shipment according to the Defense Transportation Regulation 4500, ensuring that all security

requirements are met in the movement of the material," said Susan Beavers, chief of Warehousing and Transportation Operations at DDAA.

As the materiel leaves DDAA, the Transportation Team reports the pending delivery to the customer. For further security, each shipment is tracked either through the delivery truck's internal tracking function or through the Defense Transportation Tracking System, Beavers added.

According to Lindley, the 101st Airborne Division is the first unit to receive the new pistol, and the 1st Brigade Combat Team was the first unit to field the M17 last fall. In November, the 101st received more than 2,000 M17 and M18 handguns. Personnel from each component of the 101st unpacked, inventoried, inspected and annotated receipt of the weapons through the small arms register. The 101st began fielding the new pistol Nov. 28.

The Sig Sauer is "easier to fire and simpler to operate" than its predecessor, said Sgt. Matthew J. Marsh, a 1st BCT soldier. "The pistol felt very natural in my hand. I'm excited to take my experience back to my unit and share it with my soldiers."

The unit was "proud to be the first unit to be fielded this new handgun,"

A Conversation with ... Army Brig. Gen. John Laskodi

DLA Distribution's commander discusses the focus on modernization, metrics and deployable capability.

You've been with DLA Distribution about 18 months. Have you accomplished all you set out to since taking command in June 2016?

The short answer is no. I don't think you can ever be done supporting the warfighter — especially with a mission as broad as we have at DLA Distribution. We're a global organization, with more than 50 locations across the world. To meet the needs of the warfighter, we have to be innovative and adaptive, and I don't think that's something you achieve as much as it's a continual journey.

That said, I'm extremely proud of what we've accomplished together over the course of my time here. Our performance metrics, which measure our commitment to deliver materiel to the warfighter, have improved tremendously over the last 18 months, and I could not be more proud of what the entire team across the network has done — our

commanders and directors, the staff and our great workforce in the field.

You've mentioned creating another DLA Distribution Expeditionary team. What's the vision behind that idea?

I'd start first with the new DLA Strategic Plan. It outlines five lines of effort and, of course, "Warfighter First" will always be a primary focus for DLA. The agency's leadership recognized the demand to move capabilities closer to the warfighter, so we included "Global Posture" as a new line of effort.

So what does that mean? That we need to be prepared for immediate action globally.

At DLA Distribution, we do that a number of ways. First, we have our distribution centers located throughout the continental United States. And of course, we're overseas where we have U.S. military forces. So that strategic positioning — or where we are today — is very important.

Our DLA Distribution Expeditionary, or DDXX teams, provide us the capability to be where we are not today. We're prepared to support the warfighter, whenever and wherever they require.

There's a number of ways we're doing that. In addition to the DDXX teams, we have our Department of Defense civilian volunteers who deploy when needed. We also have robust contracting capabilities, in what



Army Capt. Brandon Thomas

DLA Distribution Commander Army Brig. Gen. John S. Laskodi addresses the DDXX team at ISB Joint Base San Antonio-Randolph, Texas, after visiting DLA Distribution Corpus Christi, Texas, and other DLA personnel supporting relief after the catastrophic damage caused by Hurricane Harvey.

we call the Global Distribution Expeditionary Contract. And this past year, we've worked hard to operationalize our reserve component into our new Expeditionary Distribution Support Battalions, which can mobilize and deploy into semi- or nonpermissive environments.

We've seen the demand signal for the DDXX teams grow, particularly in response to last year's hurricanes. Harvey, Irma and Maria were the first time we have had all three teams deployed simultaneously, and I don't think when we established these teams anyone envisioned that. So the demand is there, and we'll expand the capability to meet the requirement.

Right now, we're working through the processes to man and equip another team, and we're working to see exactly where the team will be placed. It's an expeditionary capability, so more than likely the team will be located in the United States at one of our larger sites. As we work through equipping solutions, we could envision even stationing the people here in CONUS and the equipment overseas.

In your opinion, could DLA Distribution ever be a purely expeditionary organization?

Absolutely not. I think the expeditionary capabilities we bring, as well as our current posture outside of the continental United States, are crucial to our ability to perform our mission. But the bottom line is that support starts here in the United States.

