

DEFENSE LOGISTICS AGENCY

# LOGLINES

The Nation's Combat Logistics Support Agency

March / April 2019



## Caring for Our Own

Child Development Centers at Five DLA Facilities Provide Quality Care for Employees' Children

## Holding the Line

A DLA Team Supports Military and Federal Agencies in Securing the Southern Border

## Wholly Prepared

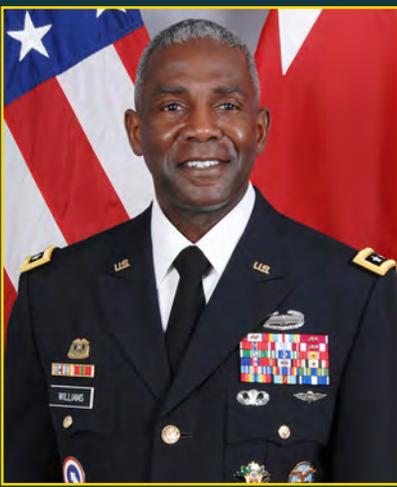
Federal Agencies Responding to Natural Disasters Get a Boost from DLA

## The Way We Were

Progress and Achievements as Seen in Early Issues of Loglines' Ancestor, DSA News

## Marathon of Support

DLA Troop Support Provides New American-made Footwear to Recruits



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

# LOGLINES

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## FROM THE DIRECTOR

**T**hroughout DLA's proud history, this agency's phenomenal workforce has been the bedrock of our success. We strive to improve DLA's culture of excellence so we can continue to attract and retain the best and brightest.

In this issue, we highlight two unique employee benefits that help enhance DLA's reputation as a great place to work. The first is the availability of the Child Development Centers at some of our major installations. The CDCs allow parents to continue to serve our warfighters knowing their children are secure and receiving outstanding care. Choosing childcare is one of the most important decisions a parent will make. The CDCs go a long way in helping DLA parents focus on the mission, knowing their children are in a positive, engaging and educational environment.

DLA also offers its workforce educational opportunities, including the two-week business course at the University of Virginia described in this issue. Recently, 35 DLA employees took UVA's Insights into Industry Management course, in which they explored the thinking behind business decisions in private industry. This perspective is important for our DLA employees to understand as we increasingly partner with industry to serve our warfighters.

Further illustrating industry partnerships, DLA Aviation provided an article that describes an out-of-the-box solution to the challenge of dwindling suppliers of aircraft parts — a "parts library." DLA invites potential vendors to buy or borrow sample parts to take back to their manufacturing facilities with the intent of reproducing them for sale to the federal government. Nearly 200 parts are available.

Shoes are in the news for DLA Troop Support. After the 2017 National Defense Authorization Act mandated that the Department of Defense provide American-made footwear to military recruits at no cost to them, DLA Troop Support's Clothing and Textiles supply chain has worked closely with military-service counterparts and American footwear manufacturers to get the program up and running.

Other subjects in this issue include an overview of DLA's growing portfolio of Whole of Government initiatives, including hurricane and wildfire response, as well as DLA support to U.S. Northern Command and U.S. Customs and Border Protection. We also introduce our new historian, Colin Williams, who contributed an informative article on military logistics during the Revolutionary War. Additionally, we include an outstanding interview with DLA Energy Commander Air Force Brig. Gen. Albert Miller; we look back at the "way we were" through past DLA publications; and much more.

I hope you enjoy this collection of great stories from the nation's Combat Logistics Support Agency.

Warfighter First!



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Joshua Anderson





Roxanna Ramos cares for babies at the Defense Logistics Agency's Fort Belvoir, Virginia, Child Development Center, one of five centers at DLA major subordinate commands.



DEFENSE LOGISTICS AGENCY  
CHILD DEVELOPMENT CENTERS

# CARING FOR OUR OWN

## Story by Beth Reece

**H**ardly a child noticed when three of the Defense Logistics Agency's Child Development Centers went from being contractor-operated to government-run in 2017. Minus a few new toys and fresh paint, most things stayed the same, including the staff.

And that's just what parents like Anastasia Prado of DLA Energy wanted.

"The CDC teachers genuinely love our children, and they're the ones who raise them when we're at work," she said. "They teach them to use the bathroom and kiss their boo-boos, so it was really important to me and a lot of the other parents to make sure they

were going to be able to stay on".

Morale, Welfare and Recreation representatives who oversaw the centers shared parents' concern.

"It can be traumatic to a young child to have someone in such a primary role change, so it was critical that we put everything in place to make sure the same faces showed up the day we



Photos by Tali Burruss



## ONE OF THE BEST THINGS TO COME OF THE TRANSITION IS THE TRUST AND APPRECIATION BETWEEN TEACHERS AND PARENTS

— SARA BLADEN

The conversion of DLA's Child Development Centers from contractor-operated to government-run gives staff flexibility to make on-the-spot improvements to amenities like kitchens and laundry rooms and resulted in new toys and fresh paint at some locations.

the struggles of the transition, said Blanche Ostrosky, MWR staff director for DLA Installation Operations. Standardization across all the centers, which collectively provide care for 606 children ages 6 weeks through 5 years, has brought the staff together, particularly as they work toward improving care and expanding training opportunities for teachers.

"A lot of our line-level employees didn't have an opportunity for training, so we opened a new facility in Richmond. We kicked things off at a basic level on what MWR is as a whole and how we support the warfighter so they could truly understand the purpose of what they're doing," Ostrosky said.

Since the first classes commenced in October, more than 200 teachers

have completed courses on customer service and basic financial management for activities like the CDCs, which are funded by user fees or other means instead of congressional appropriations.

Being government-operated also gives staff the flexibility to implement changes, such as the recent rollout of a new child-abuse risk-assessment tool that identifies conditions, practices, work climates and other factors that could pose a threat to the safety, health or wellness of the children or staff.

"Before, we'd have to go through contracting officials and maybe have a contract modification written just to implement a new initiative or something that came down from the Department of Defense," Langan said. "Now we can send out a memo for record signed by leadership and immediately start making process improvements" for things

Emtithal Sulieman reads a book with colorful illustrations to help develop babies' voice and image-recognition skills at DLA's Fort Belvoir, Virginia, Child Development Center.

reopened as government-operated," said Lauren Langan, a management analyst for MWR's Child and Youth Program.

All 192 contracted employees were given the chance to apply noncompetitively for government positions. Two years later, most of those same caregivers and teachers continue to provide structure and guidance to the children of DLA employees.

The rising cost of contractor-run centers and limited ability to make on-the-spot improvements led DLA leaders to convert the last of the agency's contracted centers. The center in Columbus, Ohio, held a grand opening signaling its conversion in February 2017. Centers in Richmond, Virginia, and Fort Belvoir, Virginia, followed in April and June 2017.

The benefits of having all five centers under government operation — the other two were already government-run — far outweigh



Phil Prater



Teodora Moccanu

Katelyn Brusso, a staff member at DLA's Fort Belvoir, Virginia, Child Development Center, takes children on a short journey during a Book Walk featuring "Pete the Cat and His Very White Shoes" in May 2018.

like kitchen upgrades and laundry-room expansions.

Switching from contractor-operated administrative systems to DoD's Child and Youth Management System was one of the biggest and most time-consuming challenges during the transition, she added. The

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"THE CENTERS MAKE IT POSSIBLE FOR OUR EMPLOYEES TO GO TO WORK AND DO WHAT THEY HAVE TO DO TO SUPPORT OUR WARFIGHTERS WITHOUT WORRY."

— TRACY CHARLES

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online database compiles registration data and billing information, as well as shot records and health assessments.

"It took a lot of effort to get folks trained and get all the information loaded into the system," Langhan said. "But since then, we've also offered monthly webinars where we teach the staff on different topics and let them ask questions. Sometimes you don't realize what issues you'll have until you've actually started using the system."

At the same time, DoD updated its training curriculum for teachers. It includes 13 topics such as safety and professionalism, plus two modules on the prevention of child abuse. The training was previously paper-based but is now provided through DoD's Virtual Lab School.

"The website includes videos and competency assessments where the

staffer is observed in the classroom to ensure they're implementing what they've learned. It gives them an interactive way to learn, and it was nice that the online material became available just as we were transitioning," Langhan said.

Instruction for the children has changed minimally since the previous contractor already used DoD's Creative Curriculum and Gold Assessment programs created by Teach Strategies. Creative Curriculum allows teachers to adapt learning activities to children's interests and development stages.

"The teacher may observe one of the infants is attempting to roll over but didn't quite make it, for example. Lesson plans will then be geared toward helping the child develop that

Playgrounds at DLA Child Development Centers are designed to help children advance their large motor skills.



Tatli Burress



Teodora Mocanu

technique, as well as reaching for objects,” she said.

A drawback in becoming government-run is dwindling budgets and staffing, said Tracy Charles, director of the Columbus center.

“My biggest concern now is staffing. It was a beautiful thing to be able to go to the contractor and say, ‘Hey, you’re short staffed, take care of it.’ It used to be their responsibility to fill in the holes and hire more people,” she said. “Now, I can’t just call the contractor and make them take care of it.”

The transition did, however, lead to the hiring of four supervisory program specialists at the Columbus center.

“We now have supervisory program specialists, one each for infants, toddlers, preschool and prekindergarten. They serve as an extra layer of support for both classroom staff and management,” Charles added.

One of the best things to come of the transition is the trust and appreciation between teachers and parents, said Sarah Bladen, a supervisory program specialist who has worked at the Fort Belvoir center since it opened in 1998.

When moms and dads reacted to announcements of the change with concern for those providing care, it made staff members like her realize they were valued.

“People kept coming up to us and saying, ‘I hope you’re staying, I hope you’re staying,’” Bladen said. “There was no question my mind. This is my home; I know the families. I know the kids. Why would I go somewhere else?”

Becoming government employees also gave staff access to a wider range of benefits.

“I’ve watched teachers under contract really struggle with benefits. Health insurance was often out of their reach from an affordability standpoint, but now many of them can afford it for the first time in their lives,” Charles said.

And many DLA employees consider the CDCs a job perk. Prado sometimes walks to the center to hold or nurse her 1-year-old son during lunchtime.

“I’ve had job offers from other places for more money or same or better benefits, but those places couldn’t offer me the same peace of

Child Development Center staff, parents and children plant flowers in honor of Earth Day in April 2018.

mind I have knowing that my kids are getting an education here,” she said, adding that CDC staffs are focused on developing children’s abilities. Her 1-year-old son can already count to 10; and the older one could write before he entered kindergarten.

Though some would argue that MWR facilities such as fitness centers are more important because of the number of employees who can take advantage of them, Charles said it’s heartwarming when a family member says her staff’s care was a deciding factor in their decision to remain at DLA.

“We had a dad just the other day who said coming here is the best way to start his day because he can go to work knowing his daughter is loved and well cared for, and that he can get to her quickly if something happens from a security standpoint,” she said. “The centers make it possible for our employees to go to work and do what they have to do to support our warfighters without worry.” 🧡



# REVOLUTIONARY EXIT

Story by Colin Williams  
DLA Historian

There was nothing resembling the Defense Logistics Agency during the American Revolution, but logistics still played a defining role. This was especially true as the war ended and the British prepared to leave New York City in the fall of 1783 after occupying it for seven years.

The message from the British that they would strive to evacuate Nov. 25 that year was a great relief to the Continental Congress. It had long struggled to provide Patriot forces clothing, food and fuel for heat and cooking, relying on loans from France and state donations in the absence of tariffs or income tax. Those warfighter needs, now fulfilled by DLA Troop Support, DLA Energy and DLA Disposition Services, were handled by leaders on the ground with any means available.

