DEFENSE LOGISTICS AGENCY

LOGLINES

The Nation's Combat Logistics Support Agency

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DLA INSTALLATION OPERATIONS RICHMOND

BUGLE BOYS (and Their Girls)

The Elk of Defense Supply Center Richmond

Researching Solutions

DLA Strategic Materials Partners with Research and Development

Portraits of Persistence

Participants Show Value of the Workforce Recruitment Program in Mid-Career

Moving the Mountain

DLA Disposition Services Helps Remove Mounds of Scrap from Kwajalein Atoll

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

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From the Director

Change is constant, but one thing that never changes is DLA's commitment to warfighter support. It's our ultimate purpose and the one thread that connects every team member, no matter what we do or where we serve. Every day, the DLA team brings total focus to strengthening the readiness and lethality of our warfighters wherever they are around the globe. While there are many ways to measure the success of an organization, at DLA we define our success by warfighter readiness.

For example, we bring you a great interview with DLA Aviation Commander Air Force Brig. Gen. Linda Hurry. She discusses how her team is addressing the challenges affecting readiness in the military aviation community. Additionally, you'll get to know this senior leader's human side as she discusses her philosophies on career and leadership.

Both the Department of Defense and DLA have prioritized global posture as a way to improve warfighter readiness and lethality. DLA Energy contributed a story about its partnership with the Marine Corps Expeditionary Energy Office to help Marines customize fuel to their specifications when deployed in austere locations.

Obstacles to readiness include orders that get held up in the shipping process because of issues with labeling, packaging or some other discrepancy. Suspended stock, as it is known, is a huge problem that results in backorders that cause negative ripple effects down the distribution line. DLA Troop Support assembled a team of experts to work with DLA Distribution to attack the problem head-on. You can read about their efforts in this issue.

In other articles, you'll read about DLA Disposition Services' removal of millions of pounds of scrap metal left on the Kwajalein Atoll during World War II, DLA's recent efforts to mitigate potential risk to the strategic materials supply chain and the history of the National Stock Number system.

To adapt my favorite Miami Hurricanes phrase, when it comes to DLA's support to the warfighter, "It's all about readiness!" In a rapidly changing world, DLA provides support for our warfighters as no one else can and, as these stories illustrate, does so in diverse and phenomenal ways. Enjoy this issue of Loglines.

Warfighter First!

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THE ELK OF DEFENSE SUPPLY CENTER RICHMOND

BUGLE BOYS
(AND THEIR GIRLS)

Story by Natalie Skelton, DLA Aviation Public Affairs
Photos by Jackie Roberts

When the crisp autumn air permeates the woods of Virginia, the elk population at Defense Supply Center Richmond finds itself in the mood for love. Bugle calls of the wooing bull elk pierce the quiet, signaling a mating ritual that may include wallowing in mud and headstrong males battling for the affections of the elk cows in the herd.

Elk were once part of Virginia's native wildlife, but overhunting and the establishment of farms in prime grazing land led to their rapid decline. The last native elk was killed in 1855, according to a Virginia Polytechnic University master's thesis from 1943.

James Bellwood was the last private owner of the land now home to DSCR. In 1900, he imported a pair of elk from Yosemite National Park and Washington State to start a herd of his own.

In their 100-plus-year residence at Defense Supply Center Richmond, Virginia, the Bellwood elk have garnered worldwide attention. Their first foray into the national spotlight came after The Saturday Evening Post ran a story titled "The Elk That Joined the Army." From there, news and interest in the herd only grew.

— Photo Illustration by Paul Crank (Original Photo by Jackie Roberts)

During Bellwood's ownership, the herd grew to more than 20 animals, and their presence brought visitors by the hundreds to view them in their natural surroundings. After Bellwood's death, his family sold the land to the Army under the condition that the herd would be maintained and cared for. A handshake sealed the deal, and the Army built its supply depot on more than 600 acres purchased from the family in 1941.

The elk grazed the land along Kingsland Creek on the southern edge of the installation and in the winter were fed forage purchased for military horses. When horses were phased out of service, DLA officials were left with the challenge to continue caring for the elk. So employees, having grown fond of the animals, donated money through an annual fund drive held by the Elk Relief Association. The Elk's Bawl, as it was called, served as a critical means of support until it was discontinued in 1972 because of Army regulations prohibiting solicitation.

In 1975, the Officers' Wives Club took up the fundraising mantle and engaged in bakeoffs and other efforts to raise money. Soon after, the installation established a wildlife management council and appointed a facilities engineer to serve as conservation officer. Yet another source of funding was established — this time, an Elk Feed Fund Council collected money from recycling, donations from private and civic groups and the occasional sale of one of the herd.

In 2013, the Office of General Counsel at DLA determined the installation could designate funds to continue caring for the Bellwood elk and funding, management and care now fall under the purview of DLA Installation Operations Richmond. Jimmy Parrish, chief of the Environmental Management Division, DLA Installation Operations Richmond, said caring for the herd is a joint effort between the Environmental Management Division and the Installation Management Division.

"The environmental folks handle all of the permitting requirements and public relations, and the installation folks handle the physical care and feeding," Parrish said. "This teaming has worked very well throughout the years."

From an environmental perspective, Parrish said, the team considers it "an honor" to have the elk at DSCR. "We are the only [Department of Defense] facility to have a regulatory permit to exhibit the elk. We take this responsibility very seriously — not only for the care and well-being of the elk but also because of their historical significance and meaning to the installation and its employees."

Though other military installations across the country boast populations of wild animals that can be hunted, the Bellwood elk population is unique, as it is off-limits to hunters. The Bellwood elk — 30 in all — live on 25 acres of fenced grassland bordered by a stand of oak trees. Though they are wild animals, the herd does greet its handlers at mealtimes, "screaming" their salutations and jostling for a prime spot at the feed bin.

Donald Matre, motor vehicle operator at DLA Installation Operations Richmond, said the people who care for the elk on a daily basis are all animal lovers.

"We take the responsibility of assisting with the care of the elk very seriously and consider it a privilege to be entrusted to do so," Matre said. "We feed them a dietary supplement of deer feed, corn and alfalfa daily, monitor them for any serious illness or injury and assist the veterinarians when they're needed."

Matre added that as an ailing elk recovers, "it's very satisfying … to watch [its recovery] and see it thrive and return to good health."

The elk are only handled during veterinary exams; the animals are first tranquilized to minimize stress and the chance of harm to either elk or human. Parrish said food and veterinary bills total about $15,000 annually.

As residents of the installation, the histories of the elk are recorded for posterity. Births, deaths and the occasional head-in-a-bucket incident all become part of DSCR installation

ELK FACTS

- **Elk are a different species from reindeer and are significantly larger.**
- **Male elk are called bulls; females are called cows.**
- **Cows gestate for nearly 250 days, giving birth in mid-May through July.**
- **Calves are born with spots and develop their brown coats at around 6 months.**
- **Only bulls grow antlers. The first set comes in around 1 year of age, and as they grow they are coated with soft tissue called velvet. The bulls scrape off the velvet when the antlers start growing.**
- **Bulls with six points on their antlers are known as Royal elk; Imperial elk have seven points and Monarchs have eight points.**
- **Bull elk can weigh as much as 1,100 pounds and are considered fully mature at age 7. They stand about 6 feet tall at the shoulder.**
- **Cows are mature at age 3 and weigh roughly half as much, at around 550 pounds. They are also shorter — roughly 4 feet tall at the shoulder.**

history. One particularly mischievous character, Junior, required the assistance of the veterinarian to pry off a red feed bucket that he'd become a little too fond of. In seasons past, Bellwood bulls have also tangled their antlers in barbed wire and gone toe-to-toe with a parked tractor. The tractor was the clear loser, suffering a punctured radiator and doors.

"Watching them interact and noticing the distinct personality traits that some of them exhibit is very interesting. They are all extremely curious. We are also responsible for the unpleasant task, which none of us look forward to, of having to bury them when one dies," Matre said.

When the elk go to that great pasture in the sky, Parrish said, as government property they are "respectfully" interred at various locations around the installation. "We like to keep them close to home."

Being the wild creatures they are, elk are prone to fence jumping, poaching or other mishaps, but Parrish said the security force on the installation does "an outstanding job" protecting the herd.

"We also routinely ensure that the fences are well maintained and kept up to date," he said. The installation keeps the herd at a size the installation can sustain by transporting surplus members to other wildlife preserves or parks around the state.

The installation is in the process of transferring two elk in Richmond to be placed on exhibit at Marymount Park in Richmond, one of four licensed elk exhibitors in Virginia.

In their 100-plus-year residence here, the Bellwood elk have garnered worldwide attention. Their first foray into the national spotlight came after The Saturday Evening Post ran a story titled "The Elk That Joined the Army." From there, news and interest in the herd only grew. Locally, residents and installation employees have regarded the elk as family. Installation and local papers have also published naming contests for calves over the years.

The installation recently teamed up with Virginia's Department of Game and Inland Fisheries and the U.S. Department of Agriculture to help develop a joint Elk Management Plan. The state began reintroducing elk into the wild in 2012, and today more than 200 elk range over land in the southwest part of the state. Those elk came from a herd in Kentucky; there are no plans to integrate the Bellwood herd into this one, though.

> THOUGH THEY ARE WILD ANIMALS, THE HERD DOES GREET ITS HANDLERS AT MEALTIMES, "SCREAMING" THEIR SALUTATIONS AND JOSTLING FOR A PRIME SPOT AT THE FEED BIN.

"Both parties felt that, though they are still wild, our elks are far too tame to be entered into another wild population," Parrish explained.

Visitors continue to come and see the elk; anywhere from 10 to 20 people each week stop by.

"We built the visitor observation stand just off Jefferson Davis Highway for the sole purpose of attracting visitors to our elk, rather than them having to enter the installation," Parrish said.

"Many keep track of the elk throughout the year and can easily locate and identify the new calves," he said. "This stand has been very well used. In addition, our employees still find their elk to be well worth the viewing. Some of us find the presence of the elk herd to be relaxing and a visible link to our past." LL

Donald Matre, motor vehicle operator for the Installation Management Division of DLA Installation Operations Richmond, Virginia, says the elk are extremely curious. In seasons past, Bellwood bulls have tangled their antlers in barbed wire and in one case gone toe-to-toe with a parked tractor; the tractor lost.

FIELD TESTING THE EXPEDITIONARY MOBILE FUEL ADDITIZATION CAPABILITY SYSTEM

FORGING FUEL

Marine Corps Cpl. Michael Michehl, a noncommissioned officer with Marine Wing Support Detachment 24, controls forward arming and refueling point operations after refueling a Bell AH-1W Super Cobra during a field test for the Expeditionary Mobile Fuel Additization Capability system as part of the Rim of the Pacific exercise at Pohakuloa Training Area, Hawaii.