At DLA Distribution, we do that through our two Strategic Distribution Centers: one at San Joaquin [California] and the other at Susquehanna [Pennsylvania]. Additionally, we provide support the services require to generate readiness throughout the continental United States at the organic industrial bases. DLA provides the military services and the combatant commands the agility and flexibility of support across the spectrum of logistics requirements.

Can you tell me a little about the focus of your forthcoming DLA Distribution Annual Operating Plan?

We're excited to be getting the Distribution Operating Plan out in short order, because it really should have been issued in the fourth quarter of fiscal year 2017 so we could prepare for fiscal 2018. But we wanted to make sure we were well nested with the DLA Strategic Plan.

I don't think there will be any surprises in it for most folks. We're going to focus on our core Distribution

mission: Receive, Store, Issue and Distribute materiel for the Department of Defense. And we're going to get after some ways that we can improve that over the course of the next year.

We're always looking at improving our metrics, looking through the lens of the warfighter to measure the way we perform. We're going to look at things like reducing the time to hire and the onboarding process to make people more capable earlier as they join our team.

We're going to sustain our safety program. I'm very proud of the safety program we've got in DLA Distribution.

We're going to look at how we integrate DDXX into more joint exercises and into the operations plans for the combatant commands.

We're going to work with the other major subordinate commands at DLA to update our memorandums of agreement we have at the industrial sites. Many of our [MOUs] haven't been updated, and we'd like to start looking at a standard suite of metrics so we can take better advantage of our standard processes.

And I've already talked about operationalizing the reserve component into our new EDSBs.

This year, we're very excited to be implementing our new DLA Distribution Transportation Contract, which will support what's called the Trans Arabian Network, in the U.S. Central Command area of responsibility. This will be a paradigm shift for DLA Distribution, because we've always focused on our core of "Receive, Store, Issue and Distribute," and we've done that distribution by leveraging contract vehicles of either U.S. Transportation Command, the CCMDs or service components. Now, for the first time, the DDTC will provide DLA our own transportation contract, and we're carefully thinking through exactly what that means for the command.

Lastly, we're going to consolidate and sustain the gains we've made on our audit-readiness journey. This has forced us to take a hard look at ourselves and tighten up our processes. I couldn't be more proud of the progress we've made, and we'll continue to improve on that strong foundation.

You've spoken about the importance of modernizing DLA Distribution's warehousing. You've also said it's likely the network will geographically expand. Which do you see as more integral to future success?

Both are extremely important. As far as the expansion, our customers are the military services and CCMDs. Both are asking us to be closer to the warfighter in the way we support them.

Over my tenure, I've been privileged to cut the ribbon on three new distribution capabilities: a new Materiel Processing Center in Oman, a DLA Distribution center we opened in Djibouti, as well as one in Iwakuni, Japan.

So the CCMDs are asking us to be closer to the warfighter. At Camp Lejeune, North Carolina, we're piloting putting DLA materiel into a Marine Corps Supply Management Unit. And at the Army's Logistics Readiness Center supply support activities, we're getting ready to execute a pilot at Fort Carson, Colorado, to place DLA materiel directly onto an Army installation, closer to the warfighter. So that's the expansion piece.

At the same time, we're looking closely at all our modernization efforts and working with DLA Headquarters, as we have multiple initiatives we're executing and piloting in fiscal 2018. One of the most exciting is a potential commercial off-the-shelf replacement for our Distribution Standard System. The team is working hard to pilot a new system at Corpus Christi, Texas, over the next several months.

Implementing a new system will require us to think outside the box and change some processes we're accustomed to. But we've fostered a culture of innovative leaders and a resourceful workforce who understands we must adapt to be successful.

What is the most common request you get from DLA Distribution's customers?

One of our mottos at DLA Distribution is that we deliver "the right things, at the right place...at the right time." As I talk with customers, we see they also want things the way they want them. So it's also the right way. One capability we provide to meet this need is our tailored kitting operations to configure the materiel for the customer. So instead of ordering each item in a first-aid kit, they can just order the kit and have exactly what they need.

But they also want the best value. Today, as we look to the support we provide the military services and the CCMDs, it's easy for us to point to our value proposition. With our metrics, which reflect how well we're delivering capability, we can easily highlight how we support their readiness.