Funds were so lacking that in March 1783 several aggrieved officers planned to leave their posts and march on Congress in protest of its reversal on a promise of lifetime pay. However, Gen. George Washington persuaded them to back down.

So when the news of a tentative peace treaty reached Congress later that year, it decommissioned all units south of the Hudson Valley except a small garrison in western Pennsylvania. This way, the young American government would have fewer than 2,500 troops to support after the British evacuated and winter approached.

The commander of the British forces in New York, British army Lt. Gen. Guy Carleton, had his own logistics problems. In addition to a now-enlarged force, he had to evacuate tens of thousands of Loyalists who didn't want to live under the new American

(Top Left) Hand-colored wood engraving titled Evacuation of New York by the British, Nov. 25, 1783.

— Image Courtesy Library of Congress



Image Courtesy The Athenaeum

U.S. Army Maj. Gen. Henry Knox portrait by American artist Gilbert Stuart.

government. Conscience compelled him to include the city's black freedmen as well, as many had escaped their Patriot masters under promise of British protection. Needing space for Loyalist property, military supplies and almost 60,000 people, Carleton could not depart until transports arrived from various parts of the Empire. Not knowing when that would be, he could not tell Washington when his troops could re-enter the city.

While Carleton waited on transports, U.S. Army Maj. Gen. Henry Knox, Washington's commander in the north, worried about staging his forces for the coming winter. Knox operated out of West Point, New York, on the Hudson River. An ideal position for maintaining pressure on the British in both New York City and Canada, West Point had long been a Patriot stronghold.

Unfortunately for Knox, barracks on the post could house only one regiment. More troubling, years of building fortifications and burning firewood had denuded the area of trees. Not knowing how many troops he needed to keep at the ready, Knox wrote Quartermaster Gen. Timothy Pickering. On Pickering's recommendation, Knox sent two regiments to huts in Connecticut,

Howard Pyle drawing of the Continental Army marching down the Old Bowery, New York, Nov. 25, 1783.

keeping the 4th Massachusetts at West Point and converging the rest of his force at King's Bridge, north of Manhattan. While the Connecticut huts were close to a wood source and numerous enough to house two regiments, they were in poor repair and far from the British.

Keeping even one regiment at West Point required a lot of firewood. To get it, Knox sent soldiers whose enlistments were about to expire to a hillside 6 miles away. There the soldiers cut down trees, removed their branches and rolled them to the base of the hill. Horse-drawn sleighs contracted by Pickering's agents dragged the logs to the Hudson and loaded them onto flat-bottomed boats built on the spot. Soldiers with nautical backgrounds then manned the boats downriver to the landing at West Point, where other teams pulled the logs uphill to the barracks.

Knox and Pickering worried about other preparations for the 4th Massachusetts. Experience at Valley Forge, Pennsylvania, and seven other winter encampments had taught them

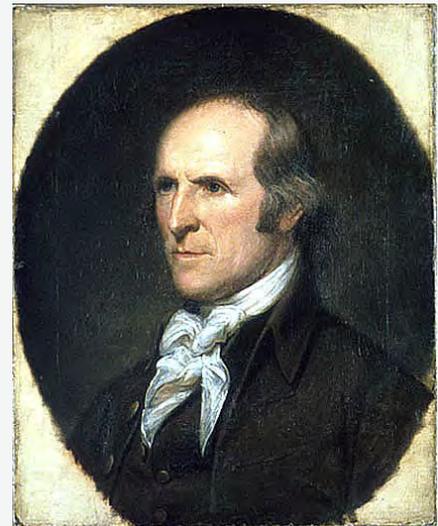


Image Courtesy Independence National Historical Park

Quartermaster Gen. Timothy Pickering portrait by American painter Charles Willson Peale.

the need to provision troops with cold-weather clothing and sustenance as well as firewood. While contracts with local businessmen would keep soldiers fed through the winter, Knox informed Washington Oct. 15 that his men were "in a wretched situation for [lack of] warm underclothes, having only . . . their overalls and waistcoats purchased by themselves last spring." Although Knox and Pickering never fully resolved the clothing shortage, they were at least able to eliminate the need for forage by keeping no horses at West Point.



Image Courtesy Library of Congress



Image Courtesy Library of Congress

Lithograph of "Evacuation Day" and Washington's Triumphal Entry in New York City, Nov. 25th, 1783 by E.P. & L. Restein

Knox gave command of his troops at King's Bridge to Army Brig. Gen. Henry Jackson. Coming from four

separate corps and numbering almost a thousand, these troops were unsure of the reception they would face. Both the retreating redcoats and the Loyalists who remained in the city

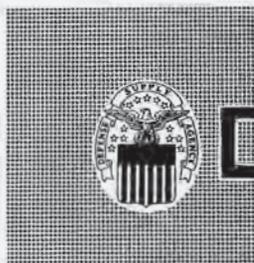
posed potential, if unlikely, threats. Fortunately for both sides, the British departed peacefully Nov. 25 and the few Loyalists who remained were too intimidated to contest the Patriots' arrival. After securing the city and escorting Washington and New York Gov. George Clinton, Jackson turned in his cannon, released a third of his command and found lodging for the rest.

With the British gone, Washington announced that he was resigning his commission. Leaving what remained of his army in the capable hands of Knox and Pickering, he departed for Annapolis, Maryland, to resign his commission before Congress. His last days in command had been dictated not by military force but by the arrival of British transports and the acquisition of firewood for his troops.

The evacuation and American re-entry of New York City, despite occurring before the United States had an executive branch, much less a Defense Logistics Agency, included logistical challenges that are recognizable today. 🇺🇸

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# DSA News

Vol. 1, No. 1

January 16, 1963

# THE WAY WE WERE

## PEOPLE AND PROGRESS

Story by John R. Bell

The director of the Defense Logistics Agency has often said the people of DLA are the most important element in the success of the agency — the “secret sauce” of DLA’s success, according to Army Lt. Gen. Darrell Williams.

That sauce may be made from an heirloom recipe, based on headlines from copies of the agency’s early publications. DLA employees’ achievements over the decades, along with progress in society, technology and the agency itself are all on display in Loglines’ ancestor publications, Defense Supply Agency News and DLA Dimensions.

The first issue of DSA News was published Jan. 16, 1963, one year after the agency got up and running at Cameron Station in Alexandria, Virginia. The newspaper-style publication, unlike Loglines or DLA Dimensions, was solely for employees and published every three weeks.

### Women Leading

Although the achievements and changes at what would become DLA are numerous in these early issues of DSA News, another aspect also stands out: dated attitudes toward women. Fortunately, the publication’s language and tone toward women employees improved markedly by the 1970s.

At the same time, it’s clear in the old newsprint that agency women, despite being the brunt of stereotypes regrettably common in that era, managed to rise through the ranks and become leaders at DSA — perhaps more frequently than their counterparts in industry or other government agencies.

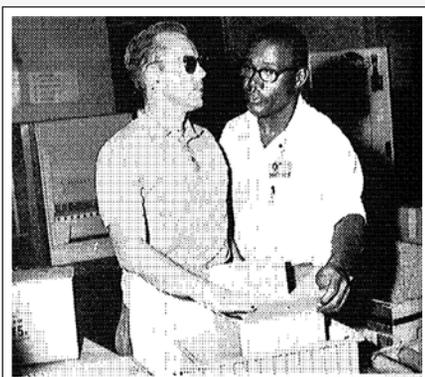
An early 1963 headline reads “Strawberry Blond [sic] in Uniform Chief of DTMS Manpower Division.” The article notes Navy Cdr. Kathleen Brady had joined the Navy during WWII and roomed with the daughter of a former French prime minister. Together the girls mastered such unfeminine subjects as identification of ships and aircraft, according to the article.



DSA News, renamed DLA News in 1977, was the agency’s internal newsletter from 1963 through 1978.

Despite the cringe-inducing sexism, the fact that Brady was DSA’s chief of the Defense Traffic Management Service, later absorbed by U.S. Transportation Command, shows that the agency was in fact open to women as leaders.

And the final issue of that year features the headline “DSA HQ Management Specialist Finds Personnel Field Excellent for Woman,” combining a sexist gaffe with incorrect use of the singular noun. Even five years later, the Nov. 1, 1968, issue crows about an “All-Girl” team of contract administration specialists, describing one as “attractive, blonde, soft-spoken” and another as “titian-haired.”



**FIRST BLIND EMPLOYEE** Henry Stephenson (right) explains duties to Defense Depot Tracy’s first blind employee, Rance E. Stone. Mr. Stone, who is nearly deaf, began working as a packer in the depot’s shipping division recently. He works on the swing shift as a packer of small items being shipped to domestic and overseas bases.

Henry Stephenson (right) explains duties to Rance Stone, Defense Depot Tracy’s first blind employee, who was also nearly deaf, as featured in the Dec. 26, 1969, issue of DSA News.



Ralph Beverly

## Assistant Chief Finds Persistence Aid in Employment

Over a period of 29 years persistence and a will to succeed have taken Ralph Beverly through a government career which has ranged from work as a messenger to his present position, Assistant Chief, Retail Branch, Interservicing Division, Iiq DSA.

With the exception of time out to serve in the Navy during WWII as a yeoman 2nd class doing clerical work in the Navy Inspector's Office, Oakland, California, Mr. Beverly remained in OQMG until his DSA assignment.

### Writes Procedures

He now writes the procedures

Ralph Beverly, who served as assistant chief of the Retail Branch in DSA's Interservicing Division, began his federal career as a messenger in 1939.

As gauche as such language is to modern ears, these articles also show that DSA had women leaders more than a decade before the Civil Rights Act would be passed and long before women managers became common in the business world.

A milestone of real change can be seen in the Feb. 7, 1977, issue of what by this time was Defense Logistics Agency News. The issue used a theme of equal opportunity to present articles on successful DLA women, including African-American women. On the front page, "Court order: Promote women" headlines a story detailing the implications of a 1976 victory by a female Department of Labor employee in a sex-discrimination case. Another notes "7 women hold key positions" in DLA's San Francisco District Quality Assurance Division. It even offers

DSA physicist Doretha Bebbbs was chief of the Research, Development, Test and Evaluation Division, then part of DSA. She was also part of the original group that created the first edition of the Defense Documentation Center's technical vocabulary for computer use.

a statistical breakdown of the DLA workforce demographics, though using terminology now considered offensive.

### African-Americans Emerge

These oldest issues are also notable by the near absence of African-Americans, Latino-Americans, Native Americans or Asian-Americans. But beginning in the mid-'60s, signs of progress began to show. In fact, there is evidence DSA, though still with room to improve, was a place where African-Americans managed to rise through the ranks and excel.

Even more notably, African-Americans working for DSA were making their mark as supervisors, managers and scientists.

In fact, even before the march on Selma, an African-American woman was leading a team at DSA headquarters in Virginia. A March 11, 1964, feature on women leaders included Doretha Bebbbs, a physicist and researcher serving as a division director in the Defense Documentation Center, now the Defense Technical Information Center. Bebbbs was again featured

## DDC Research Officer Finds Time for Varied Career and Recreation

Operations Research Officer, physicist, medical technologist, top honors graduate, mother of two children, Girl Scout Leader, and an interpretive dancer for recreation.

Any one, or all, of these activities describe Mrs. Doretha Amos Bebbbs, Chief of DDC's RDT&E (Research, Development, Test and Evaluation) Information Division.

Mrs. Bebbbs, member of the

follow her sisters in the medical profession where one is a medical and X-ray technician and two others are nurses.

### Entered School

In 1943, Mrs. Bebbbs entered Northwest Institute of Medical Technology at Minneapolis, Minn., and in 1944 was registered as a Medical Technologist.