— Photo by Marine Corps Lance Cpl. Adam Montera

Story by Connie Braesch
DLA Energy Public Affairs

Getting the high-quality fuel warfighters need to conduct their missions is not as straightforward as pulling up to a gas pump.

To ensure military aircraft, vehicles and equipment operate at peak performance, Defense Logistics Agency Energy relies on the injection of three additives into commercial jet fuel: icing inhibitor, corrosion inhibitor/lubricity improver and static dissipater.

"The additives prevent formation of ice in fuel, fight microorganism growth, reduce fuel-system corrosion problems, add lubricity, and improve ground safety during storage, transfer and issue," said Samuel Cooks, energy initiatives program manager for DLA Energy's Strategic Policy and Programs Directorate.

For enduring locations and defense fuel support points, suppliers normally inject the necessary additives before final delivery to a base, camp or station, Cooks explained. But sourcing military-specification fuel in an expeditionary environment on short notice or in small quantities can be tough.

"For small-scale requirements in remote locations or when commercial delivery of military-specification fuel isn't available in the local market, on occasion the fuel must be additized on-site to sustain operations," he said.

According to Marine Corps Forces Pacific, the Corps needs an expeditionary fuel additive injection system to address this critical capability gap. To help find a mission-capable solution, in fall 2017, the Marine Corps Expeditionary Energy Office partnered with DLA Energy.

"Facilitating development of this tactical capability helps enhance supply-chain resilience," said Marine Corps Maj. Kelvin Chew, technology and experimentation analyst for the Marine Corps Expeditionary Energy Office. "This foraging capability supports expeditionary advanced base operations in a contested environment by allowing units to leverage commercial fuel stores to support a single fuel supply chain."

Marine Corps Lance Cpl. Adam Montera

Marine Corps Cpl. Garrett Subik, a bulk fuel specialist with Marine Wing Support Detachment 24, moves a fuel line toward a landing pad in order to start fueling a AH-1W Super Cobra helicopter during a field test for an Expeditionary Mobile Fuel Additization Capability system as part of the Rim of the Pacific exercise at Pohakuloa Training Area, Hawaii.

Why Additize?

While military aircraft, vehicles and equipment can use commercial-grade fuel, the inclusion of additives helps improve equipment performance and life span.

"It is important because it allows the aircraft to fly higher, faster without the worry of the water in fuel freezing up … and you don't have to worry about ground vehicles overheating," said Marine Corps Chief Warrant Officer David Gentry, airfield officer in charge at Marine Wing Support Detachment 24. "If operating in the colder climate, the static will build up, but the static dissipater will help remove it."

"Anytime you're talking about military aviation, you want them to perform at the top level," said Marine Corps Chief Warrant Officer Richard Cordes, liaison officer to the Naval Petroleum Office. "Yes, aircraft can use different grades of aviation fuel. But think of it like this: If you use one tank of lower-grade fuel in your vehicle, is it going to hurt it? No, not that one tank. But over prolonged time, it's going to lessen the performance and life of that vehicle."

Identifying a Solution

Sometimes timing or conditions mean the services have to buy commercial fuel and convert it in the field. Special equipment, training and quality-control measures are then needed.

"Right now, the Air Force and the Army do it on a sustainment-brigade level where they additize hundreds of thousands of gallons," Gentry said. "We're looking to additize smaller quantities."

To develop the prototype system, the Expeditionary Mobile Fuel Additization Capability team turned to Hammonds Technical Services. Since 1986, the company has built equipment specifically for additive injection.

"The Army is the primary user of larger systems that handle bulk fuel on a larger scale. Those systems are basically mobile fuel farms," said Jeff Hammonds, vice president of engineering and sales for the company. "The Marines came to us for something truly two-man portable, lightweight and smaller for lower product-delivery flow rates, so we took our commercially available equipment and implemented that small-scale design."

> "THE ARMY'S SYSTEM WEIGHS OVER 950 POUNDS AND REQUIRES HEAVY EQUIPMENT TO MOVE. THE ONE WE'RE BUILDING IS JUST OVER 200 POUNDS."
>
> — MARINE CORPS MAJ. KELVIN CHEW

Chew further emphasized the importance of the size and weight of the EMFAC system.

"The Army's system weighs over 950 pounds and requires heavy equipment to move," he said. "The one we're building is just over 200 pounds. We're taking an existing fuel additization system and downsizing it so it can be more expeditionary and mobile, and require a lighter footprint." This means units in the field can customize their own blends of fuel, he explained.

Putting the System to the Test

The Marine Corps Expeditionary Energy Office has been training Marines from across the country on operating the system.

"We received a lot of feedback on this system, which has allowed us to improve the design — not just in the past few

weeks but over the course of months," Chew said. "We have made improvements so we have the best-informed design."

In July, during the 2018 Rim of the Pacific exercise in Hawaii, the EMFAC portable additive injector system was put to the test in a full-scale exercise.

"RIMPAC is a huge operation involving many countries. So if we can use it in this type of environment, it gives us more of a real-world scenario where fuel that needs to be injected can go from inception all the way into the aircraft," Cordes said.

Although testing during RIMPAC was led by the Marine Corps, the Army also participated. Marines and soldiers independently operated the EMFAC system to additize fuel trucks for use in a Forward Arming and Refueling Point at Pohakuloa Training Area, Hawaii.

Exercise participants practiced using the system in countries where fuel didn't meet military specifications, Cordes added. "With the system, we can inject the fuel with the needed additives, put it directly into an M-970 — which is a mobile refueler — take it forward and use it to refuel aircraft and equipment."

The full-scale scenario required the Marines and soldiers to set up and calibrate the equipment, calculate additive amounts, give a thorough briefing of the operation, execute proper additization, recirculate the fuel, pull samples and run laboratory tests.

"Once we were satisfied the fuel met military specifications, we used the fuel on the runway to refuel operational aircraft," Gentry said.

"The focus is on validating the systems' performance and the users' ability to safely operate the system in an operational environment during a live exercise," Chew said. "They need to get acquainted with the environment and use the system without all the comforts and safeguards of being in a controlled environment like the base."

Training and quality control were also a significant part of equipment testing, he added.

"Everyone involved was given familiarization training on the setup, calibration, operation, safe handling and trouble-shooting of the injector system before every evolution of the testing," Chew said.

Connie Braesch

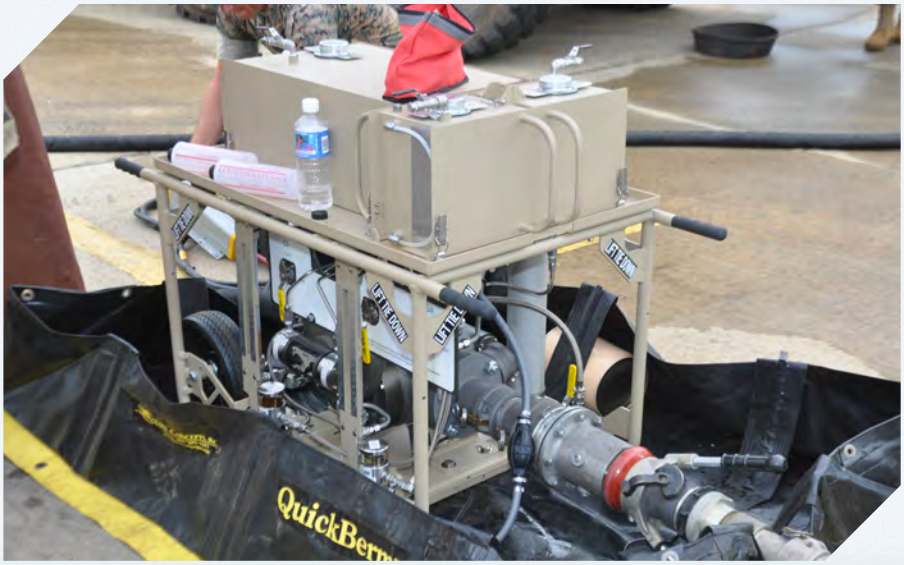
Marine Corps Sgt. Andrew Grable examines a sample of fuel before conducting laboratory testing to ensure it meets military specifications. The Marines tested a prototype Expeditionary Mobile Fuel Additization Capability during the Rim of the Pacific exercise.

"The Marines and soldiers also received extensive training on fuels laboratory testing and quality specifications."

DLA Energy quality assurance representatives played a key role in the delivery of commercial-grade fuel by monitoring the additization process and laboratory specification tests.

"We get involved with training the Marines and the Army for additive-injection processes and procedures that help them within their exercises and when they deploy," said Jeffery Feltner, DLA Energy Pacific quality manager. "We go through the processes on how to sample the fuel, test it, and understand the premixing of additives and injection rates."

The joint-service partnership has been invaluable, and the presence of DLA Energy QARs enabled the Marines to learn more about fuel than they would have otherwise, Chew added.



Connie Braesch

The Marine Corps Expeditionary Mobile Fuel Additization Capability prototype system is the Hammonds Model TPI-3T-3A Portable Fluid Powered Additive Injector. It is a small, easy to use, two-man carry system.

"We have identified what could go wrong, how to mitigate risks, and the roles and responsibilities of the EMFAC team," he added. "To be able to demonstrate that the Marines are capable of additizing fuel on their own in an austere environment is a great success."

"From when the Urgent Universal Need Statement was signed in December 2017 to where we are now has been a pretty fast process for [such] a complex operation," he added. "Now it's just refining the process."

What's Next?

The Marine Corps Expeditionary Energy Office plans to take the feedback and lessons gathered throughout the training and testing and incorporate them into its field procedures and training guides.

"Before it's released to operating forces, we must ensure they have the proper documentation and procedures to follow," Chew said. "Eventually, we hope to integrate fuel additization into our Petroleum Laboratory Specialist Course at the Marine Corps Bulk Fuel School at Fort Lee [Virginia]."

Cordes, the senior Marine Corps fuels officer, is working with all the stakeholders to report the feedback to DLA and to Headquarters Marine Corps.

"This capability is extremely critical," he said. "This system gives the Marine Corps that secondary ability if DLA can't source the military-specification fuel we need in the area we're operating."

While the capability is needed, Cordes, Gentry and Chew agreed the preference is to use DLA-provided fuel.

"Our intent is not to replace DLA Energy's role," Chew said. "It's to train Marines and soldiers to do this in contingency operations where MILSPEC fuel isn't available."

As the Department of Defense executive agent for bulk fuel, DLA Energy's goal is to improve the efficiency and effectiveness of the fuel supply chain, Cooks added.

