

DEFENSE LOGISTICS AGENCY

JULY – AUGUST 2016

LOGLINES

FACTORY TO FOXHOLE

DLA AND U.S. TRANSPORTATION COMMAND WORK TOGETHER TO SERVE WARFIGHTERS

ALSO IN THIS ISSUE:



DEFENSE LOGISTICS AGENCY
WARFIGHTER SUPPORT INITIATIVE



FROM THE

DIRECTOR

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

them time and lower their costs to support their operations. DLA's Whole of Government response is achieved through proactive engagement with other agencies optimizing our support operations. And our close partnership with U.S. TRANSCOM allows us to quickly acquire and transfer parts to the warfighters and other customers.

It is our individual efforts that work together to provide innovative and dynamic solutions that meet the changing needs and requirements that meet our partner's priorities.

In this month's edition of Loglines we are stepping away from our themed editions and will focus more on individual efforts across the agency. Our magazine will cover our various tasks and experiences that make us DLA. Using our new format in this edition you will find out how we keep some of

our oldest airframes flying, how we are prepared to meet expeditionary logistics requirements and how we work with TRANSCOM. And you will learn about an employee's journey from refugee to police chief.

I expect the new format will allow you to read about the highlights of our organization and how we continue to be America's premier logistics agency. Reach out to our editorial staff on line and tell them what you think about the changes at www.dla.mil. Click on the Loglines icon and give them feedback or even some story ideas. 



Here at DLA we tend to focus on our daily individual tasks rather than the Agency's big picture. I don't think this is any different than most people as they work. But I believe that what each of us contributes is a part of what makes this whole organization great. Through our concerted efforts we are able to anticipate and support the needs of warfighters and our other mission partners. Whether you work in a supply warehouse stocking Humvee parts, protect the agency from cyber-attacks, or develop lifecycle support plans, we each make up a unique and important part of our global team supporting a worldwide mission.

To the Defense Department we play a vital role in ensuring America's fighting men and women are supplied, fueled, nourished, and healed. Our reach covers support to current military operations overseas and, when called upon, we support in humanitarian assistance operations at home and abroad.

At home DLA also provides logistics support to federal, state and local customers that include the Federal Emergency Management Agency, U.S. NORTHCOM, the State Department, Homeland Security and more. Our other customers in the combatant commands like CENTCOM, STRATCOM, EUCOM and AFRICOM depend on us to save

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DLA Director

Air Force Lt. Gen. Andy Busch

DLA Vice Director

Ted Case

Chief of Staff

Renee L. Roman

Director, Public Affairs

Joseph M. Yoswa

Deputy Director, Public Affairs

Patrick H. Mackin

LOGLINES STAFF

Managing Editor: Phil Prater

Senior Editor: John R. Bell

Writers: Beth Reece

Chris Erbe

Dianne Ryder

Layout/Design: Paul Henry Crank

Loglines is prepared electronically, using desktop publishing applications; no commercial typesetting costs are involved. Photos not credited are courtesy of agency sources. Submissions and correspondence may be sent to the address below:

Headquarters, Defense Logistics Agency, Office of Public Affairs
8725 John J. Kingman Road, Suite 2545, Fort Belvoir, VA 22060-6221
Phone: 703-767-6200 E-mail: loglines@dla.mil

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LOGISTICS LIVE AND ON LOCATION

Story by John R. Bell

Every pilot, military or commercial, practices for hours on flight simulators before being entrusted with human lives.

Likewise, military forces drill before deploying to combat zones.

For the Defense Logistics Agency, the stakes are similarly high as the agency provides disaster relief, humanitarian assistance and support to our deployed men and women in uniform.

So DLA joined the Army and the Air Force in training scenarios that test their ability to rapidly transport equipment, obtain supplies in country and set up buildings, airports and seaports — with as little as 12 hours' notice.

Seaport Opening — April 2016

The clock was ticking. Hundreds of shipping containers sat in Jacksonville, Florida, waiting to be sent across the Gulf of Mexico to Port Arthur, Texas — known in this scenario as the Republic of Atropia — where an Army transportation battalion would take the cargo to Fort Polk, Kentucky.

This weeklong exercise wasn't just about setting up a port. "This is the first time USTRANSCOM has taken three

Military vehicles and equipment wait to be loaded from a new seaport facility created by DLA expeditionary logistics teams at Port Arthur, Texas, for Turbo Distribution 16-4 in April 2016.

— Photo Courtesy Port of Port Arthur







Humanitarian assistance supplies were delivered as part of Turbo Distribution 16-2 at Sierra Army Depot, California, March 2016.

exercises and collapsed them into one,” said Army Col. Michael Arnold, DLA’s national account manager for the Army. Arnold leads one of the two DLA teams that participate in the exercises. Navy Capt. Paul Halsam, chief of staff for DLA Acquisition, leads the other team.

“They sailed around Florida, into the Gulf, through the Sabine Pass to Port Arthur,” Arnold explained. “We had real cargo that was being offloaded at Port Arthur and going to the Joint Readiness Training Center at Fort Polk [Louisiana].”

DLA joined the Army 833rd

Transportation Battalion to open a seaport; then worked with the Military Sealift Command’s “Turbo Activation” of its cargo ship; and finally, played the key role in providing food and fuels in support of the port opening.

Structure and Process

Every year, there are three aerial port openings and one seaport opening exercise at different locations. Some locations are used to simulate humanitarian assistance or disaster response; others have been used as

settings for a response to political instability. Each DLA team participates in two exercises per year.

Once the Joint Task Force Port Opening commander is on site with a small advance unit, the team sets up operations for receiving cargo via plane or ship. A few days later, the remainder of the DLA team and the Army Rapid Port Opening Element arrive and begin pushing cargo to the forward node.

DLA’s RDI program consists of two DLA support teams, a Gold Team and a Black Team. The program resides in DLA Logistics Operations but includes members from across DLA. Each

A DLA Support Team led by Navy Capt. Paul Haslam (second from left), participating in Turbo Distribution 16-2.





13-member group has a commander, a deputy commander, an operations officer, a universal customer account specialist and specialists to cover all nine classes of supply. The teams alternate being on a 60-day standby, so that at any time, DLA has a team ready to deploy.

"As soon as the call is given by the president to actually have the military response somewhere in the world, we're part of that team," Haslam said. "And four of our team members have a seat on the first C-17 that goes in."

When that happens, four DLA DST team members known as the DLA Assessment Team travel with the initial "first responders," the Joint Assessment Team. The other nine DST members travel a few days later.

Honing Skills, Building Trust

Being a regular part of the teams that participate in these training exercises

"As soon as the call is given by the president to actually have the military response somewhere in the world, we're part of that team."

— Navy Capt. Paul Haslam

helps the DLA teams in many ways, said Haslam. "It's an exercise format, which allows you to make mistakes and get to know people and work with them. But you get to work through all the issues you would have in a real-world environment." Just as important, he said, "You build trust with our counterparts.... And at the same time, you get to see what the future could look like" in a real-world event, he said.

"Let's say we have another Haiti, or there's an Ebola crisis, an earthquake" Haslam continued. "We've worked with the people [on the team]. We've lived with them in tents and eaten Meals Ready to Eat with

them and worked through scenarios with them for a whole week. ... By the time we have a real-world event, there's really nothing we can't do."

In addition, the DLA team is trying to reduce the amount of equipment it has to bring and pre-position what they do bring.

DLA Distribution employee Eugene Summers (black jacket) and DLA Joint Contingency Acquisition Support Office employee Craig Hill (second from right) conduct a site assessment with exercise players and representatives from the Fort Eustis, Virginia, 689th Transportation Detachment during Turbo Distribution 16-1 in Gulfport, Mississippi, October 2015.

"We as a team need to be self-sustaining," said Jeff Crosson, a logistics operations specialist in DLA's Joint Logistics Operations Center. [See "Synchronizing the Effort," on page 24 of this issue.]

One challenge for the team is to make sure its personnel have all the required screenings and online training ahead of time, as well as a broad knowledge of their wider area, Crosson said. "The better we can train people ahead of time for what they might run into, the more successful we'll be on the ground," she said.

This also applies to the skills each team member brings. "My job may be one specific part of the supply chain. But as part of the RDI team, you need to be able to talk intelligently about the entire thing. You might be called on to help set up warehouses, write contracts or lease vehicles," Crosson noted.



Courtesy Photo

(From left) DLA employees Craig Hill, Andre Hinson, Paul Chanman, John Snead, Jeff Crosson, Eugene Summers, Air Force Col. Michelle Hall and Hank Morrow conduct an after-action review for the "Turbo Distribution" 16-1 exercise in Gulfport, Mississippi, October 2015.

March 2016 — Sierra Army Depot

Earlier this year, DLA RDI members found themselves in the arid African nation of Sangala — otherwise known as Sierra Army Depot, a tiny outpost in a forlorn corner of rural Northeastern California, northwest of Reno, Nevada. Craig Hill, an expeditionary contracting officer in the Joint Contingency

Acquisition Support Office, reflected on the experience.

For Hill and his fellow contracting officers, their primary task was figuring out where to get supplies. "What's the condition of the roads? Are we going to need gravel for the taxiways? ... If I see a problem, I'm noting that to the team," Hill said

To know what supplies would be available, he and his team also needed to do research in advance of arriving at Sierra Army Depot, Hill noted. The teams are given limited information on the fictitious country, so he used the real locations.

"About a half hour drive away is Susanville, and an hour away is Reno. ... So I researched what vendors are available in each location. ... This way, I had an idea of what was available and where to go if my commander had a requirement for me to purchase."

A Nail is a Nail — Except When It's Not

Such information is critical in the real world, Hill said. He recalled buying nails while deployed to Liberia and Senegal for Operation United Assistance, in which DLA helped fight Ebola. DLA engineers discovered on a Saturday night that they were out of locally sourced nails. So they started to use their American nails. "The lumber we bought over there was all hardwood, and our engineers were used to pine. So they're hammering into hardwood, and the [U.S.-sourced] nails are bending." Drilling pilot holes didn't work. Yet the hardware stores were closed until Monday.

But because he had built relationships with the managers of the local hardware stores, Hill on a Saturday night was able to call a local store manager on his cell phone and get him to sell and deliver the DLA team 20 pounds of nails that very evening.

At the same time, the contracting officer has to make sure the agency is treating its vendors fairly and considering even their safety, Hill noted. The customer originally asked if the nails could be delivered that very evening to Buchanan, Liberia — meaning a dangerous two-hour night drive each way for the vendor.

"I pointed out that it's dangerous to be on these roads at night—we're actually forbidden from driving them at night ourselves — and the customer

Soldiers from the Army's 688th Rapid Port Opening Element load building materials onto an aircraft in exercise Turbo Distribution 16-2, Sierra Army Depot, California. The aircraft is using an aerial port opening set up by a DLA support team of expeditionary logisticians.



Courtesy Photo



didn't actually need the nails till the next morning." So Hill found a team member who had already planned that drive for the next morning, who picked up the nails and got them to the engineers the next day.

Lessons and Benefits

Arnold noted several benefits from participating in the recent seaport exercise. "It's an avenue for us to give DLA subject-matter experts an opportunity to hitch a ride through USTRANSCOM," Arnold said, referring to benefits DLA gains in working with and through USTRANSCOM to deploy to a given area.