But her interest in the physical



## WORK-LIFE BALANCE

**Because DSA News was only for employees, it regularly featured stories on employees' hobbies, offering insight into DSA employees' personalities in a world without social media, the internet or even portable phones.**

**Performing as a magician every weekend was the avocation of the DSA publications chief, Earl Gilbert, the May 20, 1964, issue reported.**

**The "massive biceps" showing under a "colorful Ban Lon turtleneck" combined with "the slim hips of a ballet dancer" hinted at the karate skills of Orville (Tony) Tonoda, an illustrator in DSA headquarters profiled in April 21, 1967. Tonoda was a Navy veteran who took up the martial art while stationed in Okinawa.**

**Nobel Bare was featured in the Sept. 20, 1968, issue for his skill entertaining kids as a comic for a local kids' show, including his skill imitating various animals.**

**Boasting an encyclopedic sports knowledge was "Peggy the Receptionist," as the April 7, 1967, headline dubbed Peggy Wagner of Defense Contract Administration Services Philadelphia.**

**The Old West pistol-wielding skills of Carl Nikulka, an employee of Defense Depot Tracy, California, were profiled in the Nov. 1, 1968, issue.**

**An article from Dec. 18, 1964, explores the hobby of Jack and Viola Kirakofe, a married DSA couple who bred and kept rare geese, ducks and swans at their Pennsylvania home — going so far as to bring back eggs from Iceland. (One hopes the birds never flew near the Nikulka home.)**

**A large collection of preserved butterflies and moths gathered by James McGowne at the DCAS region in Los Angeles was featured in the Dec. 22, 1972, DSA News. Raymond Huber Jr. of DSASO in South Bend, Indiana, is noted in the March 22, 1968, issue for his multiple trophies in competitive water skiing. And a rock collection including asteroids was the hobby of Emily Bettey, the May 31, 1968, DSA News reported.**

— John R. Bell

in the May 20, 1964, issue after becoming the division chief of the Research, Development Test and Evaluation Division of DSA.

Bebbs earned her bachelor's and master's degrees in physics from Howard University in Washington, D.C., and married a physics instructor there. She had begun her career at the Library of Congress and worked as a supervisory librarian, writer and editor before being promoted to GS-14 in 1962, the article notes.

Given her scientific background, Bebbs "was one of the original group that created the first edition of DDC's technical vocabulary for computer use," the article notes. She was also a member of the Army ad hoc group on scientific and technical information.

Another noteworthy black leader at DLA's predecessor was Ralph Beverly, who served as assistant chief of the Retail Branch of the Interservicing Division at DSA Headquarters. According to the May 11, 1964, issue of DSA News, Beverly, despite having earned a bachelor's degree from what was then Hampton Institute in Virginia — alma mater of the agency's current director — had to start his government career as a messenger in 1935.

"I took every Civil Service exam for which I was qualified and passed them all — exams in everything from clerk typist to economist — but for five years I remained a messenger," he recalled. Beverly, an amateur violinist, got his first professional job as a clerk-typist for the War Department, predecessor of the Department of Defense, in 1940.

Mentioned briefly on the last page of the Oct. 4, 1968, issue is Matilene Berryman, who was about to take on a temporary duty breaking down marine-sciences data for disadvantaged youth. Berryman appears to have been something of a pioneer for both women and African-Americans. The article notes she had earned a bachelor's degree in mathematics, taught oceanography at the Navy and "was the

lone representative of her sex in a sonar engineering class of 46 students at Penn State University."

Not mentioned is that she later became chair of the Department of Environmental Science at the University of the District of Columbia, according to her Washington Post 2003 obituary. She went on to earn a law degree and become a practicing attorney.

Notwithstanding these pioneers, it's clear DSA and DLA had plenty of room to improve. Fortunately,

courageous African-Americans like Lillie Mae Brown held the agency accountable for implementing equal opportunity. Brown was inducted into the DLA Hall of Fame in 2018 for leading a 1974 class-action lawsuit that forced DSA to fully comply with the Equal Employment Opportunity Act of 1972.

Brown ended up retiring from DLA as a GS-13 in 1994, after pioneering multiple technological innovations still in use at DLA.

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FOR MORE ABOUT LILLIE MAE BROWN'S DLA  
ACHIEVEMENTS VISIT [WWW.DLA.MIL/INFO/HALLOFFAME](http://WWW.DLA.MIL/INFO/HALLOFFAME)

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## Still-Hidden Figures

Even with this progress, most of the 1960s issues of DSA News have little to no mention of other employees of color nor those with disabilities. This seems to have started to change around 1967; the June 5 issue that year notes the creation of a new EEO training program for supervisors. And the front-page headline for March 3 that year touted the director's endorsement of "affirmative action for positive and creative equal employment opportunity," outlining how the agency will comply with the just-issued executive order to create an EEO program.

Directly underneath is a photograph of Tita Valderrama, a Filipina-American clerk-typist at Tracy Depot, California, who may be the very first Asian-American shown in the agency's official publications.

A more significant look was given to Kay Kono, a secretary at Defense Contract Administration Services Region Los Angeles. The Dec. 28, 1970, issue notes she was named one of 10 Outstanding Employees of the Year. During WWII, Kono, a Japanese-American, was forcibly relocated with her family from their California home to an internment camp in Arkansas. Despite this, after the war she worked for the Army and the Air Force before joining DSA.

The Sept. 20, 1968, DSA News sums up the paradox that DSA seems to have been in its sincere drive to be more inclusive combined with stubborn habits and attitudes. "Real Life Cases Show Problems of Minorities" described the new EEO course in which supervisors discussed real incidents of racial conflict from around the agency. However, a photo on the same page shows a Caucasian employee dressed in a Native American costume as part of a Pioneer Day event at the DSA location in Ogden, Utah.

Real Native Americans were long underrepresented in DSA News. The

July 19, 1967, issue mentions American Indian students arriving at the agency's Ogden depot for summer jobs. Two years later, Navajo employee Cindy Morris, a clerk-typist at DSA Depot Ogden, Utah, is shown collecting food for Navajo neighbors in need.

More substantive was an article about DSA's efforts to help the Bureau of Indian Affairs prevent discrimination against Alaska natives in the April 18, 1969, DSA News. And a story in the Dec. 28, 1970, issue outlines DSA's effort to provide equipment to train members of the Navajo tribe to be machinists.



**AFTERMATH OF CHRISTMAS** Yuletide, 1969 scenes long since gone, but the memory of kindnesses by DSA personnel lingers on. This is typified by Cindy Morris, clerk-typist at Defense Depot Ogden, and Navajo, who assisted in Project Navajo, a program to aid Indian neighbors in need.

Cindy Morris, a DSA clerk-typist at what was then DSA's depot in Ogden, Utah, was also a member of the Navajo tribe as shown here in the Jan. 9, 1970, issue of DSA News.

Hispanic employees were likewise nearly unmentioned through the '60s — until the Nov. 15, 1968, article about Carlos Ruiz, a DSA photographer and color technician who had photographed every U.S. president since Eisenhower, along with Queen Elizabeth and Soviet Premier Khrushchev. Ruiz's interest began while serving in Dutch Guyana during WWII, when he began experimenting with natural-light photography, the story explains. Ruiz was a native of Rincon, Puerto Rico.

Finally, DSA was making efforts to employ more people with disabilities. A feature on Mary Royal showed that DSA was already employing individuals with disabilities in meaningful work 22 years before the Americans with Disabilities Act. Royal, who used a wheelchair, worked for the Defense Documentation Center, a unit of DSA and then DLA before it became the Defense Technical Information Center. The story describes her work as a highly regarded secretary and volunteer pianist for the USO. "This past fall she tried her hand at bowling and hopes to join the DDC Bowling League next season," it concludes.

The agency's effort to employ more people with disabilities was noted in "Managers Urged to Spot Jobs For Handicapped," in the Sept. 15, 1967, issue.

A few months later, articles in the Feb. 23, 1968, issue noted the agency's purchases of products made by blind people and of tents made by those with developmental disabilities. The May 17 issue of that year mentions that Zelpha Coalt, a technical editor with multiple sclerosis, was one of two DSA employees to attend a meeting of the President's Committee on Employment of the Handicapped.

And a small feature on Debbie Hobin in the Nov. 24, 1967, DSA News, notes that even with no use of her left hand due to cerebral palsy, she was able to type 40 words per minute with ease in her job at Defense Depot Tracy, California.

Three years later, Ralph Harwood, a deaf chemist working in clothing and textiles, was nominated for Outstanding Handicapped Federal Employee of the year, the Jan. 9, 1970, issue reports.

Despite reflecting the biases of the time, the pages of DSA News also show what made DSA and DLA great. They portray an imperfect, yet earnest, group of people working together to do great things, striving and ultimately succeeding in their common quest to serve a greater cause. 🌍

# A Conversation with AIR FORCE BRIG. GEN. ALBERT MILLER

By Elizabeth Stoeckmann, DLA Energy Public Affairs

The commander of Defense Logistics Agency Energy shares highlights and expectations for the coming year.

## What are your first impressions of DLA Energy?

Everyone I've met has been tremendous in their knowledge. I'm really excited about my time here. DLA Energy has a workforce that's doing amazing things for our nation.

It's not just for the Department of Defense, but our Whole of Government partners as well, especially when it comes to humanitarian needs. My first week here, I got a view of the hurricane relief efforts and what DLA Energy teams do to support response operations.

Also, one of my first honors as the commander was to preside over the 2018

DLA Energy Hall of Fame ceremony and recognize the contributions and legacy of four leaders who have had a huge impact on the organization.

## Recently, the DLA director released the results of the 2018 DLA Culture and Climate Survey. What are some of the DLA Energy-specific results and key takeaways?

The attitude of everyone I encounter validates the results of the Culture and Climate Survey. DLA Energy can take pride in a 22.2 percent increase in the 12 indexes that are measured along with receiving the highest-ever index score of 66. Going forward, it's important to sustain the great culture and create a comprehensive culture action plan suitable for the workforce.

It's also vital to measure the impact of the culture for effectiveness in warfighter support. I want everyone to be satisfied and happy and proud to work for DLA Energy. Culture will drive everything — the organization, the command and, in the end, support to the warfighter.

## Speaking of people and culture, what are some efforts aimed at developing the DLA Energy workforce?

DLA Energy is developing the workforce through three standing workforce councils — Culture Council, Supervisory Council and Training Council — which encourage multilevel, transparent communication within our organization. In addition, we introduced the DLA Energy Career Management Portfolio and are encouraging DLA



Connie Brasch

DLA Energy Commander Air Force Brig. Gen. Albert Miller

Energy nominees for the Executive Development Program. All these efforts are aimed at developing the DLA Energy workforce.

### **How do you feel your past experience prepares you for the leadership role here at a major subordinate command?**

It's my joint experiences that prepare me, coming from a kinetic environment. At U.S. Central Command, I saw day to day how DLA Energy's mission unfolded and the hurdles they had to overcome. It was very valuable to get a DLA perspective in that particular theater. As the chief of plans for the Joint Staff, I understood how important planning and logistics are to DLA Energy. Most importantly, in my very first assignment in the Air Force as a tanker pilot, I saw the very tactical end of what DLA Energy provides in fuel to joint and coalition partners. For me in my experience, it came full circle from the tactical to the strategic view point.

### **How does the battle rhythm differ between operational and staff environments?**

Different but the same. I came from an operational assignment in the Middle East as director of the CENTCOM Deployment and Distribution Operations Center and deputy director of the CENTCOM Logistics and Engineering Directorate at Camp Arifjan, Kuwait, where it was very dynamic.

