

DEFENSE LOGISTICS AGENCY

JANUARY – FEBRUARY 2014

# LOGGLINES



**DLA CENTRAL**  
SUPPORTING WARFIGHTERS

# Report Documentation Page

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from the  
**DIRECTOR**

**Navy Vice Adm. Mark Harnitchek, USN  
Director, Defense Logistics Agency**

**T**his past year has been another great one for the Defense Logistics Agency. We expanded our goals to now save our customers \$13 billion over six years, and every member of Team DLA has made it a priority to significantly improve performance while dramatically reducing costs. Our customers are counting on us to save that money. As we move into 2014, I know this big logistics machine will continue finding ways to make those two principles a reality.

As we move into a new year, I'm reminded just how important those efforts are to our warfighters in Afghanistan. No matter what our two countries' leaders decide, the U.S. presence there will be dramatically different 12 months from now. These are historic times, because we're drawing down while continuing to engage in kinetic operations. At the same time, we're transitioning to our future mission of training, advising and equipping our Afghan partners. DLA is a big part of the Defense Department's efforts, from

supplying troops still fighting terrorists there to making sure the equipment we leave behind is properly demilitarized.

This issue of Loglines focuses on our operations throughout the U.S. Central Command area of responsibility, and a lot of that ties directly into what we're doing in Afghanistan. Last month, I got to witness firsthand all the great things our people are doing there right now. It all starts with the DLA Support Team-Afghanistan, embedded at all levels with our warfighters to make sure they get the world-class support they've come to expect from this outfit. But that's just the tip of the iceberg.

The disposition mission in Afghanistan is colossal. Our expeditionary disposal remediation teams are throughout the country helping our warfighters decide what to destroy. Those teams go where the troops go and have kept more than 4,000 escorted trucks off dangerous roads littered with improvised explosive devices. It doesn't stop there though; we're giving the same support to our coalition partners. Figuring out what to take home and what to leave behind or destroy is a challenge we all share.

While it's a big part of our efforts in Afghanistan, disposition isn't the only show in town. We still have to support

our troops there. We're doing it smarter and saving money by finding alternate ways to get stuff there. Using an airport in Azerbaijan, DLA and U.S. Transportation Command have managed to get food to our troops in a third of the time it takes over the Northern Distribution Network. We've also saved \$250 million doing it. DLA's efforts in Afghanistan even extend to our Afghan allies. DLA Troop Support used its established partnerships to supply the Afghan National Police with the uniforms and equipment its people are going to need now and after U.S. forces have left.

Of course, Afghanistan isn't the only country USCENTCOM covers. DLA Support Team-Kuwait works to support our people throughout the region, helping give the agency one face for our customers when they need the great services we provide. In Bahrain, our people ensure we have enough stuff forward stocked to support the Navy's 5th Fleet in some of the world's most crucial waters.

DLA is doing awesome things everywhere, and I know we will continue to do so in the coming year. Whatever the challenge – in USCENTCOM or elsewhere – I know we'll rise to it. Happy New Year, and keep up the great work! 🇺🇸

# LOGLINES

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## DEFENSE LOGISTICS AGENCY

# DLA CENTRAL

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# Beyond Afghani

Story by Amanda Neumann

**W**hile most military efforts focus on Afghanistan, a small concentration of Defense Logistics Agency personnel are hard at work elsewhere in the U.S. Central Command area of responsibility, providing much-needed support to the rest of the region.

Conducting the majority of that work is DLA Support Team-Kuwait, based out of Camp Arifjan. The team, which includes staff members from across the agency, provides logistical support to conflicts, natural disasters, emergencies, mobilizations and other contingency operations in areas including Kuwait, Qatar, Jordan, Oman and Iraq, said Navy Capt. James Liberko, DST-Kuwait commander.

“We support [U.S. Central Command] units in most of the AOR with the exception of Afghanistan,” he said. “Our focus has been to close the remainder of military bases in Iraq as well as provide disposal for excess military items. Another main function is expediting parts and providing customer service for the assigned [military] services in this region, like the Army units in Jordan and the Air Force in Qatar.”

Overseeing a team of 11 DLA personnel from various field activities, Liberko is also responsible for accounting for all DLA personnel in the USCENTCOM region except for those in Bahrain and Afghanistan, including warfighter support representatives and food service representatives.