In addition, the agency tested and honed skills in a way that otherwise would not have been possible, he said. "Because you have 350-plus soldiers and sailors at Port Arthur, there was Class III support that was acquired through DLA to make sure all the vehicles and generators were fueled," to enable the shipment to Fort Polk during the April 2016 exercise.

"And the Class I folks — we had [food and subsistence rations] and prime vendor contracts that were used

to feed the soldiers and the sailors. We lived right there in the warehouse.... It was a really great opportunity for the Army and the Navy to exercise the whole piece of how they would deploy and do their emergency readiness deployment exercises." Arnold said.

Hill cited one particular lesson learned from the Sierra Army Depot exercise: Make sure someone has a Government Purchase Card. "As a contracting officer, we need to be able to make purchases." In an emergency, the card can be funded like a debit card, and the user can make purchases immediately as ordered by the commander. This is particularly important because DLA does not have paying agents, and without a GPC, the contracting officer is prevented by regulation from making purchases.

Volunteers Wanted

The DLA DST plans to continue its participation in Turbo Distribution exercises, according to several officials in the Logistics Operations Directorate — and that means it needs people.

Those interested should contact their force provider, Crosson said, and then follow up with him.

Heavy expanded military tactical truck with specialized load-handling system, Sierra Army Depot, California, March 2016.

Experienced volunteers are needed, he said — particularly bulk-fuel specialists and universal customer account specialists. But logisticians of any stripe are welcome to apply.

This kind of exercise "requires you to think theater-wide," said Crosson. For someone used to a very segmented area, being part of the RDI will help them gain a broader understanding, he said. "Not just, 'How do I get this part to this person?' But also, 'Where is this part coming from? What's the best source? Do I need to talk to my contracting person to see if we can get it locally procured?' So I think it's opening DLA employees' eyes to the bigger theater-wide picture."

The opportunity is "career expanding," Crosson noted. "It's really stretching folks to go outside their comfort zone and really learn."

In recent years, DLA has been called on more and more to provide logistics on location during crises and conflicts.

These exercises help DLA logisticians hone their skills and give them real-world experience for the next contingency — no matter the continent, climate or crisis. ★

**This kind of exercise
"requires you to think
theater-wide."**

— Jeff Crosson



DLA Aviation's Customer Operations Directorate in Richmond, Virginia, is part of a team keeping the UH-60 platform mission-ready. The LED, light-emitting diode, lights on the M model aircraft were replaced with previously used incandescent lights because of a halo and glare problem when using night vision equipment.

— Photo by Army Sgt. Pablo Pantoja

KEEP THEM FLYING

Story by DLA Aviation Public Affairs Office

t has been said wars are won or lost based on the strength of a supply chain. Or to reference the old proverb: For want of a nail, the shoe was lost; for want of a shoe, the horse was lost.

The inability to sustain supply lines was a major cause of Civil War Gen. Robert E. Lee's surrender at Appomattox, Virginia, in 1865 and was responsible for Napoleon's retreat in 1812, during the French invasion of Russia. [See "*The Grand Failure: How Logistics of Supply Defeated Napoleon in 1812*," by Lynch Bennett, Primary Source, Spring 2011, Vol. 1, Issue 1].

Although DLA Aviation supports many airborne weapons systems, it has recently focused on four: the Marine Corps' AV-8B Harrier ground attack aircraft, the Air Force's A-10 Thunderbolt II close-air support attack aircraft, the Army's UH-60 Black Hawk tactical transport helicopter and the Navy's F/A-18 Hornet fighter jet.

What do these four weapon systems have in common to warrant a concentrated focus? Their age and the military's need to keep them flying beyond their initial programmed lifecycle. The oldest is the Harrier, put into operation in 1971, followed by the Thunderbolt II in 1975, then the Black Hawk in 1979, and last, the Hornet operating since 1983. With extended flying time and increased operations worldwide come sustainment problems the military services never anticipated when the aircraft were fielded.

An AV-8B Harrier II refuels over Iraq in support of Operation Inherent Resolve. OIR is the coalition intervention against the Islamic State of Iraq and the Levant.

As with anything mechanical, time and wear have taken their toll.

Challenges facing parts support include diminishing supplier bases; the need to replace unique components; lack of data rights, hindering development of alternate sources of repair and replacement parts; the need for parts improvement; and changes in safety needs, maintenance and engineering. That's in addition to forecasting and funding increasing operations and maintenance costs.

DLA Aviation meets these challenges through close relationships with industry and the military services and through its dedicated workforce, many of whom are prior or current military.

In all cases, DLA Aviation has teams dedicated to the health of a weapon system and the safety of our warfighters.

Up and Down, Air to Ground: The Harrier

The AV-8B Harrier II, flown by the Marine Corps since 1983, is known as the jet that can take off and land vertically. Three main problems face the aircraft,

according to a recent independent readiness review: out-of-reporting aircraft, manpower deficiencies and inefficiencies and material.

DLA Aviation and the Marine Corps are addressing the manpower problem by increasing the Marine billets assigned to the activity. By later in 2016, they will have grown the DLA Aviation Marine Corps Customer Facing Team in Richmond, Virginia, by eight members.

Marine Corps Maj. Chris Story, DLA Aviation's Harrier weapon system program manager, said the DLA Aviation AV-8B Team is developing better forecasting of parts demand to promote better supply support. He pointed out that personnel at all levels in DLA Aviation have devised ways to improve their ability to predict demand for parts.

A critical step in improving forecasting is closer collaboration with aviation industrial partners and the Marine Corps Harrier Program Office in Patuxent River, Maryland.

Story said DLA is collaborating with such program offices through the Demand Data Exchange. This program lets





customers transmit anticipated demands in the form of national stock numbers, quantities and need dates instead of waiting for the demand to occur.

Collaborative forecasting also allows the Harrier Program Office to work with DLA Aviation Planning Process

Visitors to Defense Supply Center Richmond, Virginia, may view one of the first models of the A-10 Thunderbolt II that is on loan to DLA from Shaw Air Force Base, Sumter, South Carolina.

and Strategic Acquisition Programs Directorates and start buying parts before customers need them.

The Harrier Program Office was the first to sign a Joint Collaboration Agreement with DLA to ensure this could occur. Story said the DLA Aviation team held meetings with key stakeholders to prioritize critical items inhibiting readiness.

He also said measures the team took to ensure lifecycle support

through improved forecasting, industry collaborations, fleet engagement and supplier summits, combined with continuous process improvements in fleet maintenance and supply, have led to a positive readiness trend for the Harrier.

Readiness is demonstrated by an average monthly Ready Basic Aircraft Navy statistic that improved from 46 aircraft in July 2015 to 60 aircraft in April 2016 and by the team meeting or





exceeding the Office of the Chief of Naval Operations' F-402 Engine Readiness Goal of 155 engines ready for issue for the AV-8B since December 2015.

God of Thunder

Trying to maintain an antique machine is a challenge for any collector or parts provider, whether it's a bicycle, a car or a multi-million-dollar weapon system flying critical missions.

The A-10 is one such system. A small Air Force fighter jet, the Warthog or "Hog," is an attack aircraft, providing close-air support missions for ground troops since 1975. The current model is flown by Air Force squadrons in the active Air Force, Air Reserve and Air National Guard across 10 airbases. Its service was just extended until 2022.

Steven Utz has a unique perspective on the A-10. He served as a crew chief for a Warthog while in the Air Force and now helps the overhaul of the airframe by replacing failing parts in his job as a supervisory quality assurance specialist at DLA Aviation. Now a reservist, Utz said there are no other aircraft in the Air

Force's inventory that can perform close-air support like the A-10.

"It is truly an amazing machine. I was proud to work on it and now I am proud that I get to support it," he said. "I never understood why it took so long to get parts. Now, I understand that it's not that simple. There are some parts that have not been manufactured since the A-10 was originally built."

Roy Peay, deputy chief of the Aviation and Airframes Division in Utz's directorate, agrees it's challenging to continue supporting the aircraft.

"Suppliers that were in production for these spares early on have often moved on to manufacture other products, rid themselves of tooling that has grown dilapidated, or gone out of business," Peay said.

Emery Cody, the A-10 weapon system program manager at DLA Aviation, said there are approximately 9,600 NSNs unique to the A-10 valued at more than

After identifying structural cracks on thin-skinned wings on A-10C Thunderbolt models the Air Combat Command grounded some planes, until DLA Aviation helped fix the problem.

— Photo by Air Force Senior Airman Javier Cruz

\$82.5 million, and over 25,500 common NSNs, parts that would be used in the A-10, as well as other aircraft.

The A-10 fleet has been improved on many times throughout the years. The most recent improvement is the enhanced wing assembly. The Air Force allowed Boeing to scan portions of the aircraft and create three-dimensional model drawings from the scans. Boeing also did extensive work converting existing legacy 2D paper drawings into 3D digital models. Working with revised drawings, DLA is procuring EWAs, and mechanics are replacing the old wings, which had become uneconomical to continue to remove and repair.

Some parts have not been manufactured since the A-10 was originally built.

Updating old drawings is one of the ways DLA is able to provide logistical solutions for the A-10s. New, updated



Pilots from U.S. Army 2nd Battalion (Assault), 2nd Aviation Regiment and 3rd General Support Aviation Battalion flew in over 300 Republic of Korea and U.S. Marines on 25 UH-60 Black Hawk helicopters for an air assault on the multipurpose range complex.

3D drawings minimize misinterpretation of legacy 2D drawing information and also allows for more efficient computer-controlled manufacturing of parts with today's manufacturing processes.

Utz said in general, supporting aged aircraft is a difficult task; not only are the original technology and manufacturing methods antiquated, but also the aircraft don't always conform to the original designs.

"I commend the Air Force for allowing Boeing to convert legacy drawings and create 3D models for the EWA project. I wish they would start doing this for other aircraft as well," he said.

The wings are an Air Force-managed item that DLA provides replacement parts for — panels, bolts, and structural parts. DLA is stocking NSNs for the original and enhanced wing assemblies. Some wing panels aren't interchangeable between

aircraft models, and warfighters require parts for each model flown.

Dan Phillips, chief of the A-10 System Program Office at Hill Air Force Base's Engineering Branch in Utah, said 3D drawings assist in reverse-engineering parts. For example, Air National Guard machinists in Boise, Idaho, fabricated parts for a structural repair needed after a bird struck the wing of an aircraft in flight. 3D models are also being designed for the rest of the airframe structure and its subsystems and are part of the technical data package to procure new engine nacelles, which is the casing around an engine.

Jennifer Olson is the A-10 Acquisition and Sustainment Support chief in the Air Force A-10 Program Management Office at Hill Air Force Base, Utah. She said the EWAs are just one example of the creativity needed in sustaining mission-ready aircraft and cites Air Force collaborations with Tooele Army Depot, Tooele, Utah, on the coating of ballistic foam as another.

Bird of Prey

The DLA Aviation UH-60 Black Hawk Team is in multiple locations, ensuring the helicopter is mission-ready in production, deployment and sustainment.

Bob Johnson, DLA Aviation's UH-60 weapon system program manager, said supporting the aircraft is truly a joint effort. The helicopter is used by all the military services, and the demands of one often affect the others. The Army has the most demands because it has the largest fleet, followed by the Navy, the Air Force and the Coast Guard. Although configurations are unique on each model, they have common parts, and DLA supports all platforms, including the latest, the UH-60M.

"DLA Aviation is focused on tackling three areas of sustainment of the highly utilized helicopter: safety and maintenance, parts improvements, and updating engineering changes and other improvements from industry," Johnson said.