DLA Energy is a lot like that, with day-to-day mission-support operations around the world as we keep our finger on the pulse of what's going on in every theater of the globe. There's an incredible amount of work going on to ensure the services are getting the energy they need to accomplish their mission, whether training or operational. There's also an important, deliberate planning piece to ensure we're postured to support the department's vision and readiness goals and we're ready to have DLA Energy where it needs to be for our services around the globe.

### **How does DLA Energy's Dynamic Operating Plan connect with the agency's priorities into 2019 of continued warfighter support, audit support and defense reform?**

Warfighter support will focus heavily on combatant commands changing requirements in an efficient and innovative way that drives our energy support to the warfighter.

The defense reform initiative will grow through utility contracts. The Navy has agreed to use an annual contract agent for their utilities that will provide a cost-savings of \$2.4 million for the Department of Defense. Additionally, the Air Force is piloting the development of an Energy-as-a-Service Program at two bases. To meet their energy needs, DLA Energy can bundle energy to support utilities — infrastructure, maintenance and energy support — in regulated and non-regulated environments.

Audit-support efforts will establish a beginning balance for fiscal 2019. We're also providing evidential matter that validates processes conducted at 98 site locations in fiscal 2018. This goal will reflect DLA Energy as the first in DLA to assert a beginning balance for fiscal 2019. Additionally, DLA Energy is the lead for three Notices of Findings and Recommendations, which involve a comprehensive analysis and require the responsible office to remediate and correct the NFR.

### **What are your vision and goals for the organization over the next couple of years?**

Having the assumption of command and strategic off-site with the regional commanders was extremely beneficial right up front. We looked at the strategy map and what was accomplished for last year and what we can expect for the upcoming year. My vision is right in line with the previous DLA Energy vision; we're synchronized with the director's strategy map for all of DLA.

We're going to focus on our dynamic operating plan to ensure we have achievable initiatives for the fiscal year with measurable goals to move the enterprise forward. We're looking forward to being proactive of the warfighter's needs and supporting the National Defense Strategy Dynamic Force Employment. Collaboration is essential for success.

### **How do you see DLA Energy improving readiness and combat capability for the warfighter?**

Through strategic, deliberate planning for potential contingencies and warfighter needs. Every single day, DLA Energy provides fuel to the services for training and makes sure they have it where they need it for war plans. This is our bread and butter: day-to-day operations.



Connie Bratesch

DLA Energy Commander Air Force Brig. Gen. Albert Miller hopes to improve warfighter readiness and combat capability through strategic, deliberate planning for potential contingencies and by anticipating needs.

### How would you describe your leadership style?

Empowering leadership. I absolutely trust people to do their jobs. They're the experts. I want them to be bold and look at the factors, and if it's appropriate for them to make a decision at their level, I want them to do that. If the decision is not at their level, I expect people to communicate issues up the chain to the appropriate level for a decision.

We have an incredible workforce that knows their job and knows it better than anybody else. If they're the right person to make a decision, they need to know that I trust them to make the right decision.

Maintaining balance is another tenet of mine. We can't have everyone sprinting through a marathon; we have to maintain balance and not run out of gas. I also can't overemphasize the importance of respecting everyone's dignity and working together to achieve goals.

### What are your expectations of your senior DLA Energy leaders?

I want them to lead boldly, make decisions and empower their personnel. That's how we build our bench of future leaders to step in when we move on. I want them to develop, mentor and empower our younger leaders. We can do this by emphasizing the tools provided in the DLA Energy Career Management Portfolio, which outlines a variety of professional growth opportunities both within DLA and across the government to help employees build individual development plans and manage their careers.

### What are you most looking forward to during your assignment with DLA Energy?

Getting to know the people and what they need. The more you know people, the better you understand their issues and the amazing things they are doing. That's what recharges my battery — it's not sitting in front of a computer monitor; it's engaging face-to-face and asking what I can do for them to make their jobs better.

Our employees are our greatest resource and with that in mind, we're committed to providing the skills, tools and supportive resources that empower them to meet the demands of DLA Energy's current and future mission requirements.

### Being a geographically separated military spouse, how do you and your family handle separation, especially with school-aged children?

Technology becomes a double-edged sword. I Facetime my family all the time. I'm only one time zone away, compared to being in theater with a 10-hour time difference. Virtually, we do some deliberate things like eat dinner together, play cards and have conversations. It's hard and emotionally challenging to miss important years of my children's lives.

My advice for those who deploy is to take a family vacation away from home so you can really connect as a family without distractions. We've already made plans like that. It's also really important to thank the family for their support. The real heroes are the children; they are along for the ride and never had a vote for this lifestyle.

### The word is you enjoy outdoor activities and recreational sports. What else makes you human?

Family first. Then recreational skeet shooting and scuba diving.

In closing, I'm really excited and couldn't be more humbled and proud for this opportunity to lead an amazing group of warfighter supporters.

I look forward to meeting as many people as I can and to seeing you at the Worldwide Energy Conference scheduled for May 2019. New this year, we will have a venue I like to call "speed dating," which is a means of networking in a structured environment right at the beginning of the conference. I'm also excited to bring the regional and incoming commanders to the event so both can engage and collaborate. 🌍

# HOLDING THE LINE

Story by John R. Bell

**A** team of experts from the Defense Logistics Agency deployed last fall to South Texas, where they provided support to U.S. Northern Command in its mission to physically strengthen the United States' southern border.

DLA's Rapid Deployment Team Blue was there to help USNORTHCOM and U.S. Customs and Border Protection obtain construction materials along with fuel and oil for equipment and vehicles. They also helped the Army provide food rations and holiday meals to soldiers working to reinforce the barrier between the United States and Mexico.

DLA's contribution began in October, when USNORTHCOM asked DLA to send a team to assess what the agency could provide. DLA quickly deployed RDT Blue, whose members have been providing logistical support from their base in San Antonio, led by Air Force Col. Eduardo Quero.

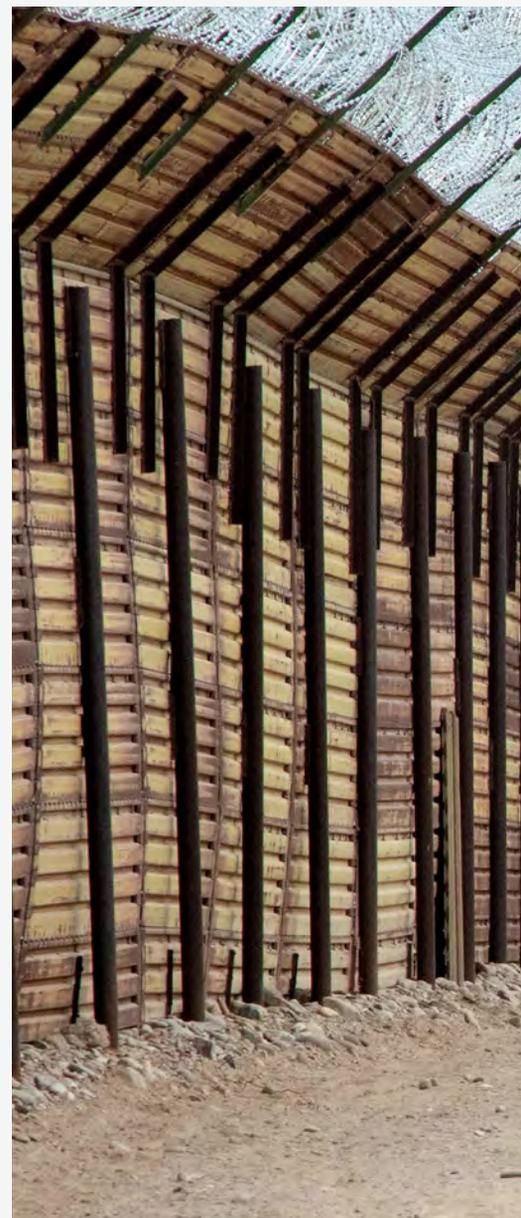
RDT Blue is one of three RDTs that DLA Logistics Operations keeps trained and ready to send anywhere in the world to provide logistical support to other federal departments

and agencies. RDTs deploy to support wildland firefighting, aid Americans affected by hurricanes and flooding, provide humanitarian assistance and perform other missions that require the specialized logistics expertise only DLA can provide.

For this mission, RDT Blue included experts from several DLA major subordinate commands — seasoned pros in obtaining construction materials, fuel and food through contracting or interagency agreements. They were joined by a universal customer account specialist, an expert in acquiring and ensuring the proper delivery of multiple categories of supplies. Specialists in legal issues and disposal of excess materials have been supporting the effort remotely.

Just as crucial as the team members on the ground are their partners working from DLA's MSCs around the country, Quero emphasized. "Our RDT ... has access to the entire supply-chain enterprise to facilitate the logistics needs in the [border mission]."

The team's deputy commander agreed. "Being embedded with the



customer, knowing that the whole of the agency is behind us makes our support much more capable," Eric Gray said.

Working in sync with the team from the Agency Synchronization Operations Center, the DLA Distribution Logistics Operations Center and the Command and Control Centers from DLA Troop Support, as well as DLA Energy and DLA Disposition Services, has been key to the mission's overall success, he added.

In addition to supplying the usual materials and fuel, the RDT fulfilled a special request from the commander of the Army's 4th

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"BEING EMBEDDED WITH THE CUSTOMER, KNOWING THAT  
THE WHOLE OF THE AGENCY IS BEHIND US MAKES OUR  
SUPPORT MUCH MORE CAPABLE."

— ERIC GREY

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Sustainment Brigade. After the team arrived, he asked DLA to provide a full Thanksgiving meal for the troops deployed on the border.

“It’s an honor to be able to help provide the troops with a holiday meal while they’re away from home,” said Joe Cauvin, a DLA Troop Support Subsistence employee. “If they can’t be with their families, having a traditional Thanksgiving meal can give a sense of comfort and remind the troops that they are not forgotten while they’re away.”

Joining Quero, Gray and Cauvin for the RDT Blue deployment were Jamal

Brooks and Rick Bulson of DLA Land and Maritime; Bryant “Jack” Jackson of DLA Distribution; Greg Stephens of DLA Troop Support; and Katherine Meadows of DLA Energy. Pete Gentry and Ron Williams from DLA Disposition Services supported remotely, along with Army Lt. Col. Patrick Vergona from the DLA Office of General Counsel.

“Logistically, it was pretty smooth,” Jackson said. “We were essentially a central hub that interfaced with DLOC plus ASOC and DLA Troop Support’s Command and Control Center. We were kind of the main pivot entity between those organizations and the guys on

Marines with the 7th Engineer Support Battalion, Special Purpose Marine Air-Ground Task Force 7, walk along the California-Mexico border at the Andrade Point of Entry in Winterhaven, California. U.S. Northern Command provided support to the Department of Homeland Security and U.S. Customs and Border Protection to secure the southwest border of the United States.

the ground, primarily the Army’s 3rd Expeditionary Sustainment Command and 4th Sustainment Brigade and Army engineers assigned to a vast array of geographically dispersed units.”

The team worked long days, seven days a week. “The mission really didn’t stop,” he said.

As Army units completed their work reinforcing physical structures,



Army Staff Sgt. Jesse Untalan

Army Pvt. William Crowder of the 887th Engineer Support Company applies concertina wire near Brownsville, Texas.

DLA's role in the border mission shifted to helping soldiers and Marines prepare to dispose of excess barrier materials and scrap metal. DLA Disposition Services sent specialists from several locations to aid in that effort.

Gray reflected on the keys to DLA's success in supporting CBP in this mission.