"To be clear, DLA Energy is not moving away from procuring and delivering MILSPEC fuels. Yet, this capability gives the services a portable, small-scale solution addressing the historic gap between requirements generation and when DLA Energy can deliver a MILSPEC product," said Army Col. Doug Henry, former DLA Energy chief of staff. "We look forward to helping the Marines and the other military services innovate this rapid-deployment injection capability to increase lethality through greater supply-chain resiliency and strengthen readiness postures to meet global requirements."

In the coming months, Chew said his office will continue to work with Marines across the nation to familiarize them with the process.

"We're going to continue experimentation and work with wing and ground units to expand the exposure and gain more advocacy and requirements from the fleet," he said. "As we look forward at venues where operating forces can train to maintain this capability, we'll ensure they stay proficient so when they need to use this for its intended purpose, they aren't starting from scratch."

The Marine Corps 7th Engineer Support Battalion at Camp Pendleton, California, plans to conduct another full-scale EMFAC test next spring during Operation Pacific Blitz, Chew said.

DLA STRATEGIC MATERIALS PARTNERS WITH RESEARCH AND DEVELOPMENT

RESEARCHING SOLUTIONS

Story by Dianne Ryder

Since just before World War II, the U.S. National Defense Stockpile has acquired and stored critical metals, minerals and agricultural supplies to reduce the nation's dependence on foreign sources in national emergencies. To supply those materials, the Defense Logistics Agency Strategic Materials team provides safe, secure and environmentally sound sources, working with DLA Information Operations' Research and Development team.

Stockpiling and Supply Chains

The stockpile and R&D fall under the Strategic and Critical Materials Stockpiling Act, said Brian Gabriel, chief of the DLA Strategic Materials Planning Branch.

"Essentially, we are [the Department of Defense's] agency for looking at raw material supply chains during conflicts," Gabriel said. There are potential vulnerabilities in the supply chain, and his team understands the risks of relying heavily on foreign manufacturers for raw materials.

Gabriel said there are about 200 materials on the strategic materials "watch list."

"The old saying is, we go from A-Z — aluminum to zinc," Gabriel said. "When we do our primary analysis, which runs in a two-year cycle, we're running about 100 materials through our economic analysis — which is a lot of materials for our small teams to cover."

There are recycling and reclaiming authorities for strategic and critical materials that allow DLA Strategic Materials to work with domestic industry to qualify substitutes, he said.

Gabriel explained these are new authorities granted in recent National Defense Authorization Acts, specifically in a 2017 bill.

"On programs where we see a supply chain risk from our analysis team, we don't necessarily see stockpiling as the ideal solution right now. We've been

Nutan Chada

Tinker Air Force Base, Oklahoma, sends its excess used engine parts to DLA Strategic Materials at Hammond Depot, Hammond, Indiana, through the Strategic Materials Recovery and Recycling Program. Super alloys are then stripped from the parts. By recycling parts, the government doesn't have to invest in new materials, saving the taxpayer millions of dollars.

Courtesy Photo

Workers excavate a site at Urban Mining Company's facility for manufacturing neodymium/iron/boron magnets in San Marcos, Texas.

working with R&D to do more novel risk mitigation programs," Gabriel said.

Finding Domestic Solutions

One of the team's biggest challenges is gaining dominance over foreign manufacturing of rare-earth materials.

"One thing that comes up constantly is the issue with rare-earth elements — the rare-earth market itself is heavily dominated by [foreign nations that] have good mineral endowments," Gabriel said. "We can create some domestic production or get some alternative to those … materials into the DoD supply chains that adds to the robustness or resiliency of those supply chains."

It's a high-visibility area because of the interest in materials where there is a known foreign reliance issue, he said.

"There's a big push within the executive branch as a whole to try to make the U.S. more self-sufficient," Gabriel said. "We've had to participate on two executive orders — one related to the overall defense industrial base, another specifically on critical minerals for all the government agencies to collaborate on."

Federal officials are also seeking solutions before the issue becomes big enough to hurt U.S. jobs, Gabriel said.

"They're looking for policy changes that will [reduce foreign reliance] in the long term. But resolving these overall economic large market issues takes a lot of time," he said. "These things move in cycles, [but] there's been a lot of movement in the rare-earth market and new technologies. I think the market is looking better for that particular material for domestic production in the next couple of years."

He pointed to DLA's carbon-fiber project as particularly successful. Carbon fibers are used in satellite applications, and in the past, foreign manufacturers who produced technically advanced carbon fibers held the monopoly on those materials.

While DLA doesn't have the resources or the mandate to set up its own factories, the agency can and has set up smaller scale projects like carbon fiber production, said Matt Hutchens, DLA's R&D program manager.

"We started [the project] because there was a supply risk with foreign, ultra-high-modulus carbon fibers used on satellite structures," he said. "There was a domestic product that became available and the folks that build the satellite structures needed to qualify it at a materials level."

> THE FIBERS PRODUCED BY THE DOMESTIC COMPANIES LOOKED COMPARABLE TO OR EVEN BETTER THAN THE FOREIGN FIBER.
>
> — BRIAN GABRIEL

The fibers produced by the domestic companies looked comparable to or even better than the foreign fiber, Gabriel said. After the domestic company fully qualified the materials, it was able to create designs based on the domestic fibers.

Collaboration and Innovation

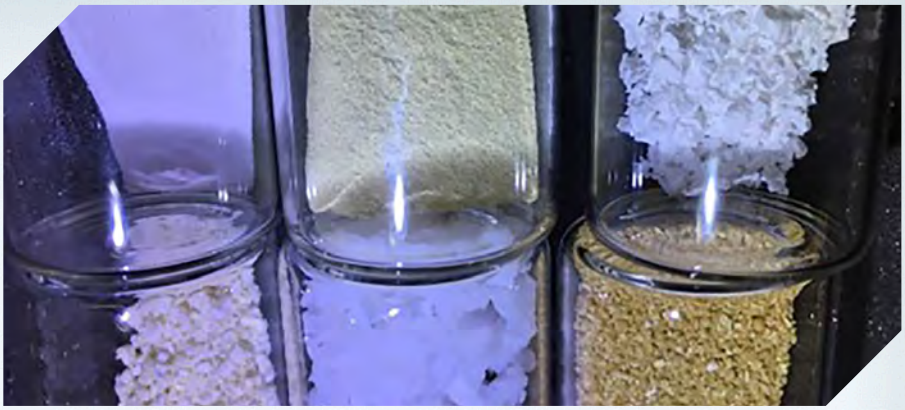
One goal in partnering with R&D is to set up a program that will spark domestic recycling capabilities for rare-earth elements, Gabriel said.

"So instead of mining them, which is difficult in the U.S., we can use waste streams," he said.

A waste stream is the complete flow of waste from domestic or industrial areas to final disposal. Recycling lessens the content of a waste stream as it moves down the line.

Vaibhav Jain, a materials engineer in DLA Strategic Materials, talked about other difficulties with mining.

"To start a new mine, especially in the U.S., is so expensive," he said. "The whole process takes 10-15 years."



Nicholas Burlingame, Xylon Technical Ceramics

High-purity stabilized ceramic powders are produced by a chemical synthesis method. The powders yield a rare-earth-based ceramic thermal barrier coating made from yttria-stabilized zirconia, which DLA uses to achieve heat resistance and thermal control in jet engines and in the space program.

Jain explained that it's easier to work from existing mines already in production.

"One of the contracts we have found is [with] Rio Tinto — they have a copper smelting process in Utah," he said. Smelting is the process of extracting metals from their ore by heating and melting. "When they recover copper from the ore, they have a lot of waste stream that goes out that's of no use."

Rio Tinto has put in the initial work and found a good amount of rhenium, which is an important critical material for DLA, used in high-octane fuel, super alloys and weapons systems, Jain said.

Recovering materials from the waste stream is expensive, but it's something Rio Tinto has done successfully with DLA's help, Jain said.

"If they could optimize the process and improve their circuit, they would be able to recover extra material from the waste stream that's already there because of the copper-smelting process," he said.

Gabriel noted that recovery and domestic production of materials greatly reduces the amount DLA needs to maintain in the stockpile.

"Primarily, we look at foreign sources and single points of failure in the supply chain, and we come up with what we call the stockpile requirements," he said. To determine how much new material needs to be produced, his team does an economic analysis.

All these efforts have also created more competition in the rhenium market and increased domestic sources of supply for jet engines, Gabriel said.

"It's a better solution overall for us and for industry partners to do that domestic production," he said.

Stockpiling still works in some cases because there are materials DLA will always need to stock, Gabriel said. But by collaborating with R&D, DLA Strategic Materials is setting up unique programs that extend how DLA and DoD approach sustainment of critical materials beyond stockpiling.

"Now, using creative problem-solving skills we can stand up capabilities and new ideas," Gabriel said.

Jain agreed. "If you solve a problem of production by something that already exists, the problem is solved for the next several years or next several decades."

Magnets and magnet alloys are important to DLA's mission as well, Jain said. But the U.S. had few domestic companies to manufacture the rare-earth supplies permanent magnets are made from. DLA is working with Urban Mining Company in Austin, Texas, to solve this.

"We need magnets for regular work as well as for specialized weapons systems applications and precision-guided bombs," Jain said. "They are critical to the weapons systems in DoD."

Jain said UMC finds magnets at the end of life cycle from hard drives, phones and MRI machines, and using a proprietary process, the company makes new magnets it says are better than the original product.

Using recovered waste, UMC takes a neodymium magnet, the most widely used type of rare-earth magnet, and inserts it directly into its own magnet-recycling process.

In 2014, DLA's main focus for the program was stockpiling materials. "Now, we're using other risk-mitigation approaches — stockpiling, recycling, working with domestic industries to build up technologies for domestic production, qualifying these domestic materials — the whole toolbox itself is much larger for the stockpile program and for DLA," Gabriel said. "DLA R&D has been a big part of that in expanding the toolbox."

Nutan Chada

Eric Deal of DLA Strategic Materials checks out a lens from Anniston Army Depot, Alabama. Germanium will be extracted from the lens and stockpiled until needed.

Recycling Versus Recovery

Federal agencies and facilities are directed to implement acquisition programs aimed at encouraging new technologies

Nicholas Burlingame, Xylon Technical Ceramics

An ingot made via electron-beam physical vapor deposition is created from recycled yttria-stabilized zirconia EB-PVD waste, which has just been removed from the press used to form recycled powder into the ingot shape.

and building markets for environmentally preferable and recycled products.

While recovery occurs in the waste stream, recycling refers to the reuse or regeneration from an end-of-life-cycle product.

Hutchens said DLA's R&D mission differs from that of DLA Strategic Materials because the latter is viewing the risks "of a whole gamut of materials," while R&D focuses more on inventory control and acquisition processes. But they work together when there's a potential R&D processing solution.