The UH-60 team includes customer account specialists in Richmond, Virginia, who play critical roles by tracking and

expediting parts drivers on the monthly supportability analysis/stock reports; aviation forward presence teams at Corpus Christi Army Depot, Texas; and customer logistics site specialists embedded with the Army Aviation and Missile Command at Redstone Arsenal and Fort Rucker, Alabama.

Johnson said three recent maintenance updates included retrofitting all UH-60 models with self-locking transmission filter bolts. This allows the bolt to be locked down without risk of overtightening or stripping them; replacing the LED navigation lights whose positioning on the aircraft tail and side was causing glare and halo effects that interfered with night vision equipment; and retrofitting the machine-gun mounts because of design changes in the guns that interfered with the mount, requiring additional machining and an engineering-change proposal for the current contract.

Johnson said bolts are being retrofitted, new mounts are being delivered and backorders are being cleared. As to the navigation lights, he said the solution was to revert to a previous model of the lights.

DLA Aviation also faces supply challenges when the services are

restructured, as is happening now with the active Army, Army Reserve and Army National Guard units. "The Reserves are sometimes giving up aircraft, and the active Army may be turning over aircraft to Reserve units," Johnson said. "In monitoring these types of movements, we pull demand data and supportability analysis based on the weapon system platform each month to review for demand surges caused by restructuring or fiscal demand spikes."

And they're anticipating an increase in demands from CCAD where A models have been being converted to L models for the last 15 years, according to Johnson.

"As new items are identified, the system is going to pick up on the demand forecasts. The UH-60 is a high-demand platform and typically has 15,000-20,000 demands per month," Johnson said. "We have to rely on teamwork with our forward teams at CCAD, AMCOP and our industry partners to stay ahead of maintenance and safety-related issues."

Johnson said that every week the Army, Navy and Air Force H-60 weapon system program managers inform DLA of which aircraft await which parts. "They have developed a standing critical-item

list and coordinate with industry weekly to discuss issue prioritization," Johnson said. As a result, he said in 2015 DLA Aviation exceeded its UH-60 depot backorder-reduction goal by over 30 percent, and material availability has been consistently over 90 percent.

The Hornet's Nest

F/A-18 Hornet fighter jets, flown by Navy and Marine Corps pilots, have patrolled U.S. and international airspace for more than 30 years. The U.S. bombing of Libya in 1986 and the wars in Iraq and Afghanistan are just a few examples of the missions they have flown.

The old, worn-out legacy Hornets, models A through D, were scheduled to be phased out; however, delays in a replacement jet means the Navy needs to upgrade jets already in the fleet. According to the Navy, some F/A-18 A through D models will now be going from a 6,000-hour lifespan to 10,000 hours or more. This will keep these models flying until 2035, much longer than ever

The F/A-18E Super Hornet is the world's most advanced strike fighter. Designed to operate from a carrier, the Super Hornet is fully capable in both air-to-air and air-to-ground missions.

— Photo Courtesy U.S. Navy



Navy Seaman Tomas Complain



anticipated. The E, F and G models are expected to keep flying until 2040.

More than 400 of the fleet's aircraft have been sitting idle because of various problems, according to the Navy. In the spring of 2015, the Navy allocated more money to buy the parts to keep these jets flying.

To meet the Navy's requirements, DLA Aviation in Philadelphia set up a team focusing on high-priority requirements, including the F/A-18 flight-control surfaces. These are any replaceable parts visible on the outside of the plane that attach to the main body of the jet, including the wings, rudders, tails and horizontal stabilizers.

Brian Farrington, a supervisory contract specialist and the team's branch lead, said, "With this volume of work and the urgency level, it is an extremely daunting task due to many factors."

Factors challenging F/A-18 support are similar to those that affect other weapon systems such as the need to resuscitate supply chains that haven't manufactured parts in years; sole-source procurements of the necessary parts;

Sailors stand by while an F/A-18 Hornet launches from the flight deck of Nimitz-class aircraft carrier USS Dwight D. Eisenhower. DLA Aviation in Philadelphia has stood up a tactical tiger team to ensure the F/A-18 continues supporting the needs of the fleet.

a diminishing supplier base; unique component replacements; and a lack of data rights hindering the government's ability to develop alternate sources.

Lee Wagman is the tactical contracting division chief and leads the team who are working to overcome potential obstacles in acquiring essential parts — not only through multiple, standalone contracts, but also through long-term contracts with the original equipment manufacturer.

"The only way we are going to bring [F/A-18s] back into service is to

Sailors perform maintenance on an F/A-18E Super Hornet from the Top Hatters of Strike Fighter Squadron (VFA) 14 USS John C. Stennis' hangar bay. DLA Aviation supplies parts for the F/A-18.

buy parts and make them flightworthy again," Wagman said. "When the F/A-18 reaches what the Navy calls 'life limit,' certain parts on the jet need to be replaced to ensure the safety of the plane and the pilot."

Adding to the pressure is that DLA Aviation in Philadelphia is now supporting three times the F/A-18 requirements as in past years.

Farrington said meeting increased F/A-18 demands and requirements is a great example of how DLA Aviation is constantly positioning its resources to best support the needs of DLA customers and the warfighter.

These aircraft are just four examples of the sustainment challenges faced and overcome every day by more than 3,500 DLA Aviation employees in 18 U.S. locations — employees whose No.1 goal will always be warfighter support and safety. ★

Amy Clement, Catherine Hopkins, Bonnie Koenig and Leon Moore contributed to this story.

Navy Seaman Sabrina Fine



A PROPER FIT

Story by Michael Molinaro, DLA Land and Maritime Public Affairs
Photos Courtesy Defense Supply Center Columbus

The manufacturer's tooling was in bad shape. Depots were supplying remanufactured used parts in insufficient quantities. It was already taking 120 days to get the part to the troops, and demand was heavily outweighing production.

Fortunately for the warfighters, a team from DLA Land and Maritime and the Ohio Army National Guard came up with a solution to keep the Humvee rolling along in Afghanistan and elsewhere — demonstrating how innovation combined with determination

help better serve the warfighter.

The Humvee torque converter experienced a surge in demand from the Afghan National Army in September 2014. This surge, coupled with monthly use of 240 converters, placed a huge burden on DLA Land and Maritime to keep up. In an automatic transmission, a torque converter transmits or multiplies torque, the twisting force an engine generates to rotate a driveshaft, which in turn rotates the axle connecting the wheels.

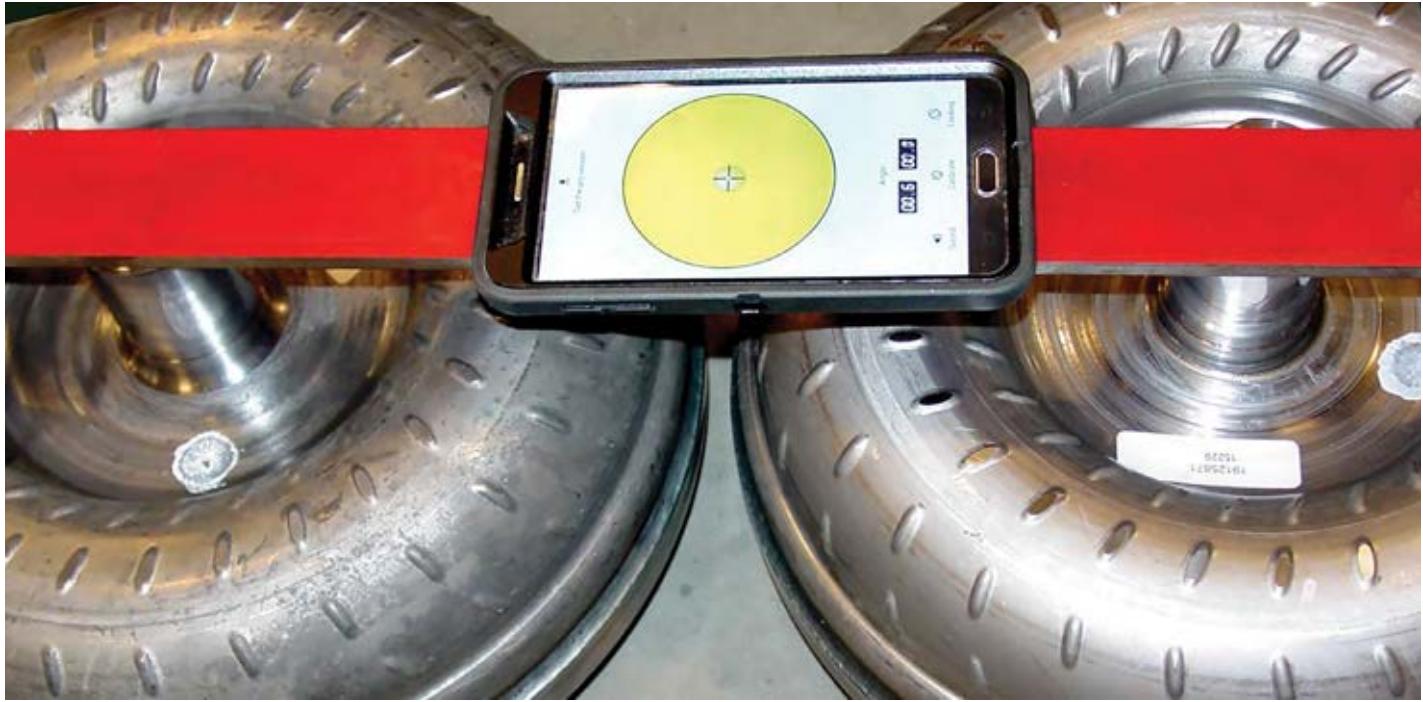
At the same time, the approved sources, General Motors and AM General,

experienced shortages of remanufactured used parts, or cores, in the supply system, and the tooling shared between the two suppliers had capacity problems that limited production to 150 per month.

Faced with this shortage, GM designed a new torque convertor that could be used in commercial and military vehicles. This proposed "hybrid" part has

Army Sgt. 1st Class Joshua Brown with the Ohio Army National Guard tests the fit of a transportation bracket, finding the proposed torque converter has the same fit against with the transmission flange as the current item.





The output-shift level test checks the shaft ends of the current torque converter (left) and the proposed item (right) are the same height above the floor.

a production lead time of 30 days versus 120 days and comes with a cheaper price tag, falling in line with DLA's culture of continuous improvement.

"The hybrid can be used in commercial and military vehicles, so with adequate demand, they can keep a line running and increase throughput," said Dan Krist, an engineer with DLA Land and Maritime. "The adequate supply of cores would probably contribute to reduced lead time as well."

Meanwhile, obstacles still stood in the way. The tooling operation wasn't functioning correctly, and its representatives said GM could not increase production for new parts. Army depots were supplying cores to obtain remanufactured parts but still in insufficient quantities. The only option was to convince the Engineering Support Activity at TACOM Life Cycle Management Command in Warren, Michigan, that the commercial hybrid would meet Humvee fit and function requirements.

To see if the new torque converter would work as an alternate item, a fit check was needed to ensure it would be compatible with the Humvee engine and

transmission. But the ESA had facility and funding problems that kept it from doing the testing.