"We were as an RDT able to deploy on short notice with an already-formed team," he explained. "We knew each other and our business. We could get on ground quickly and figure out how to support our customer's requirements.

"Just as important was that we were co-located with leadership, as they were trying to take care of nearly 6,000 troops across a nearly 2500-mile border," Gray added.

This meant the RDT had to work together to supply about 25 border crossings, he noted. Because U.S. Army North and the Marines were the ones interacting with CBP, the RDT personnel received their requirements from those service members.

One challenge was to supply enough coiled barrier wire, known as concertina wire.

"We basically cleared out DLA's [continental U.S.]-based stocks," Gray said. "But DLA Troop Support has done a really good job setting up surge contracts."

Delivering the wire also required all hands on deck.

"DLA Distribution ensured that many of the truck drivers had two-driver teams so they could drive 24 hours a day to deliver more quickly," Gray said.

Concertina wire requires supporting pickets in heights of 8 feet, 6 feet and 32 inches, which the team also made sure was provided, along with concrete jersey barriers and 20-foot shipping containers. And they provided some



Courtesy Photo

military units with ramps for loading and unloading.

The result was a success in providing service members everything they needed to complete the mission. In fact, Col. Richard Pierce of U.S. Army North told the RDT that at no point did any combat engineers run out of fortification material, Gray recalled.

That belief was shared by Marine Corps Brig. Gen. S.D. Sklenka, commanding general of the 1st Marine Logistics Group, who was temporarily assigned to the operation as deputy commanding general for sustainment. The general told Gray and Quero that nobody was yelling about logistics.

“As a logistician, you know that when the customer is quiet, they’re pretty satisfied,” Gray said.

### RDTs: DLA’s Ready Asset

The work illustrates the real capability of the RDTs, which many at DLA may forget exist.

“We don’t get a lot of attention until something pops up,” Gray said. “And I think the RDTs are a great asset that facilitates DLA’s global posture, supports the warfighter and promotes our strong partnerships around the world.”

In his everyday life, Gray is a customer account manager for the Marine Corps at DLA Headquarters.

“The thing I’ve really enjoyed most is the teamwork. Each of the RDT members has a tremendous amount of

experience and can do more than their individual skillsets. Seeing the team in action is really a work of art,” he said.

His colleague Jackson worked on-site for one month for DLA Distribution. He grew accustomed to frequent deployments during his career as an Air Force logistician.

“I think our DLA RDT performed exceptionally well,” he added. “We got a lot of positive feedback from the leadership and from numerous people from the Army command and subordinate units we were dealing with.”

Working on a mission for an RDT, “you find out really quickly how connected the MSCs are,” Jackson said. “It was really kind of impressive to see how we all interconnected and interfaced with the Army units.”

To dispose of excess building materials, the RDT relied on working with DLA Disposition Services out of locations near Davis-Monthan Air Force

Rapid Deployment Team Blue helped provide construction material like those shown here at a staging facility in Donna, Texas, about six miles from the southern border.

Base in Tucson, Arizona, and near San Diego, where DLA Distribution also had a hub. DLA Distribution, Corpus Christi, Texas, provided key support as well, Jackson said.

DLA Distribution also managed the trucking contracts and oversaw the scheduling and routing of numerous carriers.

“They had a special project code assigned to this mission that prioritized it in importance,” Jackson said.

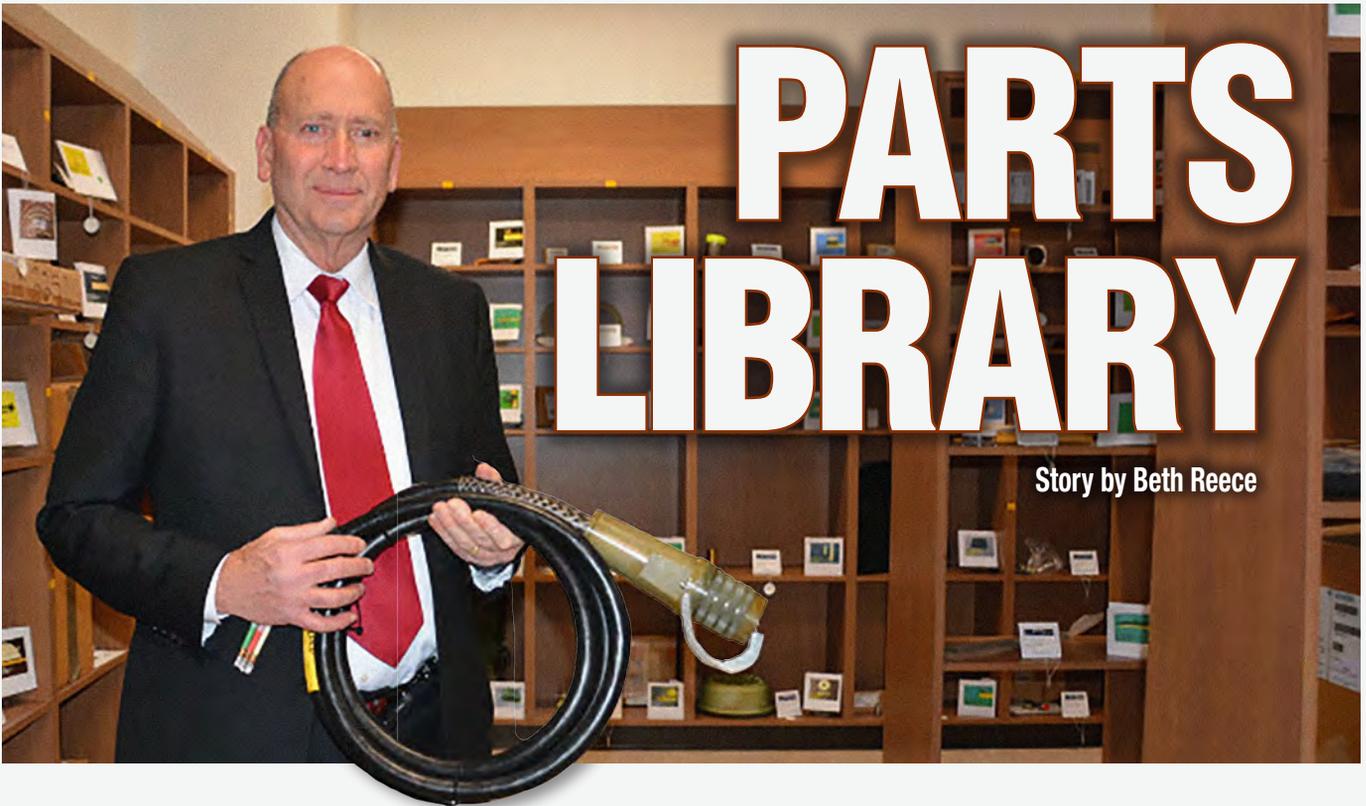
Even with so many MSCs working together for different military branches supporting a different federal agency, the operation “was smooth as glass,” Jackson said.

“As an RDT, we all get along well. And when it’s go-time, everybody on the team knows it. You didn’t hear anybody complaining,” he said. 🇺🇸



Army Spc. Brandon Best

Marine Corps Brig. Gen. S.D. Sklenka, commanding general of the 1st Marine Logistics Group, takes notes on the status of the border operation in Nogales, Arizona. DLA and Rapid Deployment Team Blue supported the effort by providing supplies to U.S. Northern Command.



# PARTS LIBRARY

Story by Beth Reece

**A** room full of parts at Defense Logistics Agency Aviation gives prospective vendors a clear view of opportunities to do business with the Department of Defense while reducing production lead times and prices for warfighter supplies.

Almost 200 items are included in DLA Aviation's Replenishment Parts Purchase or Borrow Program, a "parts library" that allows vendors to buy or borrow parts they hope to become approved sources for by replicating them with already existing technical data or reverse engineering.

"If you've got a downed aircraft and your lead time is two years on a part, getting a new vendor qualified to source the part might reduce that lead time to three months or so. Overall, the program improves support to our customers," said Ed Lilly, lead engineer for DLA Aviation's Sourcing and Reliability Programs Branch.

Created in 1987, the program increases competition, particularly among small businesses, for sole-source items. Cost reductions have been dramatic for items like push-pull control cables for jet engines, Lilly said. The cost

of one cable went from \$3,700 to about \$1,000 after a new vendor became an approved source through the RPPOB Program. DLA has so far saved \$3.4 million on the item, and the lead time went from nine months to four.

Sixty-five items were approved for purchase through the parts library in 2016 and 43 in 2017, including wiring harnesses and electrical cable assemblies used to power HH-60 Pave

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**"THE MORE SOURCES WE HAVE FOR AN ITEM, THE BETTER BECAUSE COMPETITION SAVES TAXPAYERS' MONEY AND CAN ALSO HELP IMPROVE READINESS BY DECREASING LEAD TIME AND REDUCING THE POSSIBILITY OF BACK ORDERS."**

— STEPHEN KELLY

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Steven Kelly, a special projects officer for the Replenishment Parts Purchase or Borrow Program at DLA Aviation, holds an electrical cable assembly, one of almost 200 items prospective vendors can replicate using already existing technical data or reverse engineering in hopes of becoming an approved source.

Hawk helicopters. Parts currently available for purchase or borrow range from fuel assembly caps and hydraulic valves to aircraft seat cushions. They're chosen based on prior purchase prices and should-cost analysis.

"Sometimes our contract specialists will refer an item to us because the price has increased. Say, for whatever reason, it's priced three times higher than it was three years ago and we can't negotiate it down. That's a good opportunity to get a new source," Lilly said, adding that all items have an annual demand of \$40,000 to make the RPPOB process attractive to vendors.

Vendors can see the parts in person at DLA Aviation's display room in Richmond, Virginia, or view the online RPPOB Parts Catalog. And if prospective suppliers believe any of the other 1 million items DLA Aviation manages are good candidates for the RPPOB Program, they can submit a request for consideration.

Over 40 items were approved for purchase through DLA Aviation's Replenishment Parts Purchase or Borrow Program in 2017, including the cable assemblies shown here. The program increases competition and often results in lower prices.



Courtesy Photos

The RPPOB process begins when a vendor submits a reverse-engineering request via DLA's website. DLA follows up with information such as demand patterns to help vendors determine whether it's in their best interest to make the item, said Stephen Kelly, a special projects officer for the RPPOB Program.

"If so, we prepare a purchase or loan contract for the item and forward it to the supplier. Once they return the signed contract and pay for the item, it's shipped to them," Kelly said.

DoD owns technical data for about half of the items in DLA Aviation's RPPOB Program, but the other half lack technical drawings and must be reverse engineered at vendors' expense. In this case, vendors purchase parts rather than borrow them, knowing they will be broken down and sometimes destroyed.

"The parts end up being destroyed more than you'd think because that's the only way vendors can find out what the composition of the material

is. They do x-rays, hardness tests and a whole litany of things," Kelly added.

Vendors can take anywhere from months to years to develop plans and processes for reproducing parts. When the work is completed, vendors prepare a Source Approval Request with reverse-engineered drawings, detailed manufacturing plans and other information that demonstrates they can successfully manufacture the item for the government.

DLA then acts as a liaison with military engineering support activities, which are responsible for approving prospective suppliers' packages. ESAs review the vendors' designs and conduct tests to ensure items are safe and built to specification.

"If we already have a design that works, engineers can be hesitant to

approve a new source because of the risks associated with it," Lilly said, adding that vendors also bear the costs of testing and qualification.

Vendors given a green light by ESAs are eligible to compete on future solicitations for the item.

"The more sources we have for an item, the better because competition saves taxpayers' money and can also help improve readiness by decreasing lead time and reducing the possibility of back orders," Kelly said.