However, we realize cost is a component of value, and we have several lines of effort to reduce our costs. The team is looking at our expenses hard — very hard, every day, to ensure we're being as efficient with our dollars as possible. We are looking hard at our overhead. And we're looking at innovative ways to save our customers money, such as maximizing the use of our scheduled truck network, which saved the services over \$26 million last year.

However, I think an area where we could do better is the way we communicate our prices and avoid the perception that we're too expensive. The way we advertise our pricing structure isn't indicative of the value we believe we provide. That's an area we're looking to improve.

Finally, what do you hope to leave as your legacy?

There's so much this team has achieved during my time that it's hard to pin down a few things. Hopefully, in the end people would point to how we've improved the culture — the way we do the business we do. And that we've taken care of our people.

I also hope we've changed the planning horizon that we look at — looking farther into the future so we can make real change. Using our new global DLA Distribution Headquarters building as an example: We cut the ribbon on it in 2016, but it took about 15 years from the concept to actually occupying the building that we're in today.

While we must be focused on delivering materiel to the warfighter every day, we must also think more broadly. We must think beyond today and tomorrow and think outside the box on how we'll be delivering capability to the warfighter in the next decade and beyond. It's our responsibility to ensure this Distribution capability is available for the Department of Defense whenever needed to support the warfighter well into the future. 

INNOVATION TAKES OFF IN DLA INFORMATION OPERATIONS **BOOT CAMP, BOTS**

Story by Kitty Eisler, DLA Information Operations
Photos by Sara Moore

When most people think of boot camp, they think of military trainees going through grueling physical exercises while instructors bark at them. Defense Logistics Agency Information Operations recently put a new spin on boot camp; instead of physical exercise, senior leaders went through three days of mental exercises to stretch their minds and challenge the way they solve problems.

The Senior Leader Innovation Boot Camp was the latest effort by DLA

Information Operations to establish a culture of experimentation and innovation. The organization needs to stay ahead of emerging technologies and ensure the agency is ready to fulfill its mission of supporting warfighters, said Robert Foster, deputy chief information officer.

"We are facing an innovation — almost a tsunami — it's coming so fast," Foster said.

Although Information Operations deals with technological change every day, its customers don't, he explained.

"So how do we deal with leading

them into the technology change as it comes down, helping them understand why it's important and why change is needed, and making the right choices with technology?" Foster asked.

DLA Information Operations held the event last fall in partnership with MD5, a Defense Department collaboration with research universities to promote innovation in the government. Experts from the University of California at Berkeley led the participants through sessions covering innovation psychology, technology literacy, iterative problem-



AND BUSINESS

solving, lean methodology and prototyping, among other topics. It included lectures, discussions and group activities related to real-world problems and situations, with techniques that forced the group to think creatively about solutions.

"What we're doing is we're taking the group through a series of innovation processes, so they get a better feel for what innovation is," said David Charron, a lecturer from the University of California at Berkeley Haas School of Business, who led the second day of the boot camp. "Part of that is the ability to take

time and to address ideas in a creative, problem-solving manner."

Charron challenged the leaders to think of "how might we" statements to think of solutions to problems DLA faces. He then guided them through an exercise to better understand customers' needs by looking at the use, usability and meaning of potential solutions.

This exercise forced participants to look beyond the usual solution set and think about multiple outcomes and potential impacts to customers, he said.

Once ideas are proposed, "you turn around and say, 'Well, we can't take them all forward. How do we figure out which one we're going to go forward with?'" Charron said.

The participants had to quickly write down ideas, develop them and share them with partners. By the end of the three days, they were even pitching ideas to the group using a technique they learned the day before.

Taking these leaders out of their routines to look at problems a different way was a key aspect of the boot camp, Foster said.

"Our distinguished lecturers have walked us through a process that ... drives us to look at more types of ideas, because we in [DLA Information Operations] are so focused on solving the problem and solving it quick," he said.

"But the quick solution isn't always the best solution. So what we learn in here is, take the time you need to look at different types of solutions, and

Craig Gravitz, left, of the DLA Information Operations innovation team, discusses a problem statement with Bob Dunlap, director of DLA Cybersecurity Operations, at the DLA Information Operations senior leader innovation boot camp in Springfield, Virginia.