So personnel at DLA Land and Maritime began searching for an in-house alternative. Mohammed Cisse, the Land Supplier Integrated Support Team chief, asked the Engineering and Technical Support directorate to evaluate options. Cisse and his team ensure the right contracts get awarded and expedited, so that troops in theater get the parts they need on time. He didn't have time to wait for others to come up with a solution. Little did he know one was a few blocks away at Defense Supply Center Columbus.

Right down the road on the DSCC installation is the Ohio Army National Guard's Combined Support Maintenance shop. Engineers from DLA Land and Maritime had worked with the Guard on

"The hybrid can be used in commercial and military vehicles, so with adequate demand, they can keep a line running and increase throughput."

— Dan Krist

other Humvee fit tests on parts such as windows, so they gave it a shot and called down to the shop.

"That day they just happened to have a vehicle disassembled with a 6.5-liter Humvee engine block available for the fit test," said Joe Crum, a DLA Land and Maritime engineer. "It was simply a matter of timing and luck."

GM shipped the new torque converter, and Sgt. 1st Class Joshua Brown performed the fit test as DLA Land and Maritime engineer Jeffery Carpenter watched and prepared the report for TACOM. The item was very similar in appearance to the original, and the differences were so slight that it's unlikely a maintainer would be concerned that the part was not a valid replacement part. The engineers checked the thickness of the two torque converters; they were the same, and the torque converter seated well. When the testers rotated it by hand, they noted no unusual resistance and no scraping sound.

Carpenter said tests with both torque converters showed no significant performance margin relative to the specification. It passed.

Aside from the fit test, TACOM also had a requirement for a function test using a transmission dynamometer — a device for measuring twisting force

(torque), or horsepower (the ability to produce torque at speed). For example, the power produced by an engine, motor or other rotating prime mover can be calculated by multiplying torque and rotational speed, or revolutions per minute. A commonly cited general formula is $HP = \text{Torque} \times RPM \div 5252$.

"TACOM was going to contract out this test and bill us — it would have been very expensive and time consuming," Crum said. "It just so happened the Army National Guard had a dynamometer and agreed to perform the function test for free. We had no idea they had one of those."

To run the test, the transmission subassembly is mounted on the dynamometer. A short lever allows the technician to manually shift gears between park, reverse, neutral and drive. Other connections allow control and data signals to pass between the control

console and the transmission. Once the transmission is at operating temperature, the automated test measures stall torque and then takes a series of measurements of the main pressure under 12 conditions of input rpm and gear selection.

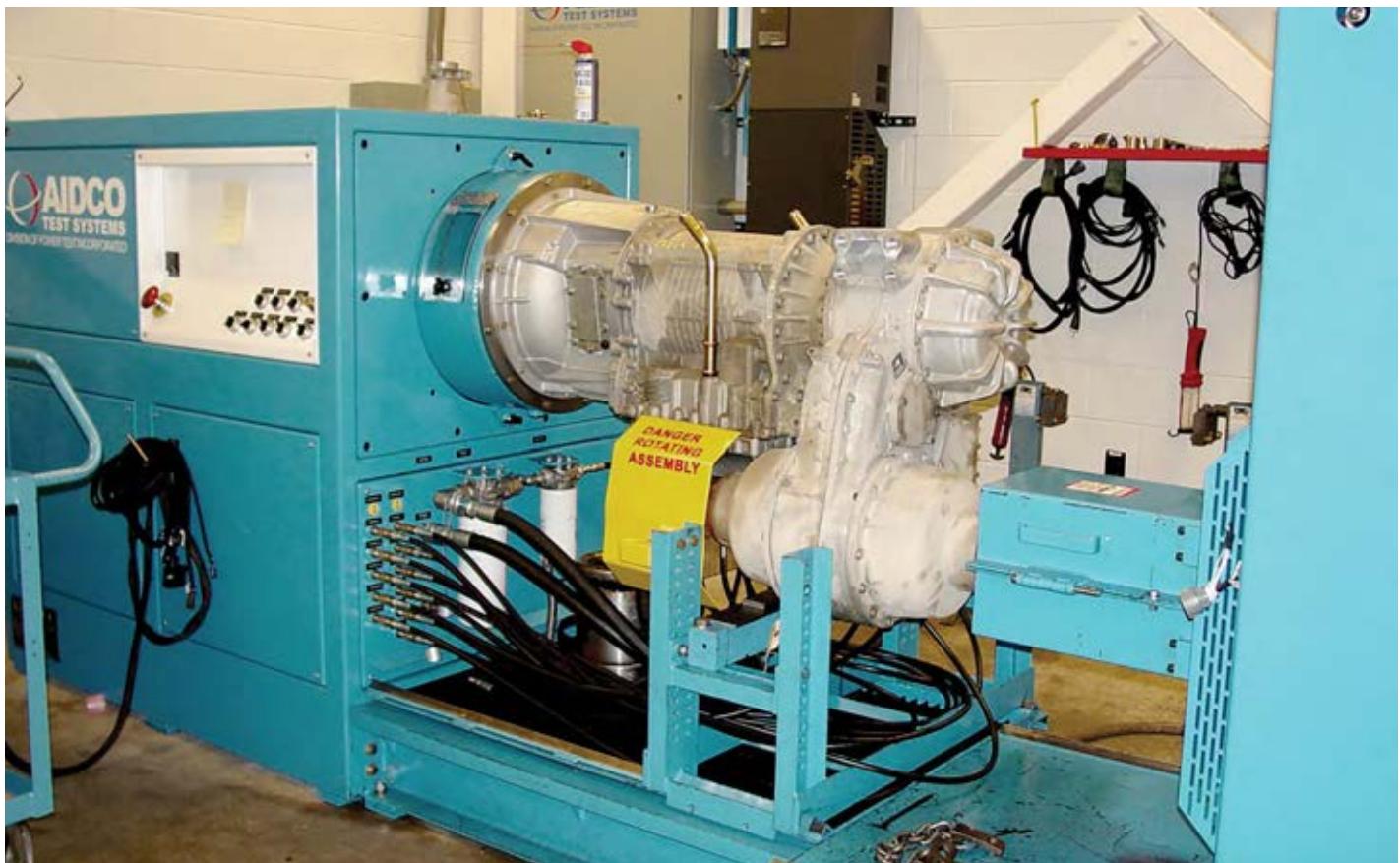
A transmission test of a current configuration transmission and torque converter conducted on the same dynamometer was used as a baseline for evaluating the similarity of the proposed torque converter. According to Crum, the performance was nearly identical. In addition to the data in the appendix, the console had an indicator light that showed the torque converter locking up as expected during the test. The data showed that both subassemblies met the specification and that their performances were very close together in the band of compliant hardware.

Only five days elapsed between the time

the torque converter was received, tested and approved. After some apprehension by TACOM, this effort allowed the ESA to approve the new hybrid design. Cisse said "a little proactivity and a lot of luck allowed us to complete the tests in such a short period of time."

"This collaborative effort will improve the [inventory] health of this [item] and increase DLA Land and Maritime's response to the warfighter on all future demands," Cisse said. "Fort Hood is planning to use over 3,200 of the torque convertors by Fiscal 2017 to rebuild the Humvee transmissions. It's definitely a win-win in warfighter support."

By analyzing and developing a process management solution that consolidated, standardized, and integrated the total DoD supply chain, DLA Land and Maritime realized savings, avoided costs and improved warfighter support all at once. ★



The Ohio Army National Guard's Combined Support Maintenance Shop at Defense Supply Center Columbus tested the "hybrid" with their transmission dynamometer. The transmission subassembly is mounted on the dynamometer, and technicians use a short lever to shift gears between park, reverse, neutral and drive. Other connections allow control and data signals to pass between the control console and the transmission.

FACTORY TO FOXHOLE



Story by Beth Reece

Together, the Defense Logistics Agency and U.S. Transportation Command connect the logistics pipeline from factory to foxhole. Broadly speaking, one acquires the supplies warfighters need; the other transports them.

"We have distinctly different functions, but they're complementary. The more we take our supply background and mesh it with USTRANSCOM's expertise in transportation, the better chance we have of improving our support to customers and saving money along the way," said Andy Monday, deputy division chief of DLA Logistics Operations' DLA-USTRANSCOM Division.

In 2003, the Defense Department appointed USTRANSCOM as the distribution process owner for the military's global distribution network. As the DPO, USTRANSCOM synchronizes worldwide distribution operations with combatant commands, the military services, DLA, and agencies such as the Army and Air Force Exchange Service and General Services Administration, all of which rely on the same transportation modes to get supplies to warfighters.

The new designation sparked a stronger understanding among DLA officials of how the transportation pipeline works and led the agency to reconsider the placement of stock and adjust internal distribution strategies to better fit USTRANSCOM's capabilities, said Tom Shively, DLA's liaison officer to USTRANSCOM since 2005 and a member of the DLA-USTRANSCOM Division.

The two groups collaborated even more with the creation of the DLA-USTRANSCOM Division under DLA Logistics Operations in 2012. It is a little-known asset, but the team's mission is similar to that of DLA Central, DLA Pacific and DLA Europe & Africa, which focus solely on the supply needs of regional combatant commands. USTRANSCOM is also a combatant command, although its focus is functional rather than regional.

Among the newest benefits of the DLA-USTRANSCOM partnership is the Sustainment Dashboard, an electronic system that monitors the movement of cargo to customers' locations. USTRANSCOM and DLA Logistics Operations officials began collaborating on the tool last year after recognizing the vast difference between tracking methods for sustainment cargo and deployment cargo.

"Deployment cargo is stuff that's identified for shipment ahead of time. You line up the best way to move it ahead of time, you build the cargo ahead of time and arrange for the lift ahead of time," Shively said, adding that the movement of deployment cargo is tracked to the nth degree.

Visibility for sustainment cargo was limited, however. Sustainment cargo includes items like food, fuel and repair parts that are sourced, booked and transported according to need. With the Sustainment Dashboard, logisticians can now place such commodities on a close-watch list. Material that doesn't arrive at a certain port on time or is otherwise

XHOLE



Air Force Senior Airman Rory Nowosielski stands on the ramp as container delivery system bundles exit the aircraft during a high-altitude airdrop mission in a C-17 Globemaster III over Afghanistan. Close collaboration between DLA and USTRANSCOM make such deliveries possible.

— Photo by Air Force Staff Sgt. James L. Harper Jr.



Air Force Staff Sgt. Larry Reid Jr.

Air Force Master Sgt. Rob Taylor and Staff Sgt. Ken Toney, both C-130 Hercules loadmasters assigned to the West Virginia National Guard's 130th Airlift Squadron, push a pallet onto a K-loader during Exercise Turbo Distribution in Gulfport, Mississippi. The exercise gives DLA and USTRANSCOM a chance to improve how they provide support during humanitarian aid and disaster relief.

delayed is highlighted, signaling to users that something is off track.

"In the past, there was no single way for us or the customer to know something was going wrong. Now, we get an alert and can start developing alternative strategies to get the material where it's supposed to be before mission failure occurs," Shively said.

The DLA-USTRANSCOM Division also made it easier for DLA to be among the first to respond during emergencies. In 2006, USTRANSCOM created the Joint Task Force-Port Opening to provide a joint expeditionary capability that could rapidly establish and initially operate a port of debarkation, as well as conduct cargo-handling and movement operations, in support of combatant command-led contingencies. Because the JTF-PO is led by a combatant command, it can seek verbal permission from the secretary of defense to take action during the initial stages of a contingency operation or humanitarian assistance.