DLA uses the RPPOB Program to inspire collaboration with vendors at events such as industry days and research and development outreach events. Suppliers interested in participating in the RPPOB Program can start by viewing the DLA Aviation RPPOB website at [go.usa.gov/xEkFS](http://go.usa.gov/xEkFS). 🇺🇸

Maintainers check over an HH-60 Pave Hawk helicopter as members of the New York Air National Guard's 106th Rescue Wing prepare to deploy in support of rescue efforts following Hurricane Michael in October. Wire harnesses and electrical cable assemblies used on the system are two examples of items DLA has achieved lower prices for through the Replenishment Parts Purchase or Borrow Program.



Air National Guard Capt. Michael O'Hagan

# WHOLLY PREPARED

Story by Dianne Ryder

**D**uring the past several years, the Defense Logistics Agency's Whole of Government Division has become other federal agencies' provider of choice for supporting nationwide crisis response.

The Stafford Act, designed to bring orderly federal assistance to state and local governments following natural disasters, governs the WOG team's support.

The Office of the Secretary of Defense grants DLA authority to support the Federal Emergency Management Agency's disaster-response mission. The support is executed through an interagency agreement. DLA may also receive execution orders through U.S. Northern Command to provide additional disaster-response resources in support of a combined joint task force.

WOG Division Chief Stephen Dubernas described taking over his position almost two years ago as "drinking from a fire hose." His predecessor, David Kless, warned Dubernas to expect hurricanes in 2018.

"And wouldn't you know, we had three major hurricanes," Dubernas said. "You learn pretty fast from a significant emotional event like that."

## Eyes on the Hurricanes

Dubernas noted the division's biggest efforts in 2018 were similar to those of the previous year; hurricanes were a huge focus area.

In 2017, three back-to-back Category 4 hurricanes — Harvey, Irma and Maria — tested the mettle of the WOG team like nothing since Hurricane Matthew in 2012.

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"WE'VE GOT TO HAVE THAT STUFF IN HOURS. SUCCESS IS MEASURED IN MINUTES, NOT DAYS, WHEN YOU'VE GOT MAJOR HURRICANES HEADING TO THE CONTINENTAL U.S. OR ONE OF OUR TERRITORIES."

— STEPHEN DUBERNAS

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DLA Rapid Deployment Team White, led by Navy Capt. Mark Garrigus (front left), poses for a picture at Maxwell Air Force Base, Alabama, while deployed in support of Hurricane Florence. Team members are: Army CW3 Eugene Garcia, Ron Williams, Rupel Perkins, Bruce Lane, RDT White Deputy Commander Bob Bednarcik, Rob Hays, Angel Roman, Alicia Ramsdell, Paul (Trey) Lanier, Dan Lentz and Mike Mallozzi. Not pictured: Marco Walker.



“We’ve really become a learning organization when responding to hurricanes,” Dubernas said. “After the 2017 season, obviously, we’ve come up with a playbook of lessons learned.”

The frequency and duration of hurricanes in the last two years has been historically unprecedented, Dubernas said. Three additional back-to-back hurricanes hit in the fall of 2018.

One of the wettest storms on record, Hurricane Florence developed in mid-September, making landfall over the Carolinas Sept. 14. DLA Troop Support sprang into action, providing generators; meals, ready-to-eat; flotation devices; gloves and waders.

Hurricane Michael then hit the Florida panhandle Oct. 10 as a deadly Category 4 storm. It was one of the strongest to strike Florida in a century and the third-strongest storm to hit the U.S., with winds up to 155 mph in Florida and Georgia. Again, DLA partnered with FEMA to provide vital supplies and assistance.

The following month, Super Typhoon Yutu, the strongest storm on record ever to hit a U.S. territory, devastated the Northern Mariana Islands in Guam.

“It was one of our first large-scale responses out in the Pacific ... and that was actually a Category 5 [with winds] over 180 mph,” Dubernas said.

WOG Division Deputy Chief Chris Stephens said the urgency of these real-world events forced the division to put some of its plans into action.

“What [Dubernas] was able to lead us through were support enhancements from the drawing board to actual execution,” he said. “There were opportunities to refine our pre-scripted mission assignments, to make sure our customers knew there were some refined packages and different material as well as services we could provide them.”

### Expertise on Hand

After the 2017 and 2018 storms, pre-scripted mission assignments were added to response plans to leverage products and services from DLA

Disposition Services, DLA Energy and DLA Troop Support.

“We put a pre-scripted mission assignment together that allows us to draw resources from across DLA ... down to the National Response Coordination Center in FEMA headquarters downtown in Washington, D.C.,” Dubernas said.

Some MSCs also placed personnel at the NRCC to reduce response time. Having supply-chain representatives at the ready ensures more accurate communication about requirements, Dubernas said.

“It’s a pretty specific skill, but a lot of it is what these folks do on a daily basis with their customer accounts,” he said. “You’re defining a requirement, under-

Fuel trucks and trailers are staged at the request of FEMA at Fort A.P. Hill, Virginia, which served as an incident support base during Hurricane Florence. Items were provided by DLA and overseen by DLA Energy and DLA Distribution personnel.

— Photo by Navy Captain Mark Garrigus





Hurricane Florence relief supplies are pre-staged at the DLA-managed Incident Support Base, Fort A.P. Hill, Virginia.

standing DLA supply-chain capabilities and making sure that those requirements ... get through the [Agency Synchronization Operations Center] out to those supply centers with a valid required delivery date.”

That can be more complex than it seems, Stephens noted.

“When we respond, we’re serving a handful of masters,” he said. “We’ve got an agreement with [the U.S. Army Corps of Engineers] to do certain things, we’ve got an agreement with FEMA to do certain things, and then we’re working closely with USNORTHCOM, who’s leading the joint task force.”

Dubernas said it’s critical that DLA representatives remain on top of

customers’ ever-changing needs and be aware of the availability of supplies.

“By the time you see something spinning up off the coast of Africa with potential landfall in the U.S., you get those 48 ‘golden hours’ to get the right expertise,” he said. DLA works around the clock to anticipate needs and then “get them in the hands of the right people at each one of those supply chains in a fashion that can be translated to the industrial base, where you’re getting that material moving in the right direction.”

And DLA must act quickly, Dubernas continued.

“We’ve got to have that stuff in hours,” he said. “Success is measured in minutes, not days, when you’ve got major hurricanes heading to the continental U.S. or one of our territories.”

## Trial by Fire

The WOG division also supports the government’s response to other disasters, such as the wildfires that plague northern California. Last year was one of the deadliest fire seasons ever, with more than 18,000 structures burned and at least 88 people dead.

“Between the California wildfires and just all the range fires out west, we did about \$34 billion in total support,” Dubernas said. “But ... we see less volume and requirements come from California just because of the size and magnitude of the state-level response.”

DLA provided personal protective equipment, safety gear, and fire protectant pants and chaps to the U.S. Forest Service.

“We’re talking about 43 lines of critical items that the Forest Service uses and then over 300 normal [National Stock Number] usage items,” he said.

The WOG team also practices its response in at least two exercises per year with FEMA and USACE.

“We’ve been so engaged in contingency operations that FEMA’s actually canceled a few exercises,” Dubernas said. “When it comes down to it, it’s just a decision on utility — supporting contingencies is always going to trump an exercise.”

Deputy commander of Task Force Atlantic, Robert Bednarcik, and Operations Officer Robert Hays work command and control functions while forward deployed to Gunter Annex of Maxwell Air Force Base in Montgomery, Alabama, during Hurricane Florence.



Navy Capt. Mark Garrigus



Navy Capt. Mark Garrigus

Dubernas said. “We’re looking for partners to fit into our portfolio without a lot of tailored logistics supply solutions.”

## Smart Growth

Dubernas said he expects DLA’s reputation as a partner for WOG support means more agencies will seek DLA’s help in the near future.

“I think you’ll see wholesale growth across the WOG portfolio,” Dubernas said. “DLA [is] being looked at as an interagency supply-chain provider in a lot of cases. The [DLA] director talks about support to the warfighter and the nation; I think the ‘and the nation’ part is going to grow.”

Expanded support may include additional products and services for the Army Corps of Engineers, in contingency and daily operations.

“After the Hurricane Maria response, total requirements and the total sales to [USACE] went up from \$30 million to about \$450 million,” Dubernas said.

Additional support to the Forest Service is also likely, as well as a partnership with the Coast Guard on uniforms, in which DLA Troop Support would provide distribution services similar to those it already provides to the military services. DLA is also likely to continue supporting southern border operations as it has already done with concertina wire, fencing and barrier material.

In all, the WOG budget has doubled since 2014, Stephens added.

“You can’t be everything to all people, which is unfortunate, but it’s a resources constraint,” he said. “Really, the name of the game is smart expansion.” 🧠

Rapid Deployment Team White members Maria Rodriguez (L) and Larry Lewis perform fuel truck accountability with DLA Energy and Foster Fuels representatives during reception operations at Simmons Army Airfield, North Carolina. DLA Energy personnel staged 58 refueling vehicles, carrying 125,000 gallons of ground fuel product in preparation for Hurricane Florence search and rescue efforts.

## Lingering Support

The WOG team is still completing operations in the aftermath of the most recent storms in Guam and Puerto Rico. In January, DLA provided some of the final barrier and construction material to repair the infrastructure in Saipan, Northern Mariana Islands, Dubernas said.

“In Puerto Rico, we were called on to do support we had never done — the rebuild of a major electrical grid,” he said, noting that there are 34 million pieces of electrical equipment engineered for that particular grid.

In the future, DLA will be able to use the same menu of services and material to support reconstruction of electrical grids in other locations. Such an effort would still require coordination though.

“We’ll send a [liaison officer] to USACE to develop generator requirements, and then we’ve got a part of the rapid deployment teams that will link up with the joint task force,” Stephens said. “Then we’ve got a cadre of folks from DLA Troop Support to include Dr. Dubernas’ staff downtown sitting at the FEMA response center.

“At the end of the day, we’re basically leveraging relationships. The SME that we brought in from DLA Troop Support knows all the players back [there] and can make stuff happen much faster,” he continued, adding that some of DLA’s “best and brightest” employees are assigned to the WOG Division.

## Reform Efforts

The WOG support DLA provides is being viewed as a best practice at the highest levels of the Office of Management and Budget and the Office of the Secretary of Defense, Dubernas said.

“We’re using our economies of scale, which are large food contracts and large generator contracts, to get bulk buying discounts for our WOG partners,” he said.

Dubernas said in terms of reform, DLA is reducing the burden on these other agencies and providing services at a wholesale discount.

“We’re doing that with big partners such as the Department of Veterans Affairs, and we’re providing support through our electronic catalog,”



Air Force Maj. Charles Morton

# MARATHON OF SUPPORT



Courtesy Photo

## Story by Mikia Muhammad DLA Troop Support

**T**he end of 2016 marked the beginning of a new era of warfighter support for the Defense Logistics Agency in the form of athletic footwear.

Military service members used to purchase athletic footwear with cash allowances or their own money, but the 2017 National Defense Authorization Act mandated that the Department of Defense provide American-made footwear to new recruits at no cost.

DLA Troop Support's Clothing and Textiles supply chain has been a front runner in the race from policy to product, working closely with military counterparts and American footwear manufacturers over the past two years. The new shoes are now being issued to recruits.

"Recruits' [athletic footwear] now have more variety in lengths and widths than any commercial athletic shoe in the world," C&T Director Air Force Col. Melvin Maxwell said.

From assessing customer requirements and contract awards to fielding the first pairs of athletic footwear to Air Force recruits in January at Joint Base San Antonio-Lackland, Texas, DLA's marathon of support is still underway.