Due to the enormous size and scope of the region, DLA support teams are an essential presence overseas, and DST-Kuwait is no exception, former DST-Kuwait Commander Air Force Col. Mike Cannon said.

“DSTs are designed to be quickly built up in any region where DLA needs a forward presence for oversight,” he said. “We had DSTs in Kuwait, Iraq

A large project for Defense Logistics Agency Support Team-Kuwait involved the movement of a Granutech industrial shredder, weighing thousands of pounds, into Afghanistan from Kuwait. By enlisting the help of USCENTCOM's Deployment Distribution Operations Center, DST-Kuwait was able to expedite the oversized equipment to a DLA Disposition Services Site.

— Photo by Air Force Col. Mike Cannon



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Air Force Col. Mike Cannon

Defense Logistics Agency Disposition Services personnel dispose of excess military equipment in Iraq.

and Afghanistan, and as we drew down, Iraq's DST was absorbed into Kuwait's DST. You can expect something similar to happen when Afghanistan draws down far enough. Eventually, it will all draw down into one central, enduring DST, and [DST-Kuwait] will be it, mainly because it's at the same location as [U.S. Army Central] forward headquarters, the lead command."

As the liaison between military forces in the region and the agency, DST-Kuwait receives hundreds of requests from customers each week, said Cannon, who served a six-month deployment to Kuwait in 2013.

"Our primary purpose is not to oversee and manage DLA's supplies, it's more to be a point of contact for the warfighter and a liaison between the [DLA field activities] back in the states and the warfighter on the ground," he said. "Over the course of six months, we provided about 6,000 requisition status updates, about 200-250 a week, where customers would call in and say, 'Hey what's the status of my part?' We also helped expedite 500 contract award requests. Customers would say, 'This is

the part we need. Can you help us get it in the system because we're trying to get it on contract?' We probably did 40-60 of those a week, as well."

Having the right DLA personnel on the ground supporting the DST was essential since requests for support often ran the gamut, Cannon said.

"We ran pretty much any DLA issue, from food, fuel, clothing and textiles, and spare parts to contingency, and operational planning to the caring and feeding of DLA personnel rotating out of Afghanistan and into Kuwait to rotate home," he said. "The question that you get could be anything from, 'I need a wrench,' to, 'I'm trying to turn something in.' to 'I'm out of food in the chow hall,' or 'I've got bad fuel.' Typically, as a military officer, when you go out to a deployment like this, it's command and control. In DLA, it's more communicate and coordinate. You have the same mission set, you have the same focus, but you have to approach it a little differently. The DLA field activities do a good job of putting the right people out there."

For Cannon, the one of the biggest challenges was making sure customers knew the DST existed.

"I think our biggest challenge was

helping the customer understand DLA," he said. "We are 'one DLA,' but at the same time, DLA has independent arms that do things differently. We actually went out recruiting customers because they didn't know DLA was there and didn't know we could help them."

With such a large scope, Cannon and his team ran five large projects during his tenure, the biggest of which was the turnover of military sites in Iraq to the State Department.

"My focus was very heavily into Iraq, and part of my team was actually in Iraq, because we had a number of sites that had to close on a tight schedule," he said. "While I was there, we were able to close four of the last five sites and turn them over to the Department of State's control. Helping the Army and the Office of Security Cooperation-Iraq close those sites was a very big challenge. Those sites, like Tikrit and Tallil, have been open since the first days of our invasion into Iraq. With the last defense personnel out of Baghdad in December, Capt. Liberko closed the final site in Iraq, essentially ending DLA's presence there."

Although Iraq remained a top priority, developments in Syria soon caused Cannon's DST-Kuwait to shift focus to refugees fleeing into Jordan.

"As things started heating up in Syria, we helped the Army send halal meals to Jordan to feed the Syrian refugees," he said. "They're basically a religiously appropriate [meal ready-to-eat] with no pork products in them. But these meals didn't belong to DLA. They were excess, and we were storing them for the Army. After a few phone calls, they were brought to [Camp] Arifjan. I worked with the Army to get them put on air pallets, trucked them over to the Ali Al Salem [Air Base in Kuwait] and then called the Air Force to get them on C-130s to fly them into Jordan. We orchestrated more than 200,000 halal meal movements from our DLA food warehouse in Kuwait into Jordan to the refugee camps."