"Normally when you go into a theater like this, you have to have authority from

DLA Logistics Operations team members discuss transportation requirements with a local logistics company during U.S. Transportation Command's Turbo Distribution 15-7 exercise at Joint Base McGuire-Dix-Lakehurst, N.J. This is the first time a DLA support team participated and deployed with JTF-PO first wave forces.

the secretary of defense to be there. In some cases, you have to contend with whether the U.S. presence is welcome, whether it's allowed. And, if it is, sometimes countries put limitations on what we can do," said Glenn Werlau, a logistics management specialist on the DLA-USTRANSCOM Division team.

Superstorm Sandy in 2012 and Operation United Assistance in 2014 made it clear DLA should be among the first elements on the ground, Werlau added. While then-DLA Director Navy Vice Adm. Mark Harnitchek coordinated with his superiors at the Pentagon to get approval from the secretary of defense for DLA to quickly respond to those efforts, he and other agency leaders viewed the process as problematic.

USTRANSCOM and DLA officials worked together last year to have DLA designated by the secretary of defense as a deployable capability in the Global

Response Force Execute Order, making it a part of the JTF-PO construct. Two 13-member DLA support teams that can deploy on short notice have been created and begun participating in training exercises. [Editor's note: See "Logistics, Live and On Location," page 2.]

"The beauty about having these DSTs is the members will be on the ground assessing things early on and can influence what other DLA assets are pushed forward to support," Monday added.

The Campaign Plan for Global Distribution is another USTRANSCOM-led effort that gets frequent input from DLA. Its goal is to create a global distribution network that can adapt to changing environments. DLA-USTRANSCOM Division's Eileen Granfield, a logistics management specialist, works with leaders at DLA field activities such as DLA Distribution and DLA Troop Support to influence the plan. Topics range from vendor vetting and acquisition processes to the location of fuel.

"It benefits us and everyone else is in the distribution community of interest to be a partner in this plan because it gives us the chance to improve the global distribution network for warfighters in any theater in the world," Granfield said.

Engaging with organizations like the National Defense Transportation Association and National Defense Industrial Association helps the DLA-USTRANSCOM Division stay abreast of potential problems.



DLA Distribution

"Something that may seem irrelevant to DLA just by topic may actually be strategically important. If NDTA projects that there'll be a shortage of commercial airline pilots in the future, for example, that's a big deal to us when it comes to delivering supplies," Granfield said. "Such organizations are also more likely to get word of the potential for a shutdown or protest in an industry that the agency's military customers rely on for critical material," she continued.

Cyber security is another issue that could affect multiple parts of the supply chain, and lessons already learned by commercial industry could help shape how DLA and USTRANSCOM mitigate risk. The two organizations are already conducting exercises to determine how to react in the case of a cyberattack. In February, DLA and USTRANSCOM tested their ability to move a select sample of items, offline.

"Our focus is to figure out what it would take for both organizations to work offline for a sustained amount of time," Granfield said.

Members of the DLA-USTRANSCOM Division are committed to the growing partnership, Shively said from his office at USTRANSCOM's headquarters at Scott Air Force Base, Illinois.

"We take this very personally, whether we're located here with USTRANSCOM, with DLA Headquarters at Fort Belvoir, Virginia, or any of DLA's field activities," he said. "If you ask what keeps me up at night, sometimes it's whether we let the warfighter down. That can be bothersome to me and to all the staff out here. We recognize how important the mission is."

The next step in the DLA-USTRANSCOM relationship will take place in August, when the DLA-USTRANSCOM Division chief will be embedded with the USTRANSCOM staff at Scott Air Force Base. ★

A C-17 Globemaster III aircrew from the 816th Expeditionary Airlift Squadron loads container delivery system bundles onto the aircraft prior to an airdrop mission in Afghanistan. To track such cargo, DLA and USTRANSCOM use the newly created Sustainment Dashboard, an electronic system that monitors movement all the way to customers' locations.

Air Force Staff Sgt. James L. Harper Jr.



A Conversation with . . .

Air Force Col. Michelle Hall

Air Force Col. Michelle Hall, who wraps up a year as DLA-USTRANSCOM Division chief in August, spoke with Loglines about what the division has accomplished in the past year and what changes are in store.

For readers who are unfamiliar, how is DLA-U.S. Transportation Command different from U.S. Transportation Command?

Great question! A surprising number of people around DLA think the folks in DLA-USTRANSCOM are, in fact, from USTRANSCOM. There are several personnel assigned to our division — some at DLA headquarters and four at USTRANSCOM headquarters at Scott Air Force Base, Illinois. We are all DLA employees and not assigned to USTRANSCOM.

Our division is similar to DLA's regional commands in that we are a combatant command-facing organization. We are different in that they are not our customer in the traditional sense of the word: DLA does not provide USTRANSCOM with supplies the way we might U.S. Central Command or U.S. Africa Command. Instead, USTRANSCOM is one of DLA's most important partners and our division works every day to improve the partnership.

Our division has only been here since 2012, and our partnership with USTRANSCOM has evolved over the years since then. We've partnered with USTRANSCOM in a lot of different areas. Facilitating

the participation of our DLA Support Teams as part of a Joint Task Force Port Opening group in multiple Turbo Distribution exercises is just one aspect.

When I first came on board last summer, the first thing I was told by [Air Force Lt.] Gen. [Andy] Busch and [Air Force] Gen. [Darren] McDew, who had just taken over as

USTRANSCOM commander, was to help the partnership and we have tried to ramp up our efforts.

Since January, we have been executing a strategic engagement plan where we've met with DLA joint staff directorates at the GS-15/military division chiefs level, the director's staff and many of our primary-level field activities to provide a briefing on what we can do to help and about things USTRANSCOM and DLA are doing. We've also increased the number of times division leadership visit USTRANSCOM and conduct key leader engagements. Our goal has been to find out what the agency might be doing with USTRANSCOM that we may not be aware of and find ways to help them with their efforts.

We've also tried to engage in operational issues to have a positive impact. For example, we've participated in a Class I [subsistence] working group with DLA Troop Support, DLA Distribution, USTRANSCOM and others to improve support to the warfighter. Another example of something our



Air Force Col. Michelle Hall, chief of the DLA-USTRANSCOM division.

team has helped with: We worked with the Surface Deployment and Distribution Command, a component of USTRANSCOM, to obtain a waiver on a one-time-offer for the movement of 18 Class 1 [subsistence] containers. This waiver was granted, and the customer shipping these items saved \$1.2 million in shipping costs.

We have very smart and experienced folks who work every day to look at all options, integrate information and solve problems. I think we are sometimes like gold miners looking for nuggets. We're out there looking at ways to improve this partnership and ultimately, support to the customer.

You've been the DLA-USTRANSCOM Division Chief since August 2015. What's been the most challenging thing your division has tackled in that time?

There have been a number of challenges over the past year but I think definitely — and it wasn't only our division involved in this but a huge team effort across the DLA enterprise — the opportunity to provide humanitarian assistance to [refugees fleeing] Syria and Iraq was one of the most difficult challenges we've faced. The story about this humanitarian relief has been told a number of times, so I don't want to revisit it. But it was an extremely complicated undertaking, and we had a very short timeline. Coordinating requirements, information and processes among very high-performing, super-capable organizations, some of whom may have thought very differently than we did. Integrating all those pieces was wicked-challenging, but we were proud to play a very small part of the plan.

If that was the most challenging task of the last year, would you say it was also DLA-USTRANSCOM's biggest achievement in that period?

We're definitely super-proud of the support we were able to

provide. But in addition — and again, we're just enablers to a larger team effort — we are proud of the work we've done helping to stand up the Rapid Deployment Initiative and to help our DLA support teams become more robust. Increasing partnership with multiple exercises and helping to build the program is also something we're proud of and excited about. Glenn Werlau from our office helped draft the Memorandum of Agreement between USTRANSCOM and DLA about this program. It was signed in January, and it's been very exciting to see the program mature. We're happy to be part of that, because it has the potential to provide really great capability to the warfighter and the combatant commands. There are many other things we've worked on this year we are proud of, but this is one big example.

What changes are in store for DLA-USTRANSCOM as you prepare to hand over the reins?

One of the most obvious changes will happen in August when the military division chiefs position, my current position, moves to USTRANSCOM. Other combatant command facing organizations (DLA-Europe/Africa, DLA-Central, etc.) have a military division chief at the combatant command. The DLA director decided to move this position to Scott Air Force Base and USTRANSCOM headquarters later this summer. This will provide a more robust forward presence with USTRANSCOM, who the director has said is our most important strategic partner, due to the interrelatedness of our processes.

Going forward, this will change the dynamics in the way we communicate and work through issues with DLA. While

we already have a team of four at USTRANSCOM Headquarters, this change will put more capabilities forward with the organization we are partnering with. And there's a lot to be said for that.

August 3, we'll have our annual USTRANSCOM-DLA Day, where senior leaders from USTRANSCOM and DLA will converge on the [McNamara Headquarters Complex]. We have an interesting agenda planned for this event and we hope it prompts important discussion and further partnership. And that will essentially be the transition date for both me and [Air Force] Col. Michael Erhardt, who will take over as the DLA-USTRANSCOM division chief in August. There is a lot more work to be done between USTRANSCOM and DLA — we probably haven't even scratched the surface this year — and it will be exciting to see what Col. Erhardt and the team do in the future.

What's the one thing you'd like someone who doesn't work directly in logistics to know about DLA-USTRANSCOM?

I would like them to know DLA-USTRANSCOM is here to help. We are strategically minded in that we work to improve partnership with USTRANSCOM on far-reaching and strategic issues, but we are also operationally focused in that we want to help enable the efforts of others in the DLA enterprise with the main goal of improving support to the warfighter. I would ask people to give us a call or include us on an email on something they are working with USTRANSCOM. And more times than not, we can help. 



SYNCHRONIZING THE EFFORT

Story by Dianne Ryder

At the lowest level of the McNamara Headquarters Complex is an organization that operates clandestinely; its mission is not widely known to most Defense Logistics Agency employees. But the Joint Logistics Operations Center is at the very heart of DLA's operations.

In some form, the JLOC has been in existence as long as DLA itself, said Don Bruce, deputy chief of the JLOC.

"The basic requirements that we've had to fill have always been there," he said. "The focus of the JLOC is on synchronizing the effort of the staff and our field activities to support operational requirements."

Though Bruce admits his team of 55 personnel are working "in a vault with no windows," the restricted environment is

necessary, since a lot of JLOC's duties and responsibilities are classified.

The JLOC falls under the purview of DLA Logistics Operations and operates 24/7. It comprises all four military services, as well as civilians and has three branches or "pillars": Plans, Exercises and Readiness; Mission Support; and Current Operations, said Navy Cmdr. Juan Uribe, Current Operations chief.

"In a constantly changing environment, JLOC provides continuity of knowledge," he said.

In a tiered nerve center of activity with several television screens at the front of the room, members of Uribe's team keep abreast of world news and events by tracking business and operational highlights and significant weather

systems that might threaten operations at combatant commands. The room is also the setting for daily briefings to DLA senior leaders.

All of these tracked highlights, including leadership travel are compiled into an executive summary report disseminated to key DoD leadership and across the enterprise, Uribe said.

The operational requirements take the form of current operations — events taking place presently or in the near term, Bruce said.

"As an example, with our support to daily operations and the contingencies taking place in Iraq or Afghanistan, we're ensuring the information about what is happening over there, what the situation is and what the requirements are is clear and understood," he said. "We are facilitating that sharing of information so that everybody in the agency has what we call a common operating picture."