Every mile of supply chain support marks more collaboration by C&T and its stakeholders as they prepare to provide athletic shoes to about 250,000 Army, Marine Corps, Navy, Air Force and Coast Guard recruits every year.

An Air Force recruit at Joint Base San Antonio-Lackland, Texas, tries on athletic shoes provided by DLA during initial uniform issuance in January. Almost 2,800 Airmen were issued athletic footwear along with other uniform items including utility uniforms, boots and undergarments.

## From Legislation to Contract Award

The 2017 NDAA states that athletic footwear must be compliant with the Berry Amendment, a federal law that requires the DoD to purchase certain items, including food and clothing, from American manufacturers.

Since 1941, the Berry Amendment has been critical to maintaining the armed forces' safety and security, in addition to supporting the U.S. textile and clothing industry base, according to the website of the International Trade Administration, part of the U.S. Department of Commerce.

Through its many supply chains, DLA procures items based on the requirements of its military customers and works with them to meet their needs.

With this new requirement for athletic footwear, C&T contracting, technical and customer-relations experts worked with military program managers and engineering-support offices to ensure each service's requirements were met during contract solicitation.

This included conducting market research and holding a pre-proposal meeting with prospective shoe manufacturers and military counterparts in August 2017, said C&T Organizational Clothing Division Chief Kevin Peoples.

"The DLA Troop Support athletic footwear team did an outstanding job structuring an acquisition strategy that provides flexibility," as demand among the shoe choices is expected to change based on recruits' experience wearing the different types of shoes, Peoples said.

The unique combination of shoe type, gender and size is classified as a National Stock Number for cataloging and ordering purposes.

There are three types of athletic footwear based on foot type: neutral for users with high arches, stability for those with moderate arches and motion control for recruits with low arches.

There are 100 men's sizes available in four widths, from sizes four to 16, and 40 women's sizes available in two widths, from sizes 4 to 13. Given the possible combinations of sizes and types, the contract covers over 400 NSNs. The average unit price for all the shoes is about \$92.

"The DLA Troop Support athletic footwear team has played an integral role in the development and execution of the DoD timeline," Peoples said. "The team worked closely with the services in reviewing and approving their technical-data packages for athletic footwear in the various types: cushion, stability and motion control, all in both male and female sizing."

The team's expertise and collaboration allowed them to successfully accomplish one of the most critical milestones in the athletic footwear program: meeting its scheduled contract-awards deadline.

### Opportunities and Challenges

In addition to being the first time DLA is providing athletic footwear, there was a tight timeline between solicitation and target award dates to meet NDAA guidelines, C&T Contracting Officer Jessica De La Hoz explained.

From July 2017 to March 2018,

Footwear choices available to recruits includes shoes from New Balance, made in Massachusetts, Propper International, based in the U.S. territory of Puerto Rico and San Antonio Shoes, better known as SAS. All three brands come in three foot shapes and a wide range of sizes for male and female recruits.



Courtesy Photo

Vernalyne Carter, chief of clothing initial issue for the Air Force, and 502nd Logistics Readiness Squadron Commander Air Force Lt. Col. Ernest Cage issue new American-made athletic footwear to recruits Daniel Sterling (bottom right) and Ryan Padro (top right) at Joint Base San Antonio-Lackland, Texas, in January.

DLA Troop Support solicited and awarded three contracts for athletic footwear among three American footwear manufacturers for a total value of about \$78 million.

"Companies that submitted a proposal ... were required to obtain certification from the services' respective engineering-support activity offices," De La Hoz said. "DLA communicated with the ESAs on evaluation results and timelines."

Using the military's certification process allowed industry to submit prototype samples earlier in the acquisition process and before the solicitation closing, Peoples explained.

"Price and technical merit were essentially equal because we did require industry to obtain service approval or certification of their proposed samples in order for them to be considered for an award," Peoples said. "This enabled us to focus our energy on evaluating respondents' past performance information, socioeconomic plans and price."

In December 2017, the team awarded the first contract for athletic footwear to San Antonio Shoes in San Antonio, for an estimated value of \$34



Courtesy Photos

million with a base term maximum of 206,000 pairs and an option term maximum of 192,000 pairs.

In February 2018, the team awarded a contract estimated at \$27 million to Propper International in Puerto Rico, with a base term maximum of 180,250 pairs and an option term maximum of 168,000 pairs.

The final contract was awarded in March 2018 to New Balance Athletics in Boston, for an estimated value of \$17 million with a base term maximum of 128,750 pairs and an option term maximum of 120,000 pairs.

Each contract includes respective 18-month base terms and 18-month option terms, with first deliveries to be made 210 days after the contract is awarded. The average production lead time for C&T footwear procurements is about 120 days; however, suppliers had additional lead time to meet this unique first-time requirement, De La Hoz explained.

“And once an award is made, DLA also ensures vendors meet Berry Amendment requirements by working with Defense Contract Management Agency quality assurance representatives to inspect submitted items,” she said.

All three contracts are positioned to support any combination of orders for male and female recruits in any version of the three types of athletic footwear, Peoples said. The contracts are also set up to support delivery to all three of C&T’s commercial warehouses and directly to the nine recruit training centers.

“The team was able to cultivate and promote healthy competition and achieved an estimated \$10 million in negotiated savings with an increasing level of competition being noted on each successive contract award,” Peoples said.

### From Manufacturer to Recruits

Now that the manufacturing process is well underway, fielding has begun

and about 2,800 newly enlisted male and female airmen received American-made footwear in the recruit training issue line January 2019.

DLA Troop Support Commander Army Brig. Gen. Mark Simerly commended industry’s remarkable response to helping DLA and the military services meet its federal mandate to provide American-made athletic footwear.



Courtesy Photo

DLA Troop Support’s Clothing and Textiles supply chain led the procurement of athletic footwear in response to the 2017 National Defense Authorization Act, which required the Department of Defense to provide American-made footwear to recruits.

“The athletic footwear program is a positive development for the U.S. clothing industry, offering additional manufacturing opportunities,” Simerly said. “From the time the requirement was generated, to production of the shoes, to delivering to our troops, this has been an outstanding example of industry’s responsiveness and support.”

At JBSA-Lackland, DLA already has athletic footwear stocked and will continue to replenish supplies as the rollout continues, said Tom Holtz, chief of the C&T Recruit Clothing Division.

“We feel confident that the rollout will be a great success,” Holtz said. “We have collaborated closely with the initial fielding sites and have ensured that the

adequate levels have been positioned in anticipation of the rollout.

“In addition, our vendor base is primed and continuous production is coming off the line, which will enable us to support sustainment at the initial fielding sites and integrate the Navy and Army sites during the coming fiscal year,” Holtz said.

Based on the current rollout schedule, Navy recruits at Naval Station Great Lakes, Illinois, will receive athletic footwear in April. In October, Army recruits at Fort Leonard Wood, Missouri; Fort Benning, Georgia; Fort Jackson, South Carolina; and Fort Sill, Oklahoma, will receive athletic footwear, in addition to recruits at the Marine Corps Recruit Depot San Diego, California, and Marine Corps Recruit Depot Parris Island, South Carolina.

Army, Marine Corps, Navy and Air Force recruit training centers receive stock through DLA’s push system, in which C&T supplies the RTCs, and they remain DLA property until products are physically issued to the recruit and the point of sale takes place, Holtz said.

Like most of C&T’s customer base, the Coast Guard uses the “pull system,” in which the customer takes immediate ownership of materiel once the order is fulfilled.

“The Coast Guard ordered its required shoes for the initial rollout in November,” Holtz said. “They will continue to order in this fashion moving forward and plan to order on a monthly basis to replenish inventory levels.”

The Coast Guard phased in issuing DLA-procured athletic footwear earlier this year in Cape May, New Jersey, as it depleted its own stock of American-made athletic footwear from a previous contract, said Chris Mouldon, manager of the Coast Guard Uniform Distribution Center.

As DLA’s athletic footwear program’s marathon of support picks up speed, C&T is on the right track to accomplish its mission of 100 percent recruit fulfillment to help DLA maintain readiness as it supports the warfighter. 🇺🇸

# DLA NewsWire

## DLA IS 'TOP GUN' FOR PRINTING

Moviegoers may catch a glimpse of the Defense Logistics Agency's print work when they see the sequel to the 1986 "Top Gun" film in theaters this summer.

Employees from DLA's print facility at Naval Air Station North Island, California, produced posters for a squadron that offered its offices and hangar as a filming location for the movie.

Wanting to fill empty wall space and make the area look movie-ready, the squadron commander called on DLA for a quick-turnaround order before filming started. Within a few



U.S. Navy

hours, DLA employees printed, mounted and laminated posters that display the squadron's mission, vision, priorities and focus areas.

"They always come to us for their orders because they know we will

get it right and right away," said Vince Farina, supervisor of DLA's NASNI print facility.

— Amber McSherry  
DLA Information Operations  
More Online: [go.usa.gov/xEbHZ](http://go.usa.gov/xEbHZ)

## HIGH SCHOOL STUDENTS LEARN LOGISTICS AT DLA DISTRIBUTION HQ

As a retired Army Reserve lieutenant colonel, Karen Hudson is very familiar with Defense Logistics Agency Distribution's mission. Near the end of her 30-year career, she was assigned to the organization's Expeditionary Logistics Directorate and deployed for several months to Djibouti, Africa.

Hudson is now a teacher at Central York High School, where she teaches U.S. government and politics. As part of the curriculum, she took her students in December to DLA Distribution Headquarters in New Cumberland, Pennsylvania, to give them a firsthand look at the

concepts they'd learned in the classroom.

The students saw the integral role the organization plays in the military's supply chain with help from DLA Distribution Chief of Staff Perry Knight. He also shared his own career background and emphasized the importance of future planning.

"You are the future of the nation," he said. "You may not know where you're going in the future, but now is the right time to start thinking about it."

— DLA Distribution Public Affairs  
More Online: [go.usa.gov/xEbHa](http://go.usa.gov/xEbHa)



Brianne M. Bender

## HURRICANE RECOVERY CONTINUES AT TYNDALL AFB

In early January, Defense Logistics Agency Disposition Services contractors removed an estimated 2 million pounds of scrap metal from hurricane-ravaged Tyndall Air Force Base, Florida, with 13 million pounds to go.

"It was a bomb zone ... I've never seen such devastation in my life," said Dave Morgan, area manager for DLA Disposition Services at Eglin Air Force Base. The installation lies about 90 miles northwest of Tyndall between Panama City and Mexico Beach, where Hurricane Michael made landfall as a Category 3 storm Oct. 10.

Morgan had already seen plenty of storm damage as a native Floridian by

the time he arrived with DLA's Rapid Deployment Team four days after the storm, but the devastation at Tyndall was "much, much worse," he said.

Work space at Tyndall is limited and military offices are constantly shifting location, adding an extra layer of difficulty to communication and coordination, said Mark Miskin, an Eglin-based disposal support representative.

Infrastructure damage is a lingering problem for Tyndall. The post office is gone. DLA Document Services ... gone. Even the staging area that the installation had given the Eglin disposition crew for conducting on-site property inspections: gone.

Of the nearly 750 buildings or structures on site, installation officials estimate that more than 450 will eventually be demolished. To help facilitate and provide storage, DLA Distribution shipped six 40-foot containers, 21 20-foot containers, 85 ISU-90 containers and a mobile office.