"We've done some small business innovation research on the rare-earth recycling, but we're [looking] at some other areas to do that as well where we can recycle products that are foreign-sourced, essentially," Hutchens said. "Where [DLA Strategic Materials sees] a risk, a need or maybe even just a significant cost reduction that we can achieve, we'll talk to them and see what their requirements are."

On Oct. 1, 2017, the R&D group became part of DLA Information Operations. Now, in addition to investing in anti-counterfeiting efforts, Hutchens said another fairly new project involves working with DLA Distribution to expand the use of lithium-ion batteries in forklifts.

"We're looking at what sort of modernization could we do in the distribution warehouses — utilizing robotics, robotic stackers and improving data management," he said.

Jain said DLA is also exploring the recycling process for lithium-ion batteries.

"We're always looking for ways to recycle what the current feedstock is. Lithium-ion has lithium, cobalt and a small amount of rare-earths," he said. "But sometimes we have limitations on how much feedstock we can get."

Hutchens said DLA R&D has been participating in a robust Battery Network program since 2010. The program reduces life cycle costs and logistics requirements by reducing the size and weight of personal and vehicle batteries and extending their run time. The team is also working on new designs to reduce environmental hazards.

Hutchens explained that batteries referred to as wet, or flooded lead-acid, are no longer used.

"Some of the military's batteries have been merged over to the new technology, which is the absorbent glass material — it's more of either a gel or harder substance inside instead of a liquid acid," he said. "It performs better, it has much better vibration resistance, you don't have to replace acid and so you're getting rid of all that maintenance activity out in the field."

Two types of batteries that no longer have any commercial use, 2HN and 4HN, are used for turret power on the Bradley Fighting Vehicle.

"We found a company that would do the research and development to give us a new advanced battery that will outperform [the old batteries] but will have the same fit and function," Hutchens said. "The old ones will go away or be disposed of, and once the new ones are qualified, we'll just buy them off of a new [National Stock Number]."

The new battery replaces about 120 pounds of electronic equipment, Hutchens said.

"We think it'll save about $8 million of procurement a year, when you look at all the components this battery replaced," he said.

Future Technologies

In addition to BATTNET, DLA R&D uses diverse manufacturing methods to innovate in the discrete-parts support of fielded weapons systems and is investigating other technologies.

These initiatives include casting and forging and additive manufacturing, or 3D printing.

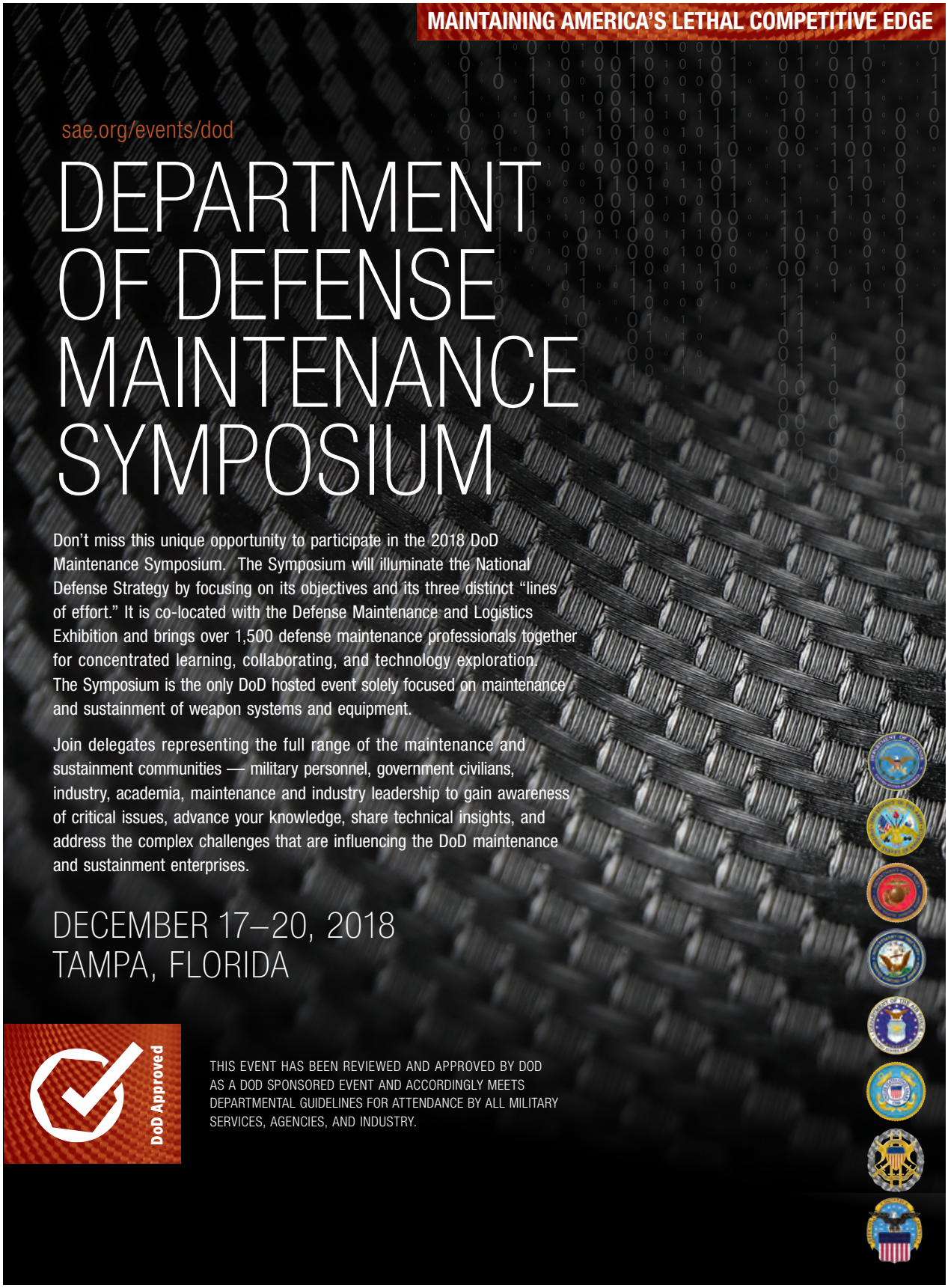
"Every day they're looking at more parts that they prefer to use this process for," Hutchens said. "We're actually going back and working with the services for legacy parts within the supply system."

Another necessary innovation is microcircuit emulation, because of the hard-to-find older microcircuits DLA still uses.

"We are spending about $10 million a year to advance the production capability as microcircuits [become] more obsolete," he said. "It saves billions of dollars — that's actually one of our bigger manufacturing technology programs."

Finally, DLA's Energy Readiness Program is used to qualify alternative fuels, such as biofuel, Hutchens said.

"Sometimes suppliers add large doses of antioxidant to the fuel to mask unstable characteristics of the fuel," he explained. However, DLA R&D developed methods to identify high levels of antioxidants and assess the underlying quality of the fuel. Testing is necessary to determine how alternative fuels such as biofuels will perform in comparison to traditional jet fuels.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MOVING THE MOUNTAIN

DLA DISPOSITION SERVICES HELPS THE ARMY REMOVE MOUNDS OF SCRAP FROM A REMOTE PACIFIC ISLAND

Story by Tim Hoyle, DLA Disposition Services Public Affairs

In January 1944, soldiers and Marines battled together in the Marshall Islands to liberate Kwajalein Atoll. More than 74 years later, soldiers serving there have a new ally in the Defense Logistics Agency, as they drive away a new threat — 6 million pounds of scrap.

For more than six years, the Army garrison on Kwajalein has been planning to rid the atoll of the unwanted metal, with the help of DLA Disposition Services. In 2012, the garrison's transportation officer contacted Wayne Tisdale, area manager for DLA Disposition Services' site at Guam, asking for DLA's help. However, declines in the global scrap metals market and funding levels, along with the atoll's remote location in the Marshall Islands, prevented the agency

Nikki Maxwell

Operators use heavy equipment to load and transport millions of pounds of scrap material to heavy barges that will take it away for sorting and recycling in the city of Majuro in the Marshall Islands.

from offering a contract to remove and dispose of the scrap.

Tracy Hart, director of acquisition for DLA Disposition Services, said an improved world market on scrap sales and sufficient customer funding made 2017 the right time for DLA Disposition Services to award a service contract. Hart praised the contracting personnel, staff from DLA Disposition Services Pacific region, U.S. Indo-Pacific Command and local leaders for their teamwork and "herculean efforts" to complete the task.

Faron Cordrey, DLA Disposition Services' Pacific region director, recalled that when he first saw the piles of scrap, he didn't know where to start.

"The scrap volume was not only massive, it had been there so long that some of it had become embedded as part of the landscape, as well as protruding past the shoreline into the water at some points," Cordrey said. "Additionally … it was very difficult to assess — just too vast, and the scrap so varied."

Scrap material is normally segregated by type for easier sale or recycling. But the different types collected on Kwajalein were piled together for more than 40 years.

Jon Mitsuyasu, DLA Disposition Services' operations chief/program manager for the region, and Daniel Schuemann, a contracting officer, were on Kwajalein before scrap removal began. Mitsuyasu provided training on scrap recognition to the contracted employees. Schuemann provided guidance on the terms of the contract.

As preparations continued, Bernie Solovey, chief of the Acquisition Hazardous Division, took over from Schuemann and worked on the contract language to help ease challenges in performing the work.

"It became apparent that some [contract language] was impeding progress and the contractor asked for some changes that would allow him to hire a subcontractor with experience working on the atoll," Solovey said. "As contracts are a partnership between the government and the contractor, it was decided to accept these changes at no cost to the government." Those changes

"THE SCRAP VOLUME WAS NOT ONLY MASSIVE, IT HAD BEEN THERE SO LONG THAT SOME OF IT HAD BECOME EMBEDDED AS PART OF THE LANDSCAPE, AS WELL AS PROTRUDING PAST THE SHORELINE INTO THE WATER AT SOME POINTS."

— FARON CORDREY

Johnny Lee

After decades of waiting, some of the 5 million pounds of scrap material remaining for transport will be on its way to join the first 1 million pounds that was removed by barge in June.

helped the contractor remove the scrap more effectively, he said.

Wallan Hashimoto, a DLA Disposition Services contracting officer representative, helped prepare for the start of the removal process. Hashimoto said one of his big challenges was "to marshal the resources available from our customer, the U.S. Army and their local Department of Public Works."

As the contractor continued to segregate the scrap, a subcontractor arranged for barge removal. That happened in late spring, when the rainy weather made it even harder to load and transport the scrap, said Arthur Yri, a general supply specialist for DLA Disposition Services.