However, not all JLOC's operations are classified, Bruce said — particularly humanitarian assistance missions, such as Operation United Assistance, in which DLA supported the Ebola response in western Africa. This operation was almost entirely unclassified in nature.

"There were some portions that were conducted in a classified environment

The Joint Logistics Operations Center is DLA's full-time coordination point for global logistics activities.

up front and then later on, it moved to the unclassified environment," Bruce said. "So we adjust to the situation, realizing the majority of the agency and our industrial base partners work in an unclassified environment. We try to keep the information at the lowest level of classification that we're allowed."

Regardless of the scenario, DLA's processes in providing, acquiring and distributing materiel to its customers are similar, Bruce said.

"Whether we're engaged in a fight with an enemy in a foreign country, supporting the Federal Emergency Management Agency somewhere in the United States, or supporting U.S. Agency for International Development doing relief efforts for a natural disaster somewhere, the steps are the same," he said.

The key to success is sharing information and coordinating activities of the staff and the primary level field activities, Bruce said.

"Going through the same planning process of examining facts, assumptions, developing courses of action and providing information to senior leaders so they can make a decision — those are the fundamental building blocks, regardless of the scenario," he said. "We're very good at performing those steps, and we can adjust the processes to the situation and have the agility to adapt to whatever nuances come up."

The JLOC's mission support branch is responsible for recruiting, training,

equipping and deploying DLA's support teams for the agency's forward presence in a particular mission, Bruce said.

"That can take the place of a full DLA support team for something that pops up and happens immediately, or an enduring operation like Operation Resolute Support in Afghanistan, where we've been doing this for years," he said. "It's about individual augmentation or rotating out personnel so that we're not turning over a whole team at once."

While it's important to maintain a continuous presence in certain areas with an experienced cadre of personnel, the JLOC also recruits and trains members of the agency's rapid deployment initiative, Bruce said.

Uribe compared the seamlessness and cohesion of the trained mission support teams to the Navy's team of demonstration pilots who perform at air shows across the nation.

"When these teams coordinate with each other enough times and get familiar enough with each other, understanding what everybody is supposed to be doing, it's a lot like watching the Blue Angels," he said. "The different primary-level field activity commanders and DLA joint staff directorates are able to slip into the formation at the exact time and know exactly what they're doing, and it becomes very well-synchronized."

Uribe referenced the team's efforts in the humanitarian assistance and disaster

relief mission performed in Iraq for individually displaced persons.

"We had to have the team from contracts be able to draft up some pretty complicated contracts in a very short time. And the people from DLA Troop Support helped staff those contracts and make sure they were ready to go. The people from DLA Distribution had to know exactly what that distribution network was going to look like," he said. The JLOC was also "coordinating with people from U. S. Transportation Command, USAID and with Department of State ... so it was a function of understanding what everybody was capable of doing."

He also spoke about DLA's significant role in the Syrian crisis, when thousands of refugees fled to Turkey, Jordan and Lebanon. [See story here: <http://go.usa.gov/cJzAB>]

"DLA contracted out non-food items to help support that effort," Uribe said. "The Department of State came to the Department of Defense with a list of requirements. U.S. Central Command was given the lead, but DLA was given the responsibility for funds allocation and execution," he added.

"It tells us a couple of things: No. 1, it shows how much faith they had in how

Members of the Army, Navy, Air Force and Marines board an Air Force C-17 Globemaster III during Operation United Assistance to provide logistics, training and engineering support efforts to contain the Ebola virus outbreak in western Africa.

Air Force Staff Sgt. Gustavo Gonzalez



good we were in executing the mission, and No. 2, it just reiterated how good we are at picking it up and going."

"It was like orchestrating a symphony and making sure that all the notes were harmonious," Bruce said.

"The range of items DLA procured and provided to the sites went from medical supplies, pharmaceuticals, clothing items, health and comfort items — the things refugees would need," he said. "And there was a lot of communication with the State Department and the non-governmental organizations to make sure what we got actually fit the requirement

— that it was the right type of item that the refugees would be familiar and comfortable with."

Bruce said JLOC's key role is not only to provide daily supplies and services to military and civilians at their home installations.

"The field activities do that very well every day," he said. "The challenge is providing those supplies and services in some new location in the middle of a crisis. Determining the requirements and orchestrating that effort to make sure the material and the services are provided ... is where the JLOC mission becomes very important."

Performance assessment is important to learn what does and doesn't work well, Bruce said.

"There's also the future piece: What do we think is going to happen in the future, and are we prepared to provide support so that when the situation changes, there isn't a delay in DLA support for that evolving situation?" Bruce said. "That's what the Plans, Exercises and Readiness branch does."

Personnel in the Plans, Exercises and Readiness branch attempt to predict how future operations and requirements might evolve by working up deliberate plans for operations that may occur, Bruce said. Many simulations focus on scenarios involving U.S. adversaries.

"Within that branch, there's a responsibility to help develop DLA's participation in exercises conducted by combatant commands or other external organizations within DoD, or to develop our own exercises focused on DLA objectives to help train, prepare and measure our readiness," he said.

"There's a lot of effort going into understanding the plan, designing some sort of an environment where it's realistic, and we're actually going through the steps of what we do in that situation if it were actually happening," Bruce said.



Michaella Olson talks with Navy Seabee engineers during a visit to an Ebola treatment unit construction site in Sinje, Liberia. The ETUs were built during Operation United Assistance, the Defense Department operation supporting the U.S. Agency for International Development-led humanitarian effort to contain the spread of the Ebola virus in West Africa.

To measure and record efforts and lessons learned in any given exercise, DoD uses the Defense Readiness Reporting System.

"As an agency, we have derived what we believe our mission-essential tasks are," Bruce said. "We measure how well we think we as an agency are at performing those mission-essential tasks, and if we don't think we're measuring up to the level we should be, then we look at how to correct that."

Other categories of semi-predictable events are seasons when storms and other environmental conditions are prevalent, Bruce said.

"In the past, we've run internal DLA exercises that have prepared us for the hurricane season or the wildfire season," he said. "We realize before that season

starts in May or June, we need to make sure the staff is prepared because there's been turnover of personnel or because we haven't had a hurricane in a year or so, and we don't have any practical experience."

These exercises can be specifically designed for participants to practice and become familiar with the type of requirements involved.

"We're actually driving the exercise. And in some of those cases, we either ask the external organizations to participate, or if they're busy, we have role players that play the role of FEMA or U.S.

Northern Command or one of the other agencies we would interact with," Bruce said.

In mid-May, the JLOC participated in a disaster-support exercise to prepare for a "defense support of civil authorities" scenario of an earthquake in an area known as the Cascadia subduction zone in the northwestern United States.

"It's a real possibility there are some major fault lines in that area. And USNORTHCOM conducted an exercise in June called Exercise Ardent Sentry that several of the western states, FEMA and many other

organizations are going to be participating in," Bruce said. "We're holding a very small internal exercise using the exact same scenario, and that helps us prepare for that bigger exercise coming up in a few months."

JLOC personnel view themselves with a critical eye and strive for perfection, Uribe said. Again, he likened JLOC's level of excellence to the Blue Angels.

"After an airshow, the pilots and the support team ... sit down and talk through every single aspect of the event," he explained. "They identify flaws that people from the ground would have never noticed.

Uribe concluded: "The enterprise always benefits from the insights gained during these sessions, proving the point that the world of logistics is in a constant state of change."

AN AMERICAN STORY

FROM REFUGEE TO ARMY OFFICER TO DLA POLICE CHIEF

Story by Chris Erbe
Photos Courtesy the Lo Family

His life reads like a novel. Chuepheng Lo, or Ping, as most people call him, was six years old in 1975 when he, his family and his entire village left their home in Laos and walked hundreds of miles over mountains and through jungles, mostly at night, to escape certain death at the hands of the Viet Cong.

Today, however, he is known as Chief Lo. In a badging ceremony April 6, Lo was named chief of the 70-member Defense Logistics Agency San Joaquin Police Force in California. Still in his first days on the job, he shared his remarkable story of adversity and resiliency.

Lo is of Hmong descent, a member of the mountain dwelling tribes of Laos. Lo's father was the chief of the village of Somtong and the provincial governor of Xaiyaburi Province. Lo was the middle child in a family of seven siblings — four boys and three girls.

During the Vietnam War, the freedom-loving Hmong sided with the U.S. and fought the North Vietnamese along the Ho Chi Minh Trail. The trail went from North Vietnam, through Laos and Cambodia, allowing the Viet Cong access into South Vietnam. By 1975, Laos had fallen into enemy hands, and the lives of the Hmong were in jeopardy. Lo was one of about 100,000 Hmong who fled to refugee camps in Thailand.

"One night, my dad got together with the other village elders," Lo said. "We picked up the whole village and left. It was

Defense Logistics Agency San Joaquin Police
Chief Chuepheng Lo.



Chuepheng Lo (second from left) and his ROTC platoon relax in the barracks after training, Fort Lewis, Washington, June 1991.

kind of like our ‘Trail of Tears’ that the American Indians went through, where we just walked from our hillside villages to the Thai-Laotian border, which was the Mekong River. We walked for about a month.”

The trek cost many lives. Out of 800 villagers who had started the journey, 600 made it to the river border.

“My most haunting memories about that exodus from Laos were of the elderly that didn’t make it,” Lo said. “I remember some of our people making a lean-to off the beaten path for two elderly couples, and they just got left there because they couldn’t make the trek anymore.”

Once the villagers reached the border, making the crossing over the Mekong River presented another challenge.



“We made makeshift rafts out of bamboo so we could cross the river into Thailand,” Lo said. “During the crossing, we lost several more people.”

Once Lo’s family made it into Thailand, they were put up in a refugee camp, where they stayed for about a year. Catholic Charities USA sponsored them

and brought them to the United States in August 1976. They landed in the western part of Kansas, in the town of Goodland — a place that could not have been more different from where they came.

“Our sponsor was a retired lieutenant colonel who had fought in the Korean War,” Lo said. “To this day, we still call him Grandpa Hill. He was by himself and had a three-bedroom basement apartment where he put us up. We stayed there in Goodland for about two years under his sponsorship and with help from the local church.”

Lo started kindergarten unable to speak any English. In time, he learned his new language very well.

“One of the fortunate things for me was that I got to start at the beginning with an American education,” Lo said. “People are surprised that I was born in Laos, came over at age seven and speak today without an accent. It was because I was able to take advantage of the education process in the United States.”

Lo continued his education, moving to Denver in 1979 and Stockton, California, in 1981. He joined the Army after receiving an ROTC commission and earning a bachelor’s degree in philosophy at the University of California Santa Barbara. Lo retired from the Army after



The Lo family in Laos, 1972. Chuepheng Lo (age 3) is fourth from left, seated.

20 years in 2012, having spent his career as a military police officer. During his time in the military, he served overseas tours in Alaska and Germany, an operational tour in Kuwait, and a combat tour in Iraq, earning a Bronze Star, Purple Heart and a Combat Action Badge.

When he considered his decision to commit to a 20-year career in the Army, Lo said it went beyond a sense of patriotic duty.