Teresa Smith, DLA Information Operations chief data officer, writes down ideas for her group during the DLA Information Operations senior leader innovation boot camp.

maybe that will allow us to come up with a better solution."

These innovation events started in 2016 with the formation of a team that held an innovation idea contest last March. It yielded 91 ideas from the DLA workforce.

Senior leaders chose to move forward with nine of those ideas; six ideas are still in development or implementation. DLA deployed one idea that modified the Enterprise Dashboard and lets DLA users easily see the availability of software programs they use.

In November, the team launched another contest soliciting ideas for intelligent automation. Employees submitted 44 ideas for how the organization could use automation software to increase efficiency and streamline processes. These include automating system administration tasks, creating a workflow process for requirements fulfillment, establishing an automated chatbot for employee access to current information



Gigi Wang, industry fellow and the Berkeley Method of Entrepreneurship Boot Camp chair at the University of California at Berkeley, presents a lesson to participants at the DLA Information Operations senior leader innovation boot camp in Springfield, Virginia.

Operations processes and automating common Enterprise Helpdesk troubleshooting tasks.

"So far, we've learned a lot from the contest," said Adam Price, the innovation team member who designed the idea contests. "In some cases, ideas from the contest led to the discovery of ongoing efforts in [the Department of Defense] that we can leverage."

"In other cases, the progress made to implement an idea gave us a jump-start on other emerging requirements, like a proposed guest wireless network that will vastly improve the agency's mobile capabilities."

"We've also learned that many of our internal processes, while sometimes necessary ... are not



always conducive to rapid testing and evaluation of experimental pilot projects. We're looking at streamlining some of these processes, which will improve 'time to implement' for new capabilities and technologies across the agency," Price added.

DLA Information Operations plans to hold regular crowdsourcing challenges to encourage employees to think creatively and participate in innovation, Price said. The team established a virtual development lab that will allow

employees to collaborate on projects in a test environment with the support of co-workers and technical experts.

Foster said the innovation team is planning additional workshops and events this year, because establishing a culture of innovation means all employees need to be ready to adapt.

"Certainly, the goal is to get this type of training to the entire workforce," he said. "Those are the folks that actually work with our customers, and they make these solutions become reality. We would like to spread this training down to the lowest level throughout the [DLA Information Operations] workforce."

The organization also plans to host "development sprints," a technique used by companies in the private sector, said Craig Gravitz, who arranged the first boot camp.

"The objective of the sprints is to flesh out some of the more complex ideas from the original boot camp and contests, and implement rapid solutions we can test and learn from," Gravitz said. "Our aim is to continuously build on our progress."

The innovation team partners with many organizations from DoD and the private sector.

"These partnerships are crucial because they allow us to keep pace with where the world of technology is going, and to keep it relevant to the warfighter mission," Gravitz said.

YOUR VOICE IS OUR FUTURE

DLA CULTURE/CLIMATE SURVEY

MARCH 13 – APRIL 17

DLA NewsWire

RESERVISTS HELP DLA EXPAND EXERCISE-PLANNING CAPABILITIES

Training exercises are vital for the Defense Logistics Agency to maintain readiness for supporting military operations, disaster relief and humanitarian assistance. The DLA Logistics Operations directorate and Joint Logistics Operations Center have planned the agency's participation in joint and national level exercises for years.

But in 2015, as the operations team members compiled their multi-year exercise plan and drafted the annual training and exercise guidance, they realized they could use help, said Jay Schaeufele, exercise and readiness team chief.

"Our dilemma was that when we added in all the planning events that required DLA participation to successfully integrate with the combatant commands, we realized we didn't have the manpower to prepare for and cover the events," Schaeufele said. "Just covering the highest priority [combatant command] Tier 1 exercises was a challenge."

Schaeufele built on his close relationship with DLA's Joint Reserve Force office and together they agreed there was an opportunity for the JRF's reservists to be integrated into exercise planning.