In addition, Cannon said having a DLA Disposition Services yard in Kuwait was an asset in more ways than one. In addition to disposing of excess property

items received from the military services, Kuwait's DLA Disposition Services site also offers items for reutilization within the Department of Defense.

"The DLA Disposition Services yard in Kuwait is the only yard in the AOR where we can reuse [items,]" he said. "All the others, it basically comes in and it never leaves; it's disposed of. But in Kuwait, you can actually do withdrawals. That was great for us. They don't spend the money on it, and we don't have to cut it up. So we had things withdrawn for Jordan, like light carts, generators and tents, all that were being turned in as excess."

Another DST-Kuwait project with the Army, the Mine Resistant, Ambush Protected vehicle-3 study, required DLA Disposition Services' support, as well, Cannon said.

"In late March, the Army decided to divest themselves of thousands of excess MRAPs by model so they could reduce the number of models that they had to support," he said. "Logistically that's a great idea. But a lot of the older MRAPs, more than a thousand of them in Kuwait, just needed to be disposed of. Potentially about 1,200 MRAPs could have been turned into DLA Disposition Services for us to have to cut up, which would take close to a year."

But by selling some of them to foreign

"You're all doing the same job, supporting the same customers, and we really do represent the entire agency. There's no place in DLA that better represents 'We Are DLA' than a DST."

— Air Force Col. Mike Cannon

militaries through the Foreign Military Sales program, the Army was able to greatly reduce its numbers of MRAPs, Cannon said, saving both taxpayer money and DLA Disposition Services' time.

"The Army was exceptional in their ability to meet with other governments for Foreign Military Sales," he said. "They sold somewhere between 500 and 800 MRAPs. That reduced the number that we would have to cut up from 1,200 to potentially fewer than 300. When you cut up an MRAP, you get about \$9,000 worth of scrap out of it, plus all the work that goes into it. But, when you sell an MRAP, you get \$200,000 to \$400,000 for it."

To help support existing sites in the area, especially when moving things within the region, Cannon and his team also worked with USCENTCOM's Deployment Distribution Operations Center.

"Our physical presence right next to the CDDOC really helped us expedite the movement of DLA commodities to our customers within the AOR and equipment to our DLA sites," he said. "With the increase in the need for DLA

Disposition Services in Afghanistan, we needed to orchestrate the movement of a large industrial shredder into Afghanistan from Kuwait. It's thousands of pounds [and] can barely fit into a C-5 [Galaxy military transport aircraft]. So I called the CDDOC, and collectively we figured out how to make it move."

The next six months promise to be busy for Liberko. But, he said, with the help of his team, he's confident that things will get done.

"One of the best things I've seen on the ground is the energy and devotion of all the DLA employees here and the job satisfaction that they have in doing their jobs. That goes from the parts expeditors all the way to the personnel in the DLA Disposition Services yards, he said. "They feel there's something bigger than themselves, and they really get a lot of joy in helping the warfighters out in their respective areas. It's motivational to be around this group and get things done."

Although Cannon's deployment is over, he said the experience gave him more knowledge than he could ever learn behind a desk stateside.

"Because I worked with the [DLA field activities] directly on DLA issues, I honestly can say I learned more about DLA as an agency in the six months there than I did the 18 months prior working at headquarters," he said. "With just a dozen people, I had reps from every part of the agency. You're all doing the same job, supporting the same customers, and we really do represent the entire agency. There's no place in DLA that better represents 'We Are DLA' than a DST." 🇺🇸

Defense Logistics Agency Support Team-Kuwait at Kuwait's Camp Arifjan provides logistical support to conflicts, natural disasters, emergencies, mobilizations and other contingency operations in areas including Kuwait, Qatar, Jordan, Oman and Iraq.



Navy Capt. James Liberko

# Forward Stocking

Story by DLA Land and Maritime Public Affairs Office

**A** three-year-old initiative supported by the Defense Logistics Agency is helping ensure forward-deployed Navy ships are mission-ready more quickly.