"If I was able to avoid the rain showers, the high humidity still resulted in soaked clothes," Yri said. "The 4-mile round trip to the scrapyard was mostly completed on foot at least twice a day, but sometimes four times a day. The scrapyard had no electrical power, phone or restroom, and only had a small covered area for the workers to get out of the weather."

Operations Specialist Johnny Lee said the wet weather made loading the second barge just as hard.

"Most days I worked 12 hours with varying extreme-weather conditions," Lee said. "It was either 90-plus degrees or torrential downpours."

Hart complimented the professionalism and resiliency of those involved as they dealt with pressures, bad weather and uncertainty. Cordrey said it helped that the workforce was dedicated from the beginning.

"To make this happen, there was total buy-in from the entire DLA team to ensure success," he said.

Yri and Lee said the soggy treks across the scrapyard let them gather their thoughts, and enjoying the scenery helped them stay resilient. And that scenery isn't just beautiful; Kwajalein and its neighboring islets of Roi and Namur were the first of the Marshall Islands to be captured by U.S. forces as they advanced toward the Philippines and the Japanese islands. "I had no idea the part Kwajalein played in WWII," Yri said. For those visiting Kwajalein, he recommended a walking tour of the battle sites.

> "MOST DAYS I WORKED 12 HOURS WITH VARYING EXTREME-WEATHER CONDITIONS. IT WAS EITHER 90-PLUS DEGREES OR TORRENTIAL DOWNPOURS."
>
> — JOHNNY LEE

After great effort from a lot of people, Yri and Lee saw significant amounts of scrap leave the island. The first barge departed Kwajalein June 3 with almost 1 million pounds of scrap. The remaining 5.1 million pounds left on another barge July 9. Although the amount of scrap, the weather and other challenges made the removal a big task, "the challenges just motivated the team even more," Cordrey said.

"One thing that never wavered was DLA's commitment to making this happen and to support the warfighter," he added. "In this situation, we, as DLA, proved ourselves as the experts in scrap removal. And throughout the evolution, that level of knowledge proved invaluable in allowing us to help the customer."

Hashimoto also noted the relationships built with the people on Kwajalein

— the active-duty service members who were the customers, the representatives of the Marshallese people and the staff at DPW — were critical to the final result.

"I would especially like to single out Mr. Walter Gordon of DPW … who worked tirelessly to connect me with the people on island who could make things happen for our prime contractor," Hashimoto said. "Mr. Gordon went above and beyond what would be expected to help Disposition Services help our contractor in getting his scrap removal operation started."

The scrap removed on the two barges will undergo further sorting and then recycling in Majuro, also part of the Marshall Islands. Hart said the removal eliminated a "mountain of scrap for residents and subsequent generations."

With mountains of metal gone, Cordrey said the next step is for DLA personnel to train the garrison staff to recognize certain types of scrap so they can segregate it before it's removed for further disposal. Recyclable metals are shipped to Guam's scrap contractor for sale.

"In a nutshell, we're working with the garrison to train them on how to manage and establish a scrap yard," Cordrey said. Explaining the benefits of the proper controls make disposal more efficient, saving time and money, he said.

DLA Disposition Services has also supported Kwajalein with other services, such as receiving and reusing property. The DLA Disposition Services site at Guam provides those services to Kwajalein, and its staff routinely receives usable items and other material from the atoll. Tisdale, for example, worked with Kwajalein personnel during the summer to arrange for five firetrucks to be shipped to Guam for potential reuse. LL

A delivery driver unhooks one of the firetrucks from Kwajalein sent to the DLA Disposition Services site in Guam to be offered for reutilization.

Rose Cruz

THE MAKING OF AN NSN

Story by Beth Reece

No two are the same. Whether they label ballpoint pens, combat boots or spare parts, National Stock Numbers have become the axis of federal supply. Take them away and the systems and processes used to manage materiel would come to a halt.

"If NSNs somehow disappeared, we'd be in big trouble. We could still place and fulfill orders based on the manufacturer's part number, but managing those items through the supply chain would be a time-consuming process because our logistics systems and those of the services are all designed around NSNs," said Raymond Zingaretti, director of Logistics Information Services for Defense Logistics Agency Logistics Operations.

NSNs are 13-digit codes assigned to every item repeatedly bought, stocked, used, distributed and disposed through the federal supply system. More than just a long number, NSNs are a gateway to information like the item's manufacturer, dimensions and cost – all critical details for logisticians who manage military supplies throughout their life cycle.

Jeff Landenberger

Kristin Truex, a logistics data cataloger for DLA Logistics Operations, has been creating and updating National Stock Numbers in the Federal Logistics Information System for over 18 years.

Birth of the NSN

NSNs were created after World War II when officials realized that similar items used by more than one military service had multiple names and part numbers, making it difficult for the services to share supplies. Washers, for example, were also commonly called shims and spacers. While one service used the term "washer" and gave it their own unique stock number, other services gave it different names and created their own unique stock numbers. The different naming conventions made it seem as if one unit or service had plenty in stock while another had none, resulting in duplicate purchases.

In 1952, Congress approved the Defense Cataloging and Standardization Act to improve the services' ability to share supplies, and in 1998, DLA assumed cataloging of all Department of Defense supplies whether managed by the services or DLA. Standardizing the name of items with the same form, fit and function under a single NSN led to better visibility and control of supplies while also decreasing prices, Zingaretti said.

"When you give unique stock numbers to multiple versions of essentially the same part, you lose your ability to drive competition among suppliers and drive down the cost. It also creates the need for additional warehouse space because you've got to store the items in multiple bins," he said.

Today there are over 7 million NSNs. Zingaretti's staff of almost 350 catalogers in Battle Creek, Michigan, create about 70,000 new NSNs each year at the request of the services and equipment program managers using data like the item name, manufacturer's part number, unit price, physical and performance characteristics, special-handling instructions, shelf life and disposal procedures. Those NSNs and the accompanying data are stored and routinely updated in the Federal Logistics Information System.

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Even common items like military and civilian medals have National Stock Numbers.

— Photo by Beth Reece

Creating New NSNs

NSN creation usually starts before the rollout of a new weapon system when program managers, suppliers and DLA representatives are outlining all the pieces that make up the system. This careful review is conducted so planners can ensure spare parts are available throughout the system's life cycle.

"During this provisioning process we determine how we're going to sustain materiel in the long run. It's essentially a supportability analysis to determine what parts on the system we're going to fix, what parts we're going to throw away and which parts we need for repairs," Zingaretti said.

The result is a list of items that already have NSNs because they're used on other systems and a list of parts that need to be assigned NSNs and uploaded in FLIS with details in 25 or more categories, such as dimensions and material make-up.

"Our goal is to describe the item fully so the services know what they're getting," said Michael Plants, a logistics data cataloger who processes data and NSNs for valves. "A ball valve, for example, has a body, stem, ball and flow-control device. I identify all of the materials of those products so the services know what each individual part is made of."

Knowing the material can be critical in cases where only one type of metal is approved for use on a particular vehicle, aircraft or ship, he added. Other characteristics he includes are operating pressures and temperatures, as well as the connection type. Though it usually takes about one hour for Plants to create an NSN for a new valve, sometimes catalogers have to spend hours analyzing manufacturers' drawings to decipher details like dimensions.

"Interpreting drawings is a very difficult and time-consuming process, and that's why we spend part of the 12 to 18 months it takes to train new catalogers teaching them how to read technical drawings," Zingaretti said.

Adding descriptions in areas such as demilitarization and safety is another challenge because FLIS, which was developed in the 1990s, requires users to input codes, a practice that's earned catalogers the nickname "code talkers." Logistics Information Services is developing a plan to update FLIS with current technology.

Jeff Landenberger

Logistics data catalogers like Michael Plants include details in 25 or more categories, such as dimensions and physical make-up, when creating new National Stock Numbers for parts being introduced to the military supply chain.

"It would be easier to have a drop-down menu with options like 'sell to the public' rather than code 'A,' which you've got to remember the meaning of or continually look up," Zingaretti added.

Breaking Down the Numbers

Like telephone numbers with separate sections for the area code, exchange and unique four-digit number, NSNs are made up of four distinct parts with each separated by a hyphen. The first four digits are the Federal Supply Group and the Federal Supply Class, both of which organize supplies into logical families. Construction and building materials make up supply group 56, for example, and items that fall into that category are subdivided into supply classes, such as 5620 for tile, brick and block. There are 78 supply groups and 645 classes in all.

The next two digits depict the country of origin code, such as "00" and "01" for the United States. The final seven digits are the Unique Serial Number, a sequential number automatically generated by FLIS. The country code and Unique Serial Number together are known as the National Item Identification Number.

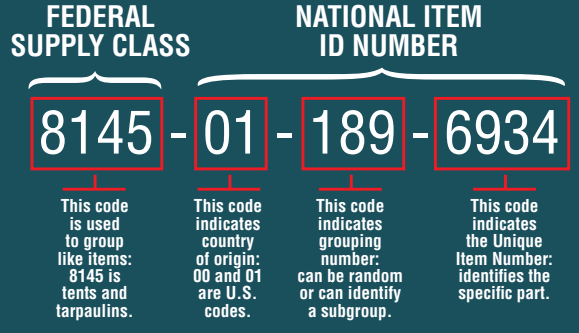
"In areas like order management, distribution and disposition, the NIIN can be used to refer to a part. It's a shorthand way of identifying what the item is," Zingaretti said.

But the first four numbers are sometimes used by material handlers to determine whether an item needs special handling. Employees at DLA Distribution and DLA Disposition Services sites must be able to recognize whether an item is nuclear-weapons-related material, for example, because regulation requires that it be returned to the Air Force immediately upon discovery.

Current Workload

DLA will begin cataloging parts for the new B-21 Raider in 2019. The provisioning, cataloging and acquisitioning process is expected to take about seven years, Zingaretti said, adding that DLA's goal is to input all data in FLIS before the first aircraft is delivered.

WHERE DO THE NUMBERS COME FROM?



> A NATIONAL STOCK NUMBER IS THE OFFICIAL LABEL APPLIED TO AN ITEM OF SUPPLY THAT IS REPEATEDLY PROCURED, STOCKED, STORED, ISSUED AND USED THROUGHOUT THE FEDERAL SUPPLY SYSTEM.

In September, catalogers completed data entry and NSN assignment for over 52,000 parts for the new F-35 Lightning II. Though cataloging is normally done before unit equipping, as is expected with the B-21, the initial supply support concept for F-35 parts put stocking, storing and distribution in the hands of manufacturers.

"Everything was going to be run by contractors so there was no need to catalog the items. But then these parts started showing up in our disposition yards and DLA Disposition Services folks had no data on these parts whatsoever because they hadn't been cataloged," Zingaretti said.