*— Dianne Ryder, DLA Headquarters
More Online: go.usa.gov/xnGhd*



Diana Dawa

DLA DISTRIBUTION SUSQUEHANNA PARACHUTE RIGGER TEAM CONDUCTS MILITARY FREEFALL

On a cold and blustery late November day, Parachute Rigger team members from the DLA Distribution Susquehanna, Pennsylvania, gathered to prepare for a military freefall qualification jump over Paddy's field in the township of Mechanicsburg, Pennsylvania.

The unit worked with a flight crew from the Rotary Wing Aviation from Fort Indiantown Gap, Pennsylvania, to jump from the CH47 Chinook aircraft, where they are able to complete one freefall jump. In addition to performing the jump, the riggers also executed jumpmaster duties on the ground at the drop zone.

While static line jumps are the common jump a parachutist would conduct in a combat situation, where large numbers of warfighters jump together from an aircraft, on this day, the riggers performed a freefall jump. Freefall jumps do not involve a static line – instead, warfighters would jump and deploy their own parachute.

Sgt. 1st Class Terrence Harris is the Noncommissioned Officer in Charge of the Aerial Delivery Textile Support Active duty unit. He conducts the administrative duties of the section and assists in the distribution of aerial delivery items to the warfighter.

What Harris likes about working at DDSP is the opportunity working there provides.

*— Diana Dawa, DLA Distribution
More Online: go.usa.gov/xn7qq*



Courtesy Photo

AVIATION EMPLOYEE, PUERTO RICO NATIVE VOLUNTEERS WITH FEMA FOR HURRICANE RELIEF SUPPORT

Up until 1990 when he enlisted in the Army, Alberto Solano Rodriguez had lived his whole life in Puerto Rico and experienced firsthand the damage caused by hurricanes throughout the years.

When Defense Logistics Agency Aviation's Deputy Chief of Staff Kathie Rowland put out a call that the Department of Homeland Security was seeking federal civilian employees to volunteer to support communities affected by Hurricanes Harvey and Irma this past fall, Solano Rodriguez, a material planner with DLA Aviation's Planning Process Directorate, was one of the first to raise his hand.

Though Solano Rodriguez had a combined 10 years Army active and reserve duty before joining the DLA civilian workforce nine years ago, this was his first deployment.

"Helping people is my passion," he said. "I still have family in Puerto Rico, some still to this day without electricity. When I heard there was a need for volunteers, I wanted to help."

Solano Rodriguez said getting

supervisory approval and filling out the application was only the first of several steps before he was placed in a position to help others.

His journey began Oct. 8, 2017, when he joined several hundred others from different government agencies, for a week-long training session at the Federal Emergency Management Agency's training center in Anniston, Alabama.

"I've made friends with many people from all over the nation – it's been quite eye opening," he said. "It's amazing to see such an awesome group of people come together for a common cause to assist FEMA in this unprecedented series of disasters."

When training was finished, Solano Rodriguez said the group fanned out to different locations based on need. Some were reassigned on the ground in either Puerto Rico or the Virgin Islands. Others, like himself, were assigned to FEMA call centers in Denton, Texas, or Carlson City, Nevada.

— *Cathy Hopkins, DLA Aviation
More Online: go.usa.gov/xn73D*

DLA EXPANDS MIDDLE EAST VENDOR POOL WITH WORKSHOP FOR OMANI BUSINESSES

Buying goods and services close to customers' locations allows the Defense Logistics Agency to respond faster to warfighter needs while saving money on transportation and storage. The agency already uses local procurement to provide items such as fresh fruits and vegetables to troops in regions like Europe and Africa, and it's working now to expand local procurement in the Middle East by focusing on vendors in Oman.

To help potential vendors there learn how to do business with the U.S. government, DLA partnered with U.S. Central Command and U.S. State Department officials in December to host a workshop for about 50 vendors in the Oman port city of Salalah. Oman is on the southeastern coast of the Arabian Peninsula and shares borders with Saudi Arabia, Yemen and the United Arab Emirates.

Although DLA already has contracts there for warehousing services, fuel and food mainly in support of Navy ships, the agency wants to expand its vendor pool so it can continue to support strategic goals of USCENTCOM, said Mike Heidbreder, DLA liaison officer with the U.S. Embassy in Muscat.