"It's more about giving back — saying thank you to the young men and women who came over during the Vietnam War and basically liberated us and gave us an opportunity to come to the states," he said. "In Laos, my dad's goal was to save enough money so that he could send his oldest son to school and get an education. In the blink of an eye, my entire family got to come over and get an American education. Serving in the military was the only way I could pay back those brave men and women who went over to fight — especially the ones who never came back."

After retiring, Lo stayed close to the military, serving as police operations major at Fort McCoy, Wisconsin, and as deputy chief of police at Naval Weapons Station Seal Beach Detachment Fallbrook, California.

Chuepheng Lo and his wife, Helen Lo, wear traditional Hmong formal attire at the 1992 Hmong New Year Celebration in Fresno, California.

Working now for DLA allows Lo to express his gratitude, not only for the military, but the community as well.

"Now that I'm retired from the military, I still want to serve," he said. "I've been given the opportunity to serve by providing a safe and productive workplace to the community that supports the warfighter. It's all possible because of DLA."

Attending the recent ceremony where Lo received his chief's badge and took the oath of office was one of his teachers from Amos Alonzo Stagg High School in Stockton, California.

"He had planted the seed in me to never give up and always pushed me to do better and not to settle," said Lo. "Seeing him there gave me a great sense that everything the community provided — it was not for nothing. It gives me a great feeling to give back to the community and serve at the local level."

One of Lo's goals is to become a role model for his community, especially for those in poor economic circumstances. Using himself as an example, he explains that he and his family came to America



with nothing and, for a time, had to rely on the welfare system to survive.

"I talk to groups and tell them the welfare system is not meant to be an end in itself," he says. "It should be used as leverage to spring forward. For those who consider welfare to be a closed-loop system, I point to myself as an example of someone who used the system to get an education and move ahead. But you have to want it and you have to work for it."

During Lo's badging ceremony, his mother and his wife attached the gold eagle pins, indicating rank, to his collar. Two of his brothers and a sister were there to support. In the audience were an unprecedented number of police chiefs, elected officials and well-wishers from surrounding communities. It's natural that people like a story of triumph over adversity, of resiliency in the face of hardship, and Chuepheng Lo is the essence of that. ♦



Chuepheng Lo's wife and mother pin gold eagle ranks to his collar during the ceremony installing him as chief of the Defense Logistics Agency San Joaquin Police Department.

DLA NEWSWIRE

DEFENSE LOGISTICS AGENCY Customer Interaction Center

Need to inquire about an item of supply?

Visit Logistics Information Services at
<https://www.logisticsinformationservice.dla.mil>

To reach the DLA CIC by phone:
1-877-DLA-CALL (352-2255) DSN: 661-7766
or email: dlacontactcenter@dla.mil

DLA TO HELP RID ARMY OF EXCESS EQUIPMENT

Army officials are depending on the Defense Logistics Agency's disposal and distribution experts to help remove more than 1.2 million pieces of excess equipment from unit inventories in the next two to three years.

The effort, known as "All Army Divestiture," is expected to free soldiers from costly, time-consuming maintenance on unneeded items as the service reduces its force structure.

"All this extra equipment encumbers the service in terms of people, manpower hours, resources and money for parts. As we help take unneeded equipment off the Army's property books, soldiers can focus on the mission-essential equipment that's staying in the force structure. It's all about readiness," said Army Col. Mike Arnold, DLA's Army national account manager.

DLA will assist with divestiture efforts at 13 U.S. installations. Initial planning for each

location will be based on the Army's Master Divestiture List and equipment calculations in the Army's Decision Support Tool, which weighs the items on units' property books with what units are authorized. That data will be used to create a plan agreed to by a joint working group comprising installation and unit leaders, as well as representatives from the Army's Deputy Chief of Staff for Logistics, U.S. Army Forces Command and Army Materiel Command.

"We're all going to sit down together and look at what's excess, then do a bottom-up review of it. We'll agree, on an installation and unit basis, to what's going to be turned in or destroyed, what space it's going to be done in and the process for how it's going to be done," Arnold said.

— Beth Reece

More online: <http://go.usa.gov/cSQwa>



Jeff Landenberger



FITNESS CENTER ENHANCES RESILIENCY OF DLA SAN JOAQUIN

The opening of a state-of-the-art fitness center at DLA San Joaquin, California, is meeting one of the main objectives of the DLA Strategic Plan; DLA San Joaquin employees are becoming more resilient in both their professional and personal lives.

DLA's resiliency model offers four areas of focus to help employees understand what resources are available to them: mental, physical, social and spiritual. Programs like the DLA Fitness Program and offerings such as the Tracy Fitness Center build toward working on the physical component of the model.

The new fitness center has a dedicated exercise room equipped with WELLBEATS, a virtual class where patrons can choose a class on demand that best works for them.

Oanh Dang, an engineer with DLA Installation Support San Joaquin, is a happy patron. She enjoys the center and appreciates its great location by the installation's employee gate, making it easily accessible. She also enjoys all the new and latest equipment, programs and tools for all types of exercises and health development programs.

"This fitness center is very much comparable to any commercial gym and it is free of membership fees," Dang said. "Plus, employees don't have to drive a distance to work out; it is right here on site. Employees can stop by in the morning before going to work, during lunch break, or right after work hours. The new gym has everything you need to continue or begin your physical program."

— Annette Silva,

DLA Distribution Public Affairs
More online: <http://go.usa.gov/cSQfe>

SUBSISTENCE TEAM SEES AIR FORCE FOOD INITIATIVE AT DOVER AFB

Subsistence employees visited Dover Air Force Base, Delaware, April 27 to learn more about the Air Force's Food Transformation Initiative.

The FTI pilot program was launched in 2010 in an effort to provide airmen with more variety and healthier food options, while ensuring that airmen receive training in food service and are ready to deploy.

The FTI was implemented at Dover Air Force Base in the fall of 2015 with the conversion of their dining facility to a college campus-style setup. The initiative allows airmen to use their meal cards at other venues on base.

The group explored the FTI at a base dining facility, two Morale, Welfare and Recreation facilities, and a food kiosk on the flight line. The team also took a tour of the kitchen and observed staff preparing food and updating inventory.

The Subsistence team sampled some of the available FTI items for lunch at the renovated Patterson Dining Facility. The facility now includes a salad bar, smoothie station, a Mongolian style grill and grab-and-go items. They still offer alternatives like pizza, hamburgers and hotdogs.

Richard Faso



The FTI is still in the early stages but is gradually being adopted by other Air Force bases. It may also be adopted by other services in the future, said William Diaz, DLA subsistence account manager and retired airman.

— *Alex Siemiatkowski, DLA Troop Support Public Affairs
More online: <http://go.usa.gov/cSQAd>*

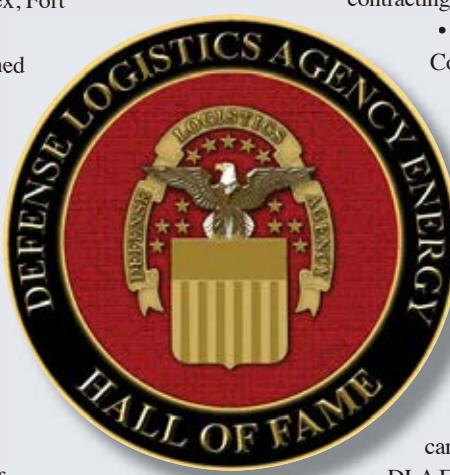
FORMER EMPLOYEES INDUCTED INTO THE DLA ENERGY HALL OF FAME

Six former Defense Logistics Agency Energy employees were inducted in the inaugural DLA Energy Hall of Fame induction ceremony at the McNamara Headquarters Complex, Fort Belvoir, Virginia, May 19.

"The DLA Energy Hall of Fame was established to honor and preserve the memory of past associates for their exceptional leadership, service, dedication to duty and contributions in supporting the DLA mission," said DLA Energy Commander Air Force Brig. Gen. Mark McLeod. "Today, we begin a tradition of honoring those among us who continually went above and beyond; turning fuel into capability and Energy heritage into a proud and enduring legacy."

The 2016 DLA Energy Hall of Fame inductees honored in the ceremony are:

- John Bartenhagen, who served in a number of positions within DLA Energy, formerly known as the Defense Fuel Supply Center and the Defense Energy Support Center, from September 1981 to April 2007.



- Edward Biddle, who served as the deputy director of Contracting and Production in acquisition management and contracting positions from July 1963 to March 1998.
- Donald Peschka, who served as the chief of the Contracting Division of Bulk Fuels from October 1983 to December 2004.
- William Robinson, who served as the deputy director of the organization and deputy director and director of the Bulk Petroleum/Fuels from May 1971 to August 2001.
- Marshall Gore, Jr., a World War II veteran who served as the chief of Facilities Management from August 1974 to May 2009.
- William Moon was recognized for his significant contributions and more than 50 years of service to DLA Energy while serving as the distribution manager of DLA Energy Americas at Houston from March 1952 to July 1998.

— *DLA Energy Public Affairs
More online: <http://go.usa.gov/cSQ74>*

ENGAGING CUSTOMERS

Story and Photos by Chris Erbe

At the Vista Point Center at Naval Station Norfolk, Virginia, in June, hurried participants unloaded vehicles and wheeled boxes into a large meeting room. By evening, they had set up booths and displays for what looked like a small convention with multiple vendors. This event was different, though, because every vendor

represented a division or component of the same organization — the Defense Logistics Agency.

This was a DLA Warfighter Support Initiative event, part of DLA's effort to engage directly with logistics professionals and offer them training. DWSI events are held at large military installations like Naval Station Norfolk to inform

customers about how to better use DLA's services and capabilities.

For two days, a group of about 35 DLA employees educated customers about the agency's ordering systems, supply chains, products and services, and asked for customer feedback. The group represented DLA's six primary-level field activities as well as Document Services, Logistics Information Services, the Joint Contingency Acquisition Support Office and more. The event was led by the Navy National Account Management Team and facilitated by the Corporate Events Team, both part of DLA Logistics Operations' Military Service Support Division.

Danielle Booker of DLA Aviation discusses the agency's mapping capabilities with Navy and Air Force personnel at the DLA Warfighter Support Initiative at Naval Station Norfolk.



DLA held a similar event for the Marine Corps at Camp Lejeune, North Carolina, in October 2015, and for the Army at Fort Bragg, North Carolina, in March.

"This is DLA's own forum where we focus on providing young service members with a professional military education about DLA that they wouldn't normally receive anywhere else," said Guy Beougher, executive director of DLA Logistics Operations. "Our goal is to reach the actual users, the ones operating the systems for each of the services, and to give them a better understanding of what DLA can do for them. Also, we want to hear firsthand how we are doing and how we can improve to best support their needs."

"We're here to educate the military services about DLA programs and build more demanding customers," said Navy Rear Adm. Vincent Griffith, director of DLA Logistics Operations. "It's about giving warfighters the tools that will allow DLA to help them with their logistics requirements. Additionally, we view our success through the eyes of our customer — so this is also about feedback. We want to understand their needs and values so we can support them better."

To that end, Griffith and Army Command Sgt. Maj. Charles Tobin, DLA's senior enlisted leader, hosted separate sessions for senior officers and senior enlisted leaders to get their take on DLA's support to their organizations.

In addition to the booths and feedback sessions, DWSI breakout sessions covered DLA self-help tools; storage and distribution support; vendor logistics programs; combat gear and uniforms; worldwide fuel support; land combat systems; mapping and geospatial products; disposition services; medical support; subsistence products; and more.