DLA began cataloging the parts so disposal experts had the information necessary to properly strip defensive capabilities of excess material from the fighter jet simply by referring to the demilitarization code associated with the NSN. Demilitarization codes indicate the degree of destruction required before an item can be disposed of.

Requests for new NSNs also occur when the services repeatedly order new items. Although NSNs generally live forever after they're created, catalogers like Kristin Truex dedicate their days to updating data in FLIS.

"DLA product specialists may ask us to change a part number or update a source because there've been manufacturing changes, or we might need to update characteristics of an item," she said, adding that cataloging is more than just data entry.

"We also do a lot of research. For instance, if we're updating technical data from a new drawing and notice one of the codes has changed, it's our job to review it and make sure the code is correct," Truex said.

Though most troops may think of the NSNs on their equipment as just official labels, catalogers and logisticians view them as a link to critical data needed to support supplies from the time they're purchased until they're disposed of, Zingaretti added.

"The real power of the NSN is that other than cataloging items into segments and providing a way to identify supplies the same way across the services, it gives us a common language for planning, procurement, warehousing, distribution, repair and disposition," he said.

A Conversation with ...
Air Force Brig. Gen. Linda Hurry

The commander of DLA Aviation discusses the command's recent achievements, her priorities for boosting warfighter support and the leadership lessons she's gathered during her Air Force career.

How did your career lead you to command Defense Logistics Agency Aviation?

It's amazing how my background fits perfectly with the mission of DLA Aviation. I've had two joint logistics assignments with U.S. Transportation Command, attended joint programs for intermediate and senior service schools, served as the deputy commander for maintenance at an air logistics complex (one of our biggest customers) and commanded the Air Force Supply Chain Operations organization at both the group and wing level (about 60 percent of DLA Aviation's mission). I'm not sure anyone could have designed a more perfect background for this position.

As the commander of DLA Aviation, how would you describe your role and your priorities?

My role is to lead and care for our amazing 3,800-person team and their families, inspire excellence and solve problems through teamwork and relationships. I'm not a very technical person, so I've focused more on the leadership and team building aspects of the job.

I've tried to create an environment that allows folks to think differently, encourages innovation and empowers the team to drive change for the right reasons — namely, to drive up availability and drive down cost.

Our job is simple: support warfighters across the globe. This can only be done by building strong relationships with the services and industry. This is a team sport. To me, the best way to increase warfighter readiness, affordability and speed is through these partnerships — so that together we can build trust and confidence in the DLA Aviation supply chain.

When I got here last summer, I shared my priorities with the team, which are pretty simple: people, mission and safety. All three are important, but if you take care of the people, the people will safely take care of the mission.

I also asked the team to do several things: Do what is right to support the warfighter; use common sense; challenge the status quo; think differently; make our operation better than yesterday; and no matter what, take care of one another.

This team has responded in spades, and I'm honored to serve alongside them. We've had to deal with plenty of operational challenges and entirely too many of what I like to call life's little curveballs, but we're getting through all of them together!

It's been a little over a year since you took command of DLA Aviation. What are some of the highlights so far?

Wow, I can't believe it's been a year already, but what an amazing team and an unbelievable mission. We truly are a team of warfighters supporting warfighters. To be afforded the opportunity to command this joint logistics organization is a true honor, just as it's a tremendous privilege to be part of such an incredible group of professionals. I couldn't have been more blessed.

Courtesy Photo

Air Force Brig. Gen Linda Hurry, Commander, DLA Aviation

If you look at what we're doing with our strategic contracting efforts to partner with industry, it's amazing. It's no longer us versus them. We've progressed to the point where we're putting contracts in place so that the Department of Defense and industry work together to solve challenges with obsolescence, aging aircraft, cold supply chains, unstable demands, etc. Our Captains of Industry efforts have already produced significant results for our service partners. And we're just getting started. We've got 13 more lined up for next year.

Our DLA Small Business team also hit a home run this year. In addition to

all our huge COI successes, we've awarded over $1.5 billion in contracts to small businesses, the highest ever in DLA Aviation's history. We've also implemented a multiplatform commercial pricing strategy with major original equipment manufacturers that drove months out of the proposal/evaluation time and is now considered a best practice across DoD.

Additionally, we've developed a sustainment contract approach to identify potential engineering/obsolescence issues in advance — reducing quote time to 30 days from six months. Our team expanded long-term contracts and implemented tactical innovations to increase procurement output by 21 percent and cut time-to-award from 63 days to 55 days, an 11 percent improvement. The team is also on target to exceed our 22,000 long-term contracts, eliminating manual workload and driving savings of $185 million. It's absolutely amazing to watch what happens when you point the team in a direction, empower them and then get out of their way while they work together to make it happen.

What's your focus for the next year?

We've got a lot of work to do, and our focus will be in two areas: human-capital development and logistics operations.

We intend to increase our focus on developing and recognizing our workforce. I've had the honor to present a significant number of 30-, 40-, and 45-year service certificates, which is absolutely wonderful.

But with every certificate comes the stark reality that those Jedi masters could soon retire. We need to build the bench. We're going to increase our focus on professional development and bringing in new talent.

Likewise, I'm turning up the heat on our recognition programs. While I truly believe logistics is a team sport and all the major subordinate commands are in this together, when it comes time to compete for awards and recognition for my DLA Aviation teammates — sorry, guys; it's game on!

From an operational perspective, we need to improve our wholesale materiel management to include a 2 percent increase in materiel availability, a 10 percent reduction in backorders, a 3 percent improvement in supplier on-time delivery and 5 percent reduction in suspended stock.

We're also going to expand our use of strategic contracting solutions that directly improve warfighter readiness, increase automated contract awards to reduce manual workload by increasing our long-term contracts and partner with industry to develop other innovative contracting methodologies. In doing so, we must continue our laser focus on developing solutions in support of the nuclear enterprise, F-35 sustainment, the Navy's Rhino Recovery effort, the Army's Apache and Black Hawk depot repair and global operations, and the Air Force's F-22 and F-16 sustainment effort.

What are some weapons-systems-support challenges facing DLA Aviation? What are your expectations?

We have numerous aged weapons systems. The B-52 was built in the '50s, yet it's going to be flying another couple of decades. Many other airframes have reached their service life but can't be retired due to delays in new programs. In many cases, we're seeing things break that no one ever intended to replace and there's no supply chain in place to support them. At the same time we're bringing on new weapon systems, we're challenged with rising costs, obsolescence, cold supply chains, unstable demand patterns, poor or nonexistent technical data packages, diminishing sources of supply, [Commercial and Government Entity] compromise issues and cyber threats.

Adding to the complexity, Congress gave the services extra funding to increase the readiness of aviation platforms. While obviously no one is complaining about this, the reality is, in many cases, this "readiness" has to start with parts provided by DLA. Unfortunately, those demands were not forecast and because the average lead time for aviation parts is more than 300 days, the desired and measurable increase in readiness is going to take time.

Besides being innovative, my expectation to get through these challenges is for our team to capitalize on our strategic partnerships with industry to leverage their collective strengths: their platform/parts expertise, engineering support, data analytics and production and repair capacity. We need to be completely transparent about our challenges, communicate openly, benchmark across industry groups and capitalize on the best practices within the commercial marketplace.

Conversely, we need our industry partners to be accountable; deliver on their promises; increase the timeliness of their goods and services; help us increase our materiel availability; reduce unfilled backorders; and overcome these unexpected demand spikes. We've already created a contractual framework to attack obsolescence and minimize the number of no-bids, but I bet there are other things industry could do to help us identify and eliminate vulnerabilities and risks. Solving these challenges will be a team sport.

Would you share some of the leadership traits or career choices that have made you successful?

First and foremost, leadership is a gift, but it's also a tremendous responsibility. You have to completely own everything that happens or doesn't happen — good or bad — in your organization. And I firmly believe respect is something you have to earn; it's not dependent on rank or position.

Likewise, you also have to remember that leadership is not a popularity contest. Sometimes you have to make a call that folks are not going to agree with. That's OK, as long as you make the decisions for the right reasons and for the greater good. If that's the case, then make the tough call and stick with it. Remember, decisions can't be for personal benefit; leadership is not about you.

I also believe the most important thing you can ever do is just be yourself; be genuine. No matter what happens, don't try to be someone else. Just because you're a supervisor or in charge doesn't mean you have to be mean, yell or play bad cop. It's OK to be nice. It's OK to be down to earth. It's OK to relate with and try to understand your subordinates. You absolutely have to enforce standards and hold people accountable, but that doesn't mean you change who you are while you're doing it.

Next, I think it's important to stay humble, stay grounded and remember your priorities. I don't care if you're the newest member on the team or the commander. We all put our pants on the same way, and we all have to figure out for ourselves what's important. None of us can afford to get so big for our britches that we forget what our real priorities in life are. For me, my three kids don't care whether I'm in charge of a wing, a base or nothing at all. To them, I'm Mom — and I'm still going to be Mom whenever I get out of the Air Force. So no matter what happens or how successful you are in your career, make sure you don't get that part goofed up.

My next recommendation is to never go it alone. Logistics is a team sport; so is life. I tend to talk about this a lot because I've played a lot of different sports, so I think in terms of team unity and effort. Life is no different. It's not something you have to deal with by yourself. Always remember, you have a wingman; don't be afraid to ask for help. And that means all of us, whether you're a new airman or a commander or somewhere in between.

Build relationships. Even if you just want to bounce an idea off someone, let them give their opinion. Two heads are better than one. Think of it like the lifelines in "Who Wants to Be a Millionaire?" But here, we're not limited to just three. Look around at your co-workers, leaders, mentors and friends. Think of the relationships you've made throughout DoD and in industry. These networks give new meaning to the "phone a friend" concept. Use this to your advantage. I promise it will pay huge dividends.

Listen. The best thing you can do in almost every situation is listen. Don't talk, don't interrupt, don't finish people's sentences. Just listen. It's really that simple, and it's really that important. If you don't, you're going to miss something important. Everyone on your team has a story. If you don't know their stories, you can't lead the team.

Welcome diversity. Surround yourself with folks who think differently from you. Diversity is important. Your team needs to have different types of education, experiences, backgrounds, etc. You need to be able to look at problems through different lenses, and you have to enable those folks to convey their true opinion. You don't want a bunch of "yes men" because the result will be nothing more than groupthink. The team has to be able to tell the figurative "emperor" he has no clothes.

The next nugget is to be positive and be resilient. Be that "glass is half full" kind of person. We all know people who are like that; they're usually the types of people we enjoy being around, who build successful teams with high morale. We also all know folks who are more of the "glass is half empty" type and the effect that attitude can have.