"U.S. defense contracting is relatively new in Oman, and the process for registering online and finding solicitations for new business deals can be a bit daunting to new vendors. The workshop provided Omani vendors with the knowledge they need to do business with us," he added.

— *Beth Reece, DLA Headquarters
More Online: go.usa.gov/xn73X*

POWER PROJECTION

FROM PITTSBURGH, A DLA EMPLOYEE HELPS MOVE GENERATORS TO PUERTO RICO

Story by Jason Kaneshiro
DLA Troop Support

Hurricane Maria slammed into Puerto Rico Sept. 20, roaring ashore with maximum sustained winds of 155 miles per hour, toppling trees and utility poles and destroying the power grid.

Since then, members of the federal workforce have worked to help bring the island out of the dark.

Defense Logistics Agency Troop Support's Lauren Colabelli has played a part in that effort since even before the storm made landfall.

Colabelli, a team chief with the Construction and Equipment supply chain, has worked to ensure generators are delivered to Puerto Rico and other affected islands to provide temporary power while the electric grid is rebuilt.

"I started out as just being the buyer on the contract, and then it developed into taking on the lead role and being the project manager because the mission

kept getting bigger and bigger," Colabelli said. "We realized it wasn't just one delivery order here, one delivery order there. It is a monster at this point."

More than 950 generators of various voltage have been delivered to Texas, Florida, Puerto Rico and the Virgin Islands, through a lease contract through C&E's Fire and Emergency Services team.

"These generators are coming from all over the country," Colabelli said. "It was critical for us to track where they were at any given moment and when

they're going to get there because, ultimately, the power restoration team that's on the ground can't do anything until they have the generators in hand."

The requirement for daily and sometimes hourly updates on the movement and location of generators going to hurricane-affected areas triggered a decision by the U.S. Army Corps of Engineers to bring together key figures involved in the power restoration effort in Pittsburgh as part of Task Force Temporary Emergency Power.



Courtesy Photo

Generators provided by DLA Troop Support await airlift by helicopter from Saint Thomas, U.S. Virgin Islands, to Saint Croix, U.S. Virgin Islands. The generators are part of the ongoing efforts to restore power to the islands devastated by Hurricane Maria.



Jason Kaneshiro

William Kenny, DLA Troop Support executive director of contracting and acquisition management, stands with Lauren Colabelli, a team chief with the Construction and Equipment supply chain. Colabelli was a member of a task force to bring generators to provide temporary electric power to Texas, Florida, Puerto Rico and the U.S. Virgin Islands in the wake of the string of devastating hurricanes that swept through earlier in 2017.

between agencies, Colabelli said.

"Things happened a lot quicker just because you had that instant access to each other," Colabelli said. "It was a great dynamic. You definitely felt a camaraderie with everybody and you're all focused on the mission, but you all come from different backgrounds too."

The team leveraged the specialized competencies each agency brought to the combined relief effort, said Rich Ott, action officer for USACE Temporary Power.

"The magnitude of the event has created some challenges, but the agencies are working through it and really helping out the people of Puerto Rico," Ott said.

The multiagency team also fostered an environment where institutional lessons could be gleaned, Colabelli said.

"You learn a lot from each other," Colabelli said. "I felt like as much as I learned from them about generators and different types of assessments, I think they learned a lot from us too."

One lesson was that there are limitations to the number of generators vendors can provide because of the finite number of generators available for lease throughout the industry.

"Finding that out was a learning experience for them because now you

USACE was in charge of the mission plan and invited representatives from the Federal Emergency Management Agency and DLA to Pittsburgh to take active roles in the task force. The USACE Pittsburgh district manages the national temporary power contract.

"When they did that, that's where I came into play, and that's how it developed into being this huge project," Colabelli said.

Colabelli said that the heightened sense of urgency surrounding the task force's operations increased even more right before Maria made landfall.

"I've never seen things move so fast and change so fast," Colabelli said. "At

The U.S. Army Corps of Engineers uses Pier 14, San Juan, Puerto Rico, to stage and repair generators that are part of the ongoing Temporary Power mission in response to Hurricane Maria. USACE continues to ensure Puerto Rican's have an adequate quality of life and essential services to take care of their families and businesses during the recovery process.

any given moment, especially with a hurricane, if it sways a few miles one way, it could be either devastating or it could be nothing. And it changes so drastically. You're trying to plan and prepare before it even hits and before you even know what you're dealing with."