The forward stocking initiative began in early 2011 and involves DLA storing items closer to where they'll be needed, specifically critical items that support several important Navy platforms, such as mine countermeasure ships, ballistic missile defense platforms and coastal patrol craft.

Navy Lt. Cmdr. Jeff Young, the maritime readiness officer at DLA Land and Maritime who has overseen the forward stocking program since September, said it "has been a challenge, but it emphasizes DLA's commitment to support the warfighter by putting material where it is needed most."

Young is part of the Maritime Customer Operations directorate within DLA Land and Maritime, which plays a pivotal role in providing program and supply support for the platforms that keep America's naval forces mission-ready.

The forward stocking initiative began in response to a request by the Navy's 5th Fleet to position essential parts in support of the platforms mentioned above closer to the fight. Close work among Naval Supply Systems Command, the Navy national account manager at DLA

Headquarters, and DLA Distribution helped identify key readiness items with high demand from within 5th Fleet's area of responsibility, which includes the Persian Gulf.

Navy Cmdr. Brian Vosberg, the maritime readiness officer who shepherded the forward stocking initiative for its first year, said more than 1,000 items were included in the initial rollout, with most of them stocked initially in Bahrain. DLA Distribution depots at Sigonella, Italy, and Sasebo, Japan, were included later to improve support to Navy platforms in those regions.

Navy Cmdr. Scott Logan succeeded Vosberg as maritime readiness officer. Under Logan's watch, the number of items in the



The mine countermeasure ship USS Ardent is underway during the International Mine Countermeasures Exercise 2013. DLA is stocking items to support such ships closer to where they're needed.

— Photo by Navy Petty Officer 1st Class Gary Keen

forward stocking program grew to more than 6,000. The program aims to have designated items available where needed 100 percent of the time.

Logan and Young explained forward stocking parts improves readiness, reduces logistics response time and reduces servicewide transportation costs.

“A dramatic improvement in overall support has been realized during the past year,” Young said. “The most recent statistics for the program show that DLA is achieving 100 percent material availability or very close to it for all three platforms and locations.”

As of mid-November, the material availability rate for mine countermeasure ships was 100 percent in Bahrain and 99.52 percent at Sasebo, while the rate for the ballistic missile defense platform was 100 percent at

Sigonella and 99.56 at Bahrain. The material availability rate for coastal patrol crafts is 100 percent in Bahrain.

In addition, mine countermeasure ship readiness has improved by 10 percent; ballistic missile defense readiness has improved by 32 percent; patrol craft readiness improved by 6 percent. There has also been an 81 percent reduction in logistics response time in the past year. The Navy has saved \$3 million in servicewide transportation costs.

In order to achieve the 100 percent material availability objective, DLA stood up a dedicated forward stocking team. The cross-functional team includes employees from all DLA supply chains, to include: demand planners, supply planners, post award specialists, buyers, product specialists, weapon system support managers, customer account specialists, and the supply chain points of contact. Logan said the team aggressively reviewed demand and supply plans, expedited parts shortages, and adjusted systemic levers and levels to drive end-to-end supply chain

Yvonne Matthews



Air Force Staff Sgt. Alex Smith prepares to issue one of the more than 2,000 forward positioned parts at DLA Distribution in Bahrain.





U.S. Navy Photo

The guided-missile destroyer USS Fitzgerald launches a Standard Missile-3 as part of a joint ballistic missile defense exercise. DLA works to ensure ballistic missile defense platforms have critical parts available.

solutions for the new mission.

The results of the team's efforts to have the right parts in the right quantity at the right place at the right time have received kudos from the Navy.

"DLA's involvement with forward staging and management of parts has resulted in a direct and measurable improvement in materiel readiness for the MCM, BMD and PC areas of interest," said Navy Vice Adm. John Miller, commander of 5th Fleet.

DLA Land and Maritime Commander Navy Rear Adm. David Pimpo also praised the efforts of the forward stocking team and its results.

"We challenged ourselves to attain and maintain a very high standard in support of these critical platforms," Pimpo said. "I could not be more proud of my forward stocking team and the results that they have achieved."

"The most recent statistics for the [forward stocking] program show that DLA is achieving 100 percent material availability or very close to it for all three platforms and locations."

— Navy Lt. Cmdr. Jeff Young

Logan said his work on the forward stocking initiative provided him with a greater appreciation of the complexity of supporting both diverse and aging weapons systems.