I challenge you to take the more positive approach. Life is going to happen, and it's going to happen to all of us. So when life throws you a curveball, just go with it; phone a friend and get the help you need so you can focus on what you can do, not on what you can't. If you focus on the positive, I promise it will help you rebound much faster. I'm speaking from personal experience on this; at some point, life is going to throw all of us a curveball or two. The question is, do you have the ability and the resiliency to stand back up and move forward?

My last leadership nugget is "Don't be afraid to laugh." Laughter and humor are good for you. It breaks the tension, helps build cohesive teams and breaks the monotony of daily life. So don't take yourself so seriously you can't laugh.

Like I said: Things happen and they happen to everyone. The important thing is how you react. If a leadership opportunity or, heaven forbid, even a curveball comes your way, just be yourself, be genuine, be humble, be positive, listen, laugh and internalize the fact that life and everything that we do is really a team sport. LL

The full interview with Air Force Brig. Gen. Hurry can be found in the online version of Loglines: **www.dla.mil**

INDUSTRIAL HARDWARE TEAM WORKS WITH DLA DISTRIBUTION TO TACKLE SUSPENDED STOCK

BACK IN THE FIGHT

Story by John Dwyer III, DLA Troop Support Public Affairs

When his supply chain was charged with helping resolve problems with grounded items at Defense Logistics Agency Distribution hubs — an issue that directly affects warfighter readiness — José Pereira assembled a specialized Industrial Hardware team to hit the road and get to work.

As chief of DLA Troop Support's Industrial Hardware Division, Pereira leads a team of quality assurance, technical and engineering specialists. They're responsible for IH items such as nuts, bolts, seals and other repair parts needed to maintain weapons systems.

Addressing suspended stock — items with labeling, packaging and other discrepancies found during shipment — requires a certain skillset he knew his team could put to use.

Special Skills

Pereira recalled it was "eye opening" to see the amount of suspended stock at DLA Distribution Centers in New Cumberland, Pennsylvania, and San Joaquin, California. These items can't go on their way to fill customer orders until the problems with them are resolved.

Pereira knew that although DLA Distribution center workers have a solid grasp of packing and labeling requirements, clearing suspended stock requires additional specialized training and experience, which his staff could use to help. So he coordinated with the two main DLA Distribution hubs to arrange for his folks to provide hands-on assistance.

"On the tech/quality side, everyone [at IH] has experience, whether it's military, quality assurance or a technical degree like engineering," making them the best resource for the job, said Shaun Strain, an IH quality assurance specialist who traveled to the DLA Distribution center at New Cumberland to assist in August.

With their broad range of specialized skills, Strain said he and his counterparts can identify discrepancies in labeling, packaging and requirements listed in item specifications and drawings. They use detailed measurements, special markings and other methods to determine whether there truly is a material issue or if an easier fix could avoid sending the item back to a vendor and prevent additional delay for the customer.

DLA Troop Support and DLA Distribution employees work together to position packing kits for vehicle-mounted speakers for shipment from DLA Distribution in New Cumberland, Pennsylvania. The team works together — DLA Troop Support in identifying issues and resolutions, DLA Distribution in shipping the items — to get previously "suspended stock" on the move.

Courtesy Photo

"We can look at it as product specialists, relabel it if the material is good and get it out," Strain said.

He said that while his traveling team of quality specialists are a linchpin in the process, it takes a team to get the job done. Specialists like Strain can identify why an item has become suspended stock, but most corrective actions have to be coordinated with other experts.

Coordinated Solutions

The quality assurance team is guided by a prioritized list from DLA Distribution identifying the highest value and oldest suspended stock.

Once the team identifies the errors, a DLA Troop Support resolution specialist on the IH team changes the way the item is coded in DLA's systems. DLA Distribution can then move the items out to the customer or back to a vendor to be corrected.

Coordination with DLA Troop Support is vital, Strain said. The quality team serves as the hands-on assessors. But the resolution specialists are the ones changing the way the item's condition is coded in DLA's systems. They make sure the automated systems between DLA Troop Support and DLA Distribution are updated, clearing the path for the items to ship discrepancy-free.

"Now the distribution center knows what they need to do, items get relabeled and they get out the door within the next day or so," Strain said. "Because we're all there working together, getting it all figured out and fixed."

Not all items can be corrected on-site, Strain added. For those that can't, the total cost of DLA correcting the discrepancy can't outweigh a threshold value set by DLA Distribution. That threshold is related to the cost of sending the products back to the vendor, to ensure good stewardship of taxpayers' money. There are certain exceptions for priority orders, though.

According to Strain, items with current back orders that can be handled on-site are corrected to expedite movement. The cost differential is then accounted for through post-award contracting officers at DLA Troop Support.

The post-award team makes the process work on the backend. Whether it's an on-the-spot correction or the materiel has to go back to the vendor, the post-award team provides the IH team contract guidance and communicates with the vendor.

As the experts in what the contracts specify for labeling, packaging and specification requirements, the post-award team communicates with vendors and coordinates adjustments to contracts when needed. Their guidance is important to how the IH team addresses the issues it finds, Strain said.

Materiel Back on the Move

By clearing the suspended stock at the DLA Distribution centers, the team not only speeds up delivery of materiel, it also clears customer back orders and prevents a bigger problem.

Strain noted that if an order is put in while there's still suspended stock, "then we're going to have another back order. So let's get it cleared before it gets to that point."

In addition to helping customers get the materiel they need, the team identifies and corrects issues tied to "bad actors" trying to defraud the government by supplying nonconforming parts that don't meet customer specifications — known as Commercial and Government Entity compromise. Coordinating with DLA Headquarters and the team at DLA Troop Support, quality specialists at DLA Distribution have identified some CAGE-compromised items and helped resolve them to get the right items to the customer, Strain said.

Courtesy Photo

Mathew Parayll from Picatinny Arsenal, New Jersey, helps the team by inspecting a vehicle equipment mount. Moving the suspended stock takes a full complement of subject-matter experts working together.

The team, part of an enterprise effort led by DLA's Technical and Quality Assurance Division Stock Readiness program managers Jennifer Smith and George Berkery, has made an impact. Smith noted the IH team's work has helped DLA Troop Support reduce $22 million of suspended stock across over 3,000 back-ordered lines.

The work involved to clear suspended stock and make that kind of impact takes a team. And thanks to the skills of IH's quality, resolution and post-award employees, the team is getting the job done.

THE INDUSTRIAL HARDWARE TEAM'S WORK HAS HELPED DLA TROOP SUPPORT REDUCE $22 MILLION OF SUSPENDED STOCK ACROSS OVER 3,000 BACK-ORDERED LINES.

DLA NewsWire

DLA TROOP SUPPORT PROVIDES FOOD, GENERATORS, OTHER MATERIALS FOR HURRICANE FLORENCE RELIEF EFFORTS

Defense Logistics Agency Troop Support employees were prepared for Hurricane Florence well in advance of it hitting the coast of the Carolinas Sept. 14.

"When reports of the storm and its possible impact began surfacing, the DLA Troop Support team began working with our customers and vendors to ensure supplies needed for victims in the affected areas would be available," Navy Capt. William Clarke, DLA Troop Support Operations and Plans director, said.

The team filled requirements for the Federal Emergency Management Agency in support of both federal and local needs.

DLA Troop Support materials provided to FEMA include:

- 107 generators
- 167,000 cases of Meals, Ready-to-Eat
- 1,296 flotation devices and gloves
- 1,320 waders

Additionally, DLA Troop Support's Subsistence supply chain provided 31,000 cases of MREs and 47,000 cases of bottled water for Department of Defense forces deployed to provide aid.

Subsistence also coordinated with DLA Distribution to ensure the delivery of more than 16,000 cases of MREs to Marine Corps Base Camp Lejeune, North Carolina.

— Janeen T. Hayes
DLA Troop Support Public Affairs
More Online: go.usa.gov/xPBkU

Army Spc. Andrea Salgado Rivera

RECORDS OVERHAUL HELPS AGENCY COMPLY WITH ARCHIVES STANDARDS

Cleaning up and restoring contaminated soil and groundwater at the 908-acre Defense Logistics Agency Distribution Center in San Joaquin, California, is important, but so is properly storing the paper records of that effort.

The DLA Installation Operations offices in San Joaquin underwent a records management overhaul July 16-Aug. 3 in which the Environmental Division consolidated 350 boxes of records into 150 after organizing and indexing them. Lee Spikes, records officer for the component, conducted on-site training and evaluations at the center, prompting employees to clean up records that had been building up.

The records, which document the Environmental Installation Restoration Program at the center, were not being kept according to National Archives and Records Administration standards. They were disorganized and stored in unapproved boxes inside an old outdoor container.

Had this not been addressed, "the paper would have slowly degraded from moisture, excess heat and possible infestation — losing the value they add to possible future litigation and Freedom of Information Act requests," Spikes said.

During the overhaul, personnel put the records in approved boxes and moved them into a climate-controlled area. This will preserve the documents and ensure they're available for the required 50 years post-cleanup.

— Amber McSherry
DLA Information Operations
More Online: go.usa.gov/xPBkP

WRP DLA WORKFORCE RECRUITMENT PROGRAM

PORTRAITS OF PERSISTENCE

PAMELA CIRCO WEBB
STITCHES OF SUCCESS

People often think of traditional college students seeking their very first career positions when they think of the Workforce Recruitment Program, but this is only part of the story.

I was diagnosed with fibromyalgia and other disabilities years ago, yet I've lived an amazing life through an incredible variety of employment experiences, international travel, volunteering, being a Marine wife — and being an employee of the Defense Logistics Agency for nearly a decade.

How did I get where I am now? It all hinged on one decision, and it was not an easy one.

After becoming a single mother with three teenagers, I returned to college to finish my bachelor's degree, then went on to earn my master's and finally my doctorate.

At Oklahoma State University, while I was finishing my seventh and final statistics course and working on my dissertation, I heard testing accommodations could be offered to a student if they chose to make their disability known. When I learned this would allow me an extra hour and a private, quiet room during testing times, I decided I would declare mine.

Courtesy Photo

It seemed a risky move, and I wondered if it would shoot me in the foot later, as a full-time job seeker. I didn't want others to know of my disability, and I didn't want special treatment. It has taken me years to realize such accommodations truly are OK and help level the playing field.

I was in chronic pain and needed extra time and quiet space on exams to concentrate and succeed. Thankfully, my university granted both.

In May 2006, I had just completed all my doctoral coursework and quite suddenly lost my oldest son just eight months later; he was 26. Grieving takes time, but by summer 2008 I was back to working on my dissertation. That year, I received an offer to meet with a federal interviewer at the main campus in Stillwater, Oklahoma, 90 miles away from home in Tulsa. I thought it might be a good thing but had no real idea of all it would lead to.