USACE has subject matter experts who gauge what the power needs are in storm-affected areas based on the assessments that come in from the field.

Requirements are not limited to the generators themselves, but also include the personnel and additional equipment and supplies to move, install, operate and maintain them. Soldiers from the 249th Engineer Battalion made the assessments on the ground in Puerto Rico and relayed the information to the task force in Pittsburgh.

Working alongside USACE and FEMA allowed information to flow quickly



have to prioritize what actually is going to get a generator and what is not," Colabelli said. "At first you get all the assessments and you intend on fulfilling them all. Now they're going to have to prioritize what gets a generator and what may not because there's a possibility they may not have enough generators for everything."

FEMA and the government of Puerto Rico determine the priorities for where the power generators go, according to USACE. High-priority locations include hospitals and water facilities.

Another challenge since the start of the emergency has been transporting the generators to the islands and distributing them from the port because of a lack of readily available local workers.

The generators have now been running for weeks and have to be maintained.

"The generators have been operating for a long time, and they're not really meant to be running long-term," Colabelli said. "And they're running in some austere conditions, some of which they're not very used to. We're taking generators, from, say, Alaska, and they're used to running in these cold, subzero conditions. And you're driving them from Alaska all the way down to Florida, and then putting them on a boat in rough seas and then putting them in tropical weather."

A disaster of this magnitude occurring at a location difficult to access has presented layers of logistical problems for USACE, FEMA and DLA, Colabelli said.



U.S. Army Corps of Engineers logistics specialist Linda Chancey inventories generators during the Temporary Power mission in San Juan, Puerto Rico.

"I don't think anybody ever thought it was going to be this bad," Colabelli said.

William Kenny, DLA Troop Support contracting and acquisition management executive director, praised the work Colabelli did in support of the generator mission.

"Ms. Colabelli demonstrated the highest level of professionalism, and her contributions were herculean," Kenny said.

The storms' effects have reached Colabelli's co-workers at DLA Troop Support who have family in Puerto Rico and remind her of the importance of the mission.

"I have two employees who have family down there and they give me updates all the time," Colabelli said. "When I was in Pittsburgh, I was really able to shut everything off and just do

nothing but work. I knew that if I stayed a little longer and did a little more, I could get those generators on the next ship and it would save a couple of days of time and get them there faster."

One of the task force members from FEMA who worked with Colabelli went to the U.S. Virgin Islands and Puerto Rico. He saw the devastation there. But he also saw the progress of the temporary power mission.

"We're sending these generators, but the conditions are so bad, the roads are so bad ... he sent videos and it just breaks your heart," Colabelli said. "When I can zoom in on a picture and see one of our generators there, it touches you. It really makes a huge impact knowing that you've been able to get something down there and affect people's lives."



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I AM

DLA

My Name Is:

Terry Russell

I am:

A quality assurance representative for DLA Energy Americas at Houston working out of Dayton, Ohio.

Describe your job in a sentence:

I perform quality oversight on product supply, storage and service contracts, pipeline operating agreements, and other commodity contracts awarded by DLA Energy.

How long have you worked at DLA?

My first stint was as a military QAR in Houston, starting in 1991. After my military career, I was hired by what is now DLA Energy in 2000, as a QAR in the Middle East Office.

What is your favorite thing about working for DLA?

I love that DLA lets me work with so many subject matter experts who overcome a multitude of challenges while supporting military and humanitarian missions around the world.

What are your best memories of working here?

Working in support of Operation Enduring Freedom in Bahrain, Operation Unified Response for the 2010 Haiti earthquake, and Federal Emergency Management Agency disaster relief for Hurricanes Sandy and Maria.

How do you make a difference?

I relied on my Air Force training to inspect, fill and test five R-9 Refuelers to ensure they were capable of issuing on-specification fuel. I then led the charge to issue fuel to the first four C-5 aircraft to arrive in Bahrain in support of Operation Enduring Freedom. This was no easy task and is not in the QAR Handbook.



Terry Russell