"I have learned the importance of adjusting support strategies to enhance the operational fleet mission," he said. "It's not just about working towards a number or percentage. You have to remember that there are customers on ships, and those customers are underway and they need their parts." 🍪

*Editor's Note: Navy Cmdr. Scott Logan, former maritime readiness officer at DLA Land and Maritime, contributed to this article.*

Story and Photo by Mikia Muhammad

**D**efense Logistics Agency Troop Support is purchasing more than \$50 million worth of uniform items for the Afghan National Police.

Personnel from the clothing and textiles supply chain worked with forward-deployed customer representatives facilitating the requirement and American vendors to procure field jackets, boots, hats, trousers, tops and fabric by the end of fiscal 2013, Bruce Carson, a supervisory customer relationship management specialist, said.

Providing items for a brand new product line required a lot of coordination, Carson said.

“Because of our longstanding good relationships with our vendors, they became partners in the process and helped us to be able to get the requirements,” he said

Carson described the initial process as starting from scratch. Personnel from multiple divisions in the clothing and textiles supply chain, including contracting, supply and technical quality, worked together for solutions. Within

Mikia Muhammad is a public affairs specialist with DLA Troop Support.

# New Uniforms for Afghan National Police

three months, the team designed five different camouflage patterns based on Afghan National Police specifications and worked with vendors to assess their capabilities and resources, Carson said.

“I was really pleased with how C&T’s folks came together and made it happen,” Carson said. “It’s a cliché, but that’s exactly what happened.”

The team participated in several teleconferences with U.S. Army Security Assistance Command and Combined Security Transition Command-Afghanistan, a facet of NATO Training Mission-Afghanistan, in conjunction with the ANP, Carson said.

A former C&T director of integrations, Army Col. Kevin Stoddard is now

the CSTC-A director of procurement management. He initially approached DLA to procure the uniform items.

“In terms of having an agency like DLA to come back to as a world-class provider of materials and logistics, that naturally was a success,” Stoddard said. “I felt very comfortable going back to the C&T supply chain, which I know is quite capable, not only from their ability to just formulate contracts and put it into an acquisition strategy, but their familiarity with the supply chain itself.”

Stoddard also attributed the project’s success to good communication between DLA, the security assistance office and the ministry advisory committee for procurement, which works daily with the Afghan Ministry of Interior, the ANP’s governing body.

“To do something rapidly, it’s really about people coming together and not just doing one thing and handing it off to the next person,” Stoddard said.

Veteran-owned, small-business vendor Sterlingwear was awarded two contracts for nearly 1 million ANP uniform items in late September. Now left on the task list is arranging delivery times for the items and coordinating transportation, Carson said. The uniform items are scheduled for deliveries from January to March 2014. 🇺🇸

Bruce Carson (left), DLA Troop Support Clothing and Textiles supervisory customer relationship management specialist, and Thomas Orlando, C&T contracting officer, display prototypes of trousers procured for the Afghan National Police. DLA personnel worked with forward-deployed U.S. security commands and American vendors to purchase more than \$50 million worth of field jackets, boots, hats, trousers, tops and fabric for the ANP.



*A Conversation with . . .*

# Army Col. Mark McCormick

DLA Central Commander Talks about his Organization's Assets and Challenges Supporting Military Forces Throughout the U.S. Central Command Region.

***What do you see as your most important function as commander of DLA Central?***

My most important function is to ensure that our warfighter customers throughout the U.S. Central Command area of responsibility have the resources they need to accomplish their varied missions. At the same time, my team and I ensure we are taking care of the many uniformed and civilian personnel that make up the DLA workforce in the USCENTCOM AOR.

***What do you see as your greatest challenge?***

My greatest challenge is keeping ahead of warfighter requirements to guarantee DLA is prepared to support. The USCENTCOM AOR is extremely complex, dynamic and volatile. Because of this volatility, my staff and I must be fully integrated with the USCENTCOM staff and engaged in every aspect of planning and execution. Our top priority is for DLA to remain postured to respond to multiple simultaneous crises and to carry out missions in support of U.S. strategy in the region.