After the interview, I didn't quite understand what this very professional, suit-wearing Navy woman meant when she said to me, "You are exactly what the government is looking for." But I just smiled, handed over all requested paperwork and left very happy.

In about March 2009, the calls began coming in from Germany, the National Institutes of Health near Washington, D.C., and DLA Distribution at Tinker Air Force Base in Oklahoma, offering WRP internships. I accepted the DLA offer to work as a management and program analyst 113 miles from my Tulsa home. I knew absolutely nothing about government work or grades when I accepted, but I knew it was the best option.

As a WRP participant, I was given many assignments, but the ones I enjoyed the most were those in which I worked with our DLA security specialist, and another with equipment specialists, usually from the Air Force, who come to DLA to evaluate parts that needed to be identified because their National Stock Numbers weren't readable.

That parts program required considerable coordination and cooperation between DLA Inventory Integrity personnel, who noted the problem; warehouse employees, who pulled and staged the parts for viewing; and the equipment specialists, who would decipher and determine exactly what the part was for and proper labeling so it could be repaired, sent to a customer or put back into stock depending on its condition code. This program had a high "no-show" rate, which I enjoyed creatively fixing, bringing those "no-shows" to zero on our weekly staff reporting.

At the end of my 14-week internship, I received the five-week extension WRP offers. When that ended, my second-line supervisor told me, "Come back Monday, Pam; you have a full-time job."

I was moved from the Inventory Integrity Office to the Stock Readiness Team, then finally to the Performance Excellence Office, where I managed multiple projects and programs. Later, the opportunity arose to administer the WRP for DLA Distribution in Oklahoma City for four years. My first year, we brought on 13 students and hired three full time.

One of my business passions is to help solve program and project problems. Another is bringing people together to accomplish great things.

I also love simplifying and streamlining processes using skills I learned in my career and education, and from lessons I learned as a child who begged her mother to teach her to sew and knit starting in fifth grade.

By high school, I had become an excellent seamstress. I later discovered that designing and constructing clothing gives one creativity and problem-solving skills that can be adeptly used in the workplace. I've always been so thankful to my mom for those countless hours of learning.

I'm now entering my 10th year with DLA and am experiencing the privilege of participating in the Enterprise Rotational Program at DLA Headquarters, where I'm learning from and working with the Human Resources Forward Presence Training Team.

WRP and DLA have completely changed my life. LL

MICHAEL GRANT
THE NEXT CHAPTER

My journey to an opportunity with the Workforce Recruitment Program at the Defense Logistics Agency began with seeking help for depression while on active duty as an Army officer.

Raising my right paw in taking the oath as a cadet on The Plain at West Point, later volunteering for Airborne, Infantry, Ranger School and Special Forces — each was significant. Seeking help for depression has proven just as important.

In 2008 I retired from the Army and for several years worked as a contractor. Then, in what was to become a multiyear trek in the job-seeking wilderness, I returned to school in my 50s to improve my skills. Being a recent graduate led to my eligibility for the WRP.

As a job applicant, I was more concerned about my age, the yawning gap in my work history and my lack of experience outside the Department of Defense than I was about my invisible disabilities.

I stumbled on the WRP in a workshop at the Virginia Department of Aging and Rehabilitative Services, where a guest speaker mentioned he had entered federal service through the program. I learned more about the WRP from the disability office of my school, the University of Maryland University College, and applied by the deadline.

Temperamentally, I was comfortable with an internship. I welcomed the opportunity and approached it as a tryout. Up to then, I had felt like someone peering through a knothole in the fence yearning for a chance to get back on the playing field and prove myself.

I was confident I had much to offer and just needed an opportunity. I interviewed with a volunteer WRP recruiter from Department of Veterans Affairs, with the results going into my Department of Labor WRP profile.

The words of the recruiter buoyed my spirits: "One day someone is going to read your resume, realize what they have and bring you on board."

In part, my confidence was based on my experience in a series of assignments over 12 years as a staff officer at the Army's (now) Human Resources Command, Special Operations Command Europe, Combined Forces Command/U.S. Forces Korea and Army Personnel. I had also worked as a contractor and as a strategic planner on the National Guard Bureau Joint Staff.

Many of my duties jibed with those of a management and program analyst. For eight of those years I supervised a mix of soldiers, sailors, airmen and Army civilians. In addition, earning two master's degrees required me to examine contemporary corporate issues and best practices, sharpen my insights and improve my business acumen.

It was uplifting to receive inquiries from hiring managers and to interview for positions with the Navy's Civilian Personnel Office and Bureau of Medicine, the Federal Deposit Insurance Corporation, Army Communications-Electronics Command, Veterans Health Administration, Defense Technical Information Center and DLA.

Courtesy Photo

Why DLA? In my experience, DLA moved the quickest along the timeline of an interview, tentative offer and final offer, with words matching actions all along the way. A very positive experience.

I attribute this to Catherine Callender, WRP coordinator, and Allison Johnson, an HR specialist. DLA's placement of about 26 percent of its 2016 WRP participants in longer-term and permanent positions through Schedule A hiring actions was also a factor.

My colleagues and supervisor, Dennis Ellis, have been most welcoming. I have been able to contribute to DLA's anticipated return to the Joint Staff Manpower and Personnel Directorate, which handles the Joint Staff's equal employment opportunity and reasonable accommodation functions, as well as to the planning and execution of two Special Emphasis Program observances in support of Asian-American and Pacific Islander Month and LGBT Pride Month.

In addition, I am working with EEO specialists to revise onboarding briefings to new DLA employees, as well as periodic briefings to seasoned employees and managers.

In conclusion, the WRP is a blessing. DLA and the WRP provided an opportunity I had long sought: to get back to work and add more chapters to my working life. Regardless of how it works out beyond the internship, I will be forever grateful for that opportunity.

DOUGLAS GRAVES
A VISION OF SERVICE

I joined Defense Logistics Agency Aviation in Richmond, Virginia, through the Workforce Recruitment Program in 2016, after years working with people who have disabilities.

My motivation in life is to make a positive difference in the lives of others, so I was excited to know I would be helping provide reasonable accommodations for employees through the DLA Equal Employment Opportunity Office.

I also felt well-prepared. I was already certified by three states to administer medication and had volunteered as a basic life support technician for a rescue squad. And I had firsthand experience dealing with the challenges of a disability.

As a youngster, I wore thick glasses and was named "Koogle" by my peers in reference to the way my eyes moved. Koogle was a brand of peanut butter that came in a jar and had a pair of eyes that appeared to be cross-eyed. So I was the "Koogle" kid.

When we moved from Utica, New York, to Philadelphia, Pennsylvania, I was enrolled in a school for the blind, where I was an outlier of sorts. I have enough sight to function, which meant that for the rest of my education, I could not see blackboards or small fonts clearly because of my shifting eyes. The most embarrassing part of being mainstreamed was the attention from the other students because my head often moved while my eyes shifted.

Courtesy Photo

And yet in high school I joined the Civil Air Patrol. I wanted to be a pilot. Nobody had told me I would be excluded from what "normal" people do. In fact, I currently hold a driver's license only because I have permission from my optometrist, who forbids me from driving at night.

After high school I took a certificate course at Temple University, aimed at training group-home workers to mainstream people with developmental disabilities into community-based care instead of institutions.

My sister was a victim of the mass institutionalization of people with developmental and emotional disabilities and because of her oppositional behaviors; her doctors at now-closed Rome Developmental Center in Oneida, New York, saw fit to break her legs to prevent her from harming others. I later had the opportunity to work in some of RDC's first community-based programs.

The courses at Temple were extremely difficult — so much that I could not describe why at the time. Without assistive technology in the 1970s, '80s, and '90s, I could not get an adequate grade during a class but absorbed all of the subject as I restudied.

Years later, I went back to school at Virginia State University to earn my bachelor's degree. With the use of modern assistive technology, I managed to stay on the dean's list for four years.

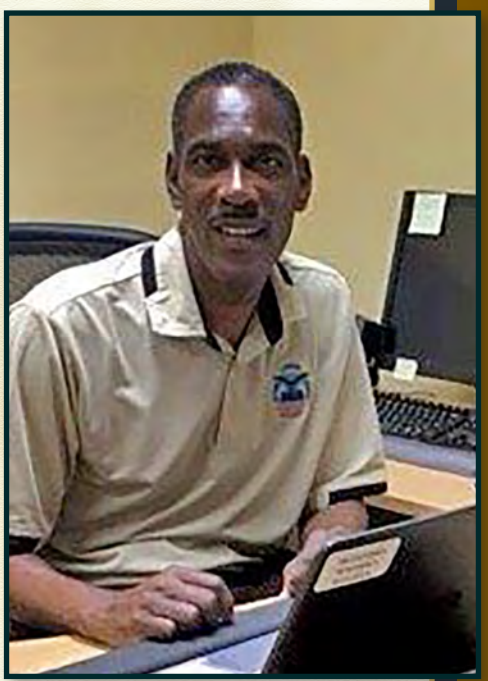
This led me to apply for the WRP, which led me to join DLA Aviation.

My first internship taught me the basics of EEO-related issues. By my second appointment, I began to witness the importance of the work by following the caseload's progress. Harold McManus (then-EEO director at DLA Aviation) and Deborah Winston, the current director, gave me a case to work. I'm now in training to become an EEO counselor.

The mentorship from both directors changed my career goals. In my youth, I was interested in physical care for others; currently, I plan to take care of others by combating discrimination and disparagement in the workplace while providing accommodations to employees interested in increasing their output for DLA.

The WRP allowed me to use and further the knowledge I gained in earning my degree and gave me the opportunity to serve the United States warfighter.

I AM DLA



My name is:
Gregory Turner

I am:
Serving as a forward logistics specialist for DLA Troop Support Pacific in the Singapore Support Office.

Describe your job in a sentence:
As the only forward logistics specialist for DLA Troop Support in the Singapore area of responsibility for all classes of supplies, I provide contracting and acquisition logistics support to the military services, civilian agencies and other customers in the Indo-Pacific region.

How long have you worked for DLA?
I have been with DLA Troop Support since December 2014.

What is your favorite thing about working for DLA?
The opportunity to support the warfighter, our men and women who put their lives on the line every day to serve our country.

What are your best memories of working here?
Supporting Cobra Gold, one of the largest military exercises in the Indo-Pacific region. It builds on the longstanding friendship between Thailand and the United States.

How do you make a difference?
Due to the time difference between customers and headquarters, forward logistics specialists have the utmost latitude to make significant decisions without supervisory assistance. I make a difference by developing solutions and recommendations for customer problems, including emergencies.

Greg Turner