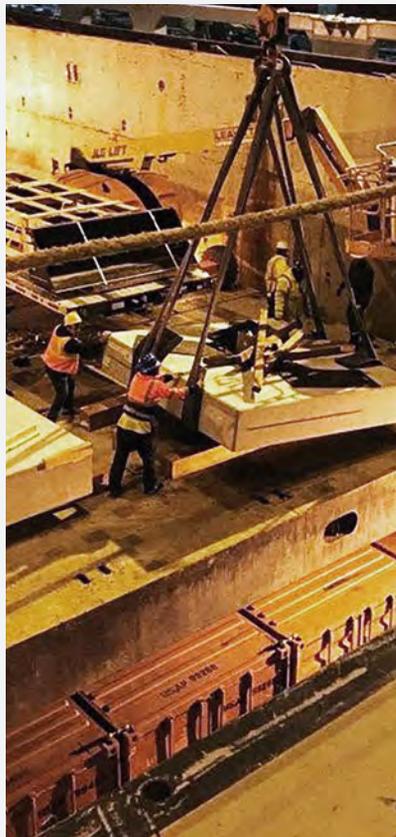
DLA Disposition Services may also assist Eglin personnel in overseeing the demilitarization of two storm-damaged QF-16 drones and three F-15 and F-16 static displays. The planes are too wide and tall to simply be moved from one side of the base to the other, said Morgan, who expects slicing off wing tips and making other necessary accommodations while moving the planes to be "quite a process."

— Jake Joy

*DLA Disposition Services*

*More Online: [go.usa.gov/xE5Zs](http://go.usa.gov/xE5Zs)*

## DLA DISTRIBUTION SAN DIEGO SUPPORTS NATIONAL SCIENCE FOUNDATION RESEARCH



DLA Distribution San Diego

DLA Distribution San Diego's satellite site at Port Hueneme, California, recently completed its annual packing, packaging, preservation and marking mission in support of the National Science Foundation's "Operation Deep Freeze."

Operation Deep Freeze is part of the Department of Defense's commitment to deliver supplies to scientists conducting critical research on and around the continent of Antarctica, as well as other locations south of the equator, to include Antarctica's McMurdo Station, Palmer Station and the South Pole, and Christchurch, New Zealand.

The site's PPP&M Section, led by packing supervisor Michael Snead, supports the NSF's mission throughout the year by preparing research materials and military equipment for shipment. It also builds customized pallets and crates and

fabricates fiberboard boxes that must meet stringent guidelines for processing and shipment by vessel and military or commercial air to Antarctica and the South Pole.

The Port Hueneme team packaged more than 400 containers in support of NSF in 2018, Snead said.

"These containers, along with wooden braces and footers, are manufactured to stabilize material to prevent damage during transport," he added. "The containers consist mostly of building and packaging supplies, frozen and dry food, clothing and specialized material used by scientists to conduct their research while on assignment at various NSF locations."

— William Kelker

*DLA Distribution San Diego*

*More Online: [go.usa.gov/xE5Zu](http://go.usa.gov/xE5Zu)*



The Darden School of Business at the University of Virginia in Charlottesville, Virginia, helps students recognize risks, opportunities and potential changes in private industry.

## Story by Dianne Ryder

**S**trengthening the bond between government and industry, 35 Defense Logistics Agency employees participated in the second iteration of the two-week Insights into Industry Management Course at the University of Virginia's Darden School of Business in Charlottesville, Virginia.

The course trains students in current and cutting-edge business practices, helps them recognize business risks and opportunities, and trains them to anticipate potential changes in private businesses.

The October 2018 session was added after DLA Acquisition officials received positive feedback from students who attended the inaugural course in May.

"We can be pretty good at our craft, but we need to understand industry's perspective to really enhance what we do," said DLA Acquisition Director Matthew Beebe. "It's through

understanding industry that we can better position ourselves to leverage what we need [them] to do for us."

DLA office directors and commanders of major subordinate



Photo Courtesy Darden School

DLA Troop Support Integrative Supply Team Chief Supervisor Pamela Tull receives her certificate for completing the Insights into Industry Course from DLA Acquisition Director Matthew Beebe.

commands nominate civilians at GS-13, -14 or -15 levels who are in current acquisition-coded positions and have the required certifications. Participants ideally have a strong business, finance or accounting background, as the curriculum and projects depend heavily on these skills.

## Industry Empathy

Getting views on how industry's business processes might differ from those of the government was helpful to Pamela Tull, an integrative supply team chief with DLA Troop Support.

"When a vendor submits a quote, we're making an assumption that they're [trying to] undercut another vendor, and it may not necessarily mean that," she said. "It's their strategy because they haven't done business with the government and [the quote] is a means to get in."

Charmaine Camper, director of expeditionary contracting in DLA's Joint Contingency Acquisition Support



Photo Courtesy Darden School

Charmaine Camper, director of expeditionary contracting in DLA Joint Contingency Acquisition Support Office, receives her certificate for completing the Insights into Industry Course from DLA Acquisition Director Matthew Beebe.

Office, said it's important that the agency's acquisition team understand how contractors are crafting proposals.

"When we start seeing proposals from the companies we're dealing with, we'll have insight into their financial stability, which then gives us insight into whether they can perform [the work required] in the contract," she said.

### Group Exercises

Students role-played as vendors in practical exercises to discover the myriad factors that go into pricing structures.

"The course gave us that insight into what industry is thinking about or what elements they're considering when they're estimating their proposals," Camper said. "It's not easy; that was a reality check."

Other exercises involved students negotiating as a group with conflicting objectives.

"Each of us had our own agenda in terms of what we were trying to achieve," Camper said.

Students were also required to discuss reading assignments and case studies in groups whose members often changed.

"We had to collaborate on and come up with a definitive type of solution or a strategy on how we resolved it," Tull said. "You could see how it was useful to have a diversified group of people because they had perspectives that made you look at things differently as opposed to just the way you see it in your own supply chain."

The best part of the case studies was the group work, Camper said, because participants learned from each other's unique backgrounds.

"Based on their experience and their own knowledge and training that they've had, we're all able to bring our expertise into the conversation," she said.

### Lessons Learned

A key takeaway for Kenneth Abrams, planning and industrial readiness division chief with DLA Land and Maritime, was the "decision tree," a model of decisions and their possible consequences.

"In the decision tree, you consider the options [and] potential outcomes," he said. "You'd be hard-pressed to find an absolute perfect decision. You're going to find a solution that's best among several others."

Exploring various outcomes leads to deeper analysis and pursuing the most desirable option, he continued.

Faculty and guest speakers greatly impressed the students. Camper enjoyed speaker Jared Harris, who co-wrote "The Strategist's Toolkit," a book all students received.

"He was a lot of fun. It wasn't presentation-based; it was more examining the concepts in his book, in terms of forming a strategy," she said.

Concepts in the book dealt with acquisition analysis and risk analysis, both of which Camper said are particularly helpful for her job.

Guest speaker and former Assistant Secretary of Defense for Logistics and Materiel Readiness David Berteau inspired Tull.

"He said we have an opportunity to create value, that we have an obligation to distribute and share," she said. "It's about community, looking at relationships and building them. We have so much capability, and that value we create is not just ours to keep for ourselves. We have to pay it forward."

### Highly Rated

The course material was presented in a way that made government employees think outside the box, added Robbie Mitchell, a supply systems analyst in DLA Logistics Operations.

"I thought it was one of the better courses I've attended with DLA," he said. "All of the instructors and presenters were very knowledgeable. You could tell they were subject matter experts in their particular field."

Mitchell has been with DLA for 20 years and said the course provided him invaluable information.

"Most courses we attend in DLA are geared toward understanding DLA better, but this course was the opposite. It



Photo Courtesy Darden School

Robbie Mitchell, a supply systems analyst in DLA Logistics Operations, receives his certificate for completing the Insights into Industry Course from DLA Acquisition Director Matthew Beebe.

was helping [us] understand our industry partners better," he said. "The way the financial analysis and accounting was used in this course was a lot different from any other [instruction]."

Camper said it should be a regular part of required contracting training because it helps students understand the mechanics of financial reports and create cost estimates from an industry perspective. Having also attended the Eisenhower School in Washington, D.C., Camper expected this course to be similar, but Insights into Industry exceeded her expectations.

"It wasn't an easy class to take because it was a heavy requirement: a lot of reading, a lot of case studies — and there were three books to read ahead of time," she said.

Tull confirmed the training schedule was rigorous. Whether she was interacting with groups discussing case studies or preparing for projects, it was a constant grind, she said.

"It was no cake walk," she added. "You really were engaged 100 percent of the time."

Although Abrams has recommended the course to colleagues, he cautions that DLA will only send someone it believes can give the agency a return on investment.

As Beebe put it, "This needs to be a quality program. The first thing I did when I attended the closing of the UVA program was congratulate all of them for being selected," he said.

Regarding potential candidates, he noted, "This isn't just who wants to go; this is somebody who's viewed to be appropriate from whatever their role is, but also ... that they are of the mindset of the talent that we want to cultivate."

## Future Opportunities

DLA Acquisition is building on the success of its programs with UVA and the University of North Carolina to create two other pilot programs.



One program, sponsored by DoD's Human Capital Initiatives, will be a one-for-one talent exchange between the Department of Defense and industry.

"Then there's our own internal rotation program, where we're sending folks out to industry," Beebe said. "Each of those is six months."

Beebe expects to send six individuals from DLA's acquisition workforce to industry for the internal program.

"[The military] services have been sending people out to industry for years; we should be doing that too," he said. "It takes a little time to set up because you have to have an arrangement with these companies, and we're working off the arrangements that the services already have rather than crafting our own."

Betty Hoapili, chief of acquisition workforce development, said her industry initiatives program manager, Bethanie Healey, has been working hard on industry-focused programs.

"It's Beth's initiative and dogged determination that moved these programs forward," Hoapili said. "We asked the MSCs and [headquarters organizations] who they'd like us to contact ... Beth originally went out to 23 companies."

The response is overwhelmingly positive, she said.

Professor Jared Harris teaches a session during one of the Darden School's custom programs.

One DLA Troop Support employee recently began a 6-month assignment at Deloitte. "And about a dozen more companies want to get involved," Hoapili said.

The other half of the equation is receiving people into DLA from industry.

"We deal with acquisition-sensitive information, so it's a little more complicated," Beebe said. "Fortunately, [Human Capital Initiatives] is piloting the first real exchange for the department."

Although the programs are currently focused on the acquisition workforce, Beebe said participants need not be restricted to contracting professionals.

"Our acquisition workforce is much bigger than contracting," he said. "There can also be people who are not part of the acquisition workforce who do other things within DLA who could very much benefit from an exchange with industry in some way, an accounting professional or human resources professional [for example]."

Finding more ways to engage with industry means a more in-depth dialogue, which Beebe hopes will result in a mutually beneficial arrangement.

"That is what these multiple efforts are trying to achieve," he said. 🌍

I AM

DLA



**My name is:**

Joshua Anderson

**I am:**

A small-business specialist and AbilityOne program manager for the DLA Land and Maritime Office of Small Business Programs.

**Describe your job in a sentence:**

My job is to maximize small business and AbilityOne acquisition participation by providing compliance reviews of subcontracting plans and contractor-performance assessments, as well as recommending small-business strategies for high-dollar, complex acquisitions such as source-selection procurements and long-term contracts.

**How long have you worked at DLA?**

I started working at DLA Land and Maritime as an intern in 2007.

**What is your favorite thing about working for DLA?**

The DLA professionals' unity of purpose in our mission to support the warfighter.

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

Seeing the successful completion of team initiatives like source-selection procurements, AbilityOne Day and webinars. There is a lot at stake in each of these initiatives, and we are only successful by working together.

**How do you make a difference?**

I am blessed to have an opportunity to make a difference for our warfighters every day.



*Joshua Anderson*