The Corporate Events Program team in front of the DLA pop-up display (left to right) Chantae Johnson, Olivia Kortuem and Heidi Byers.

DLA Corporate Events Program

They are constantly on the go.

A team of three from the Defense Logistics Agency Corporate Events Program brings outreach to more than 40 conventions, forums and expos each year. Most of those events focus on the military services. Others are in support of the Department of Homeland Security, while still others result from a partnership with the Office of the Secretary of Defense's Domestic Preparedness Support Initiative, which supports federal, state and local first responders.

Like the DLA Warfighter Support Initiative, the CEP falls under DLA's Military Service Support Division, which also includes the national account managers for all of the military services.

"The whole point is customer outreach and customer education," said Michael Brletich, deputy division chief of the Military Service Support Division. "That's why the CEP exists. Their mission is to educate and inform the customer on DLA's capabilities, programs, systems and services."

Anywhere there is a DLA booth at a convention, the corporate events team is there. Program manager Heidi Byers leads the team that staffs the booths.

"Prior to the fiscal year, we sit down as a team and we say, 'Ok, let's look at some of the events we've done in the past, let's look at potential new opportunities,' and we come up with a proposed schedule and cost estimate," Byers said. "We take our recommendations to our leadership. They review it and approve our package with additions or cuts. That's how we come up with and formalize our plan for the year."

The team staffs booths at forums and expos of many different types with wide-ranging emphases. As such, they have to plan well in advance to coordinate the current messages with various divisions within the agency before each event.

"We work with different touchpoints across the agency, to include the National Account Manager teams and field activities, to make them aware of opportunities," Byers said. "We ask them if they want to send a subject matter expert to a particular event. We ask if their handout information is current. We're an avenue or conduit they can use to share messages when they can't be there."

Byers gave an example of interoffice coordination leading up to the team's participation in the National Hurricane Conference this year.

"We were able to work with our Federal Emergency Management Agency liaison officer, a DLA employee, to give us new information about DLA's partnership with FEMA," she said. "He was able to provide us with updated slides that helped us get up to speed on the latest information."

Because industry is important to DLA, the team also talks with lots of buyers. They coordinate with DLA Acquisition and with the Office of Small Business Programs to provide information to target audiences.

If you happen to find yourself at the Navy League Sea-Air-Space Exposition, Modern Day Marine, the National Sheriffs' Association Annual Conference or one of many other such events, look for the DLA booth. The team that is constantly on the go would be happy to answer your questions and give you information about the agency that supports the warfighter.

— Chris Erbe



DLA Troop Support representative Sally Pooler (right) answers questions from a soldier at the DLA Warfighter Support Initiative, Fort Bragg, North Carolina.

Planners developed the DWSI as a bridge to their customers. As deputy division chief of the Military Service Support Division, Michael Brletich noticed a gap in awareness and understanding of DLA's capabilities and programs when he would brief various service schools and joint courses. He and other senior leaders felt that gap needed to be addressed.

"The gap was simply that if you had not previously served with or worked at DLA, there was an obvious unawareness of DLA capabilities, processes and systems," Brletich said. "Our thought was to put on a training exposition for a couple of days so we could target DLA's main users — young NCOs, young officers, folks in the trenches who work with DLA on a daily basis — to teach them how they can leverage DLA capabilities in support of their mission."

The DWSI concept is not a new one. DLA implemented a similar program in the '90s in the Northeast region called "Spend a Day with DLA." That version evolved into an initiative similar to DWSI in the early 2000s called DLA Expo. The goal of all the programs: educate customers about what DLA has to offer.

"We have 11 separate seminars that inform our customer how to use DLA, whether it is the Customer Interaction Center, how to access the DoD Electronic Mall, [or] how to use Disposition Services," Beougher said. "It's those things that service members aren't normally taught as they come up through their professional careers."

Coast Guard Petty Officer 1st Class Kevin Burt, from USCG Station Elizabeth City in North Carolina, found out about the DWSI event at Naval Station Norfolk through his supervisor.

"I've only done one year at my unit, with three more to go before shipping out. I was a good candidate to attend because I'll be around for a while to pass knowledge to the newer people coming in," Burt said. "I received a lot of good contact information, phone numbers, resources and handbooks — plus it was nice to meet people and put names to faces."

Troop readiness was on the mind of Army Col. Steven Bundy, from the U.S. Army Reserve Command, who attended the Fort Bragg DWSI event in March looking specific information.

"My most critical interest is DLA's disposition services and getting rid of excess equipment in the Army Reserve," Bundy said. "We don't want to waste maintenance dollars or man-hours

repairing or maintaining items that we're not going to use. We need those resources directed toward producing readiness in our warfighters."

Army Chief Warrant Officer 3 Felix Carrasco, property book officer for the Army's 3rd Special Forces Group, knew some of the divisions within DLA but didn't realize how much more the agency had to offer.

"It was good information; they answered all the questions I had and provided some good 'intel' that I'm going to take back and provide to our folks back at the group," Carrasco said.

Army Command Sgt. Maj. Scott Schroeder of Army Forces Command noted there are a lot of resources DLA offers that soldiers and leaders are unaware of.

"This event brings us in and makes us aware of some of those resources," he said. "It also introduces us to the faces of the people that are supporting us. In turn, it provides an opportunity for the teams that are supporting the warfighters to understand the challenges that we're facing."

"I definitely think there is value in the DWSI," Brletich said. "Even if you educate 25 people, that's 25 people who now know how to do business with DLA and who understand our processes and procedures." ★

SLICK SOLUTION

Story by Chris Erbe

Non-tactical federal vehicles may soon become less environmentally harmful, thanks to the Defense Logistics Agency Aviation Hazardous Minimization and Green Products Program.

DLA, in partnership with the Air Force Research Laboratory, is now testing and validating "bio-based" synthetic oil in government vehicles at four Air Force bases and a Department of Homeland Security installation. Program managers plan to expand testing to several other federal agencies soon.

Bio-based oil is a blend of 25 to 40 percent agricultural content — such as canola oil, soybean oil and/or oils from animal fat — and commercial synthetic oil.

"Our office funds projects like this to find alternatives not only to reduce hazardous materials, but to reduce our reliance on foreign oil," said Andy Shaban, chemical engineer and DLA Aviation program manager. "Oil and greases are typically composed of base oils thickened with polymers, solids and other additives, which are considered hazardous. Our job is to find an environmentally safer substitute for the traditional oil that military and federal agencies use in non-tactical vehicles."

In January, Air Force personnel at Seymour-Johnson Air Force Base in North

Carolina separated four vehicles from the motor pool and replaced the conventional motor oil with bio-based synthetic oil. The conventional oil was sent to a lab for analysis for the purpose of establishing a baseline for later comparison with the bio-based product. Over several weeks, project participants repeated the procedure on a total of 40 vehicles at the DHS Federal Law Enforcement Training Center in Georgia, Luke AFB in Arizona, Fairchild AFB in Washington and Malmstrom AFB in Montana.

Project participants used products from three manufacturers of bio-based synthetic engine oil: Biosynthetic Technologies, G-Oil (Loch Sciences) and BioBlend.

Manufacturers of bio-based oils have made significant strides in recent years. Industry test results show that use of the "green" product contributes to higher gas mileage, longer oil-change intervals and reductions of greenhouse gases. Additionally, bio-based motor oil can simply replace conventional oil without modification to the engine.

Shaban is hopeful that DLA's tests will validate those results. The testing period will last from 12-18 months and will include long idling sessions as well as driving.

"Some of the testing will be based on mileage, some will be time-based," Shaban said. "After a certain mileage or





time frame, the oil will be removed and sent to a lab for testing. If the requirement was to change the conventional oil at 5,000 miles, we will test the bio-based oil at 5,000 miles and compare."

The testing locations were also part of the project.

"We picked bases and agencies in various climate regions around the country," Shaban said, "so we can find out how different environmental conditions affect the data."

The Department of Defense uses about 1.1 million gallons of four-cycle engine oil annually in 180,000 vehicles. The entire federal government, including the military services, civilian agencies and the U.S. Postal Service, maintains a total of 633,000 vehicles.

If testing and evaluation shows that bio-based oil is comparable to or better than conventional oil, it could lead to a complete conversion to the bio-based synthetic oil in the federal government's fleet of non-tactical vehicles. Pressure to convert comes in the form of DoD sustainable procurement directives, Federal Acquisition Regulations and laws such as the Farm Security and Rural Investment Act of 2002, which stresses the need for the government to procure and use bio-based products.

A successful outcome will be good news for farmers, as it will expand the market for domestically produced agricultural products. Other potential benefits include a reduced lifecycle carbon footprint and reduced dependency on foreign petroleum.

DLA Aviation's Hazardous Minimization and Green Products Program and their partners will continue to expand testing and analyze data. Considering the impact of the large number of federal non-tactical vehicles in use, their efforts could allow the federal government to take a big step in the right environmental direction. ☀

Air Force Airman 1st Class Michael Schulz, 341st Logistics Readiness Squadron vehicle management flight mechanic, changes the oil of a government vehicle at Malmstrom Air Force Base, Montana. Schulz was one of two airmen tasked with changing the oil of six vehicles that will be used for testing a bio-based synthetic oil.

DEFENSE LOGISTICS AGENCY STRATEGIC PLAN GOALS AND OBJECTIVES

WARFIGHTER FIRST



**DELIVER INNOVATIVE AND RESPONSIVE SOLUTIONS
TO WARFIGHTERS FIRST, DOD COMPONENTS
AND OUR OTHER VALUED CUSTOMERS**



I AM DLA

My name is:

Linda Hill-Robinson

I am:

A customer account specialist in the Combat Air Force Customer Relationship Management Cell, DLA Aviation, Customer Operations Directorate.

Describe your job in a sentence.

I am the primary customer-facing point of contact for order fulfillment, responsible for processing customer orders, maintaining contact information, providing product information, handling emergency requests, initiating calls to customers, providing and/or validating customer account information and general customer support.

How long have you worked for DLA?

I arrived at Defense Supply Center Richmond in 1980. In my 36 years at DLA, I have held positions as a data transcriber, keypunch operator, computer operator, team lead, supervisor, inventory management specialist and, most recently, as a customer account specialist.

What is your favorite thing about working for DLA?

I have many! DLA provides wonderful opportunities for advancement and educational growth. I consider myself a life-long learner and intend to take full advantage of the many opportunities offered and afforded to employees. I make it a point to encourage my colleagues to seek professional development opportunities and increase their knowledge in their field, as well as learn about other job roles. One of my favorite things about working for DLA is flextime. Being able to support my customer outside the traditional 9 to 5 is great! In addition, I like the allotted time for employees to exercise during the work day.



What are your best memories of working here?

At one time, DLA used to celebrate Multicultural Day, to embrace the diversity of others. It was a great time to mingle with friends while sampling delicious and exotic foods. This awesome event exposed employees to cultural presenters that we would not ordinarily hear or meet, allowing us to learn about the beauty of other cultures while expanding our horizons.

How do you make a difference?

I believe I make a difference to the warfighter by never forgetting my purpose at DLA: to provide unparalleled and superior customer service to America's service men and women worldwide. When I think about the sacrifices they make daily so we can live in a free country, I am overwhelmed with thanks and appreciation. I make it a point to say thank you for your service to all warfighters whenever the opportunity permits. I am blessed to live in the greatest country in the world, and I am proud of it!

Linda Hill-Robinson