***What do you see as DLA Central's strongest assets?***

In my opinion, DLA's strongest assets are its people, both civilian and military, and our ability to surge our capabilities in times of crisis. The majority of DLA Central's personnel have served in the USCENTCOM AOR many times, multiple tours and over extended periods of time. They have worked side

by side in Iraq and Afghanistan with the warfighters. This experience gives our workforce a strong understanding of how their efforts impact the Soldiers, Sailors, Airmen, Marines and civilians deployed in the AOR. Whether supplying commodities like food, fuel, construction material, etc., or providing services such as distribution or disposition, DLA stands ready to sustain ongoing combat operations, facilitate material-reduction



DLA Central Commander Army Col. Mark McCormick.

efforts in Afghanistan, respond to major contingency operations, or support humanitarian assistance or disaster relief operations. Every time DLA is called upon to support warfighter requirements, we find a way to do it on short notice that exceeds warfighter expectations.

***How is supporting the military services in the U.S. Central Command area of operations different than in other areas of the world?***

The biggest difference is that U.S. Central Command has been at war since 9/11. For the past 12 years, DLA Central has been supporting the warfighter with a small core cadre of staff in the United States and several DLA support teams deployed to multiple combined joint operating areas. We routinely deploy both civilian and military members on six-month rotations to positions not only in Afghanistan but throughout the AOR. This is a comprehensive program, both challenging and rewarding at the same time specifically because the DST deployers bring different perspectives and skill sets to the battlefield. The experience they gain is brought back to DLA and their respective primary-level field activities. Consistently positive results for the warfighter speak for themselves; DLA has a well-trained, responsive workforce supporting the warfighters.

***With operations in Afghanistan shifting more to being Afghan-led, how is DLA's mission evolving in the country and the region?***

DLA has become more focused on supporting U.S. Forces-Afghanistan's retrograde and material reduction efforts. DLA is a key enabler to retrograde velocity. Thousands of vehicles and tremendous amounts of material have to be sorted, inspected and identified for disposal or retrograde. To assist forces with material-reduction efforts, DLA developed hub-based disposal operation teams to go out to

forward operating bases to expedite retrograde and support their closure. Through these initiatives, DLA Disposition Services in Afghanistan has demilitarized and disposed of millions of pounds of material at record levels. DLA has developed implementing agreements with USCENTCOM's coalition partners, including: Australia, Canada, Poland, the United Kingdom, Germany, Spain and the NATO Support Agency, to facilitate their retrograde efforts. We're already working on their behalves to expedite this mission. DLA is also positioned to support U.S. military forces and other government agencies, the U.S. State Department for example, in Afghanistan for post-2014 missions.

***At Army/DLA Day in October, Army Materiel Command's Gen. Dennis Via discussed "retrograde under fire." With U.S. forces preparing for withdrawal, what is DLA doing to support this effort?***

DLA is a key partner in the base-closure process for the International Security Assistance Force and USFOR-A. With the drawdown timeline, it is imperative to streamline and optimize the disposition of equipment and material in order to meet the administration's goals. DLA teams are responsible for demilitarization, inspection and sale of scrap, as well as coordination of retrograde through land and air routes. As DLA coordinates the drawdown efforts, we continue to provide everyday support to deployed military forces.

***In what ways is DLA still supporting the State Department in Iraq?***

Since U.S. combat troops left Iraq nearly two years ago, the Department of Defense transferred the remaining missions – food, fuel and disposition services – to the Department of State. DLA remains side by side with DoS until that organization is ready to fully maintain the entire "life support"

mission. Recently, DLA assisted in the closure of three State Department sites: Taji, Besamaya and the U.S. Embassy Military and Security Assistance Annex in Baghdad. DLA remains postured to support DoS with food, fuel and disposition support as long as we are needed.

***Besides Afghanistan and Iraq, in what other areas is DLA supporting U.S. forces in the U.S. Central Command area of operations?***

DLA supports the U.S. four-star headquarters in Afghanistan, service component commands in Bahrain, Qatar and Kuwait, and a theater sustainment command in Kuwait. USCENTCOM's AOR includes 17 additional countries; DLA maintains capabilities throughout the Middle East, Central Asian states and South-west Asia to support our troops and to support major contingency and humanitarian efforts. Due to DLA's global presence, we maintain capabilities in the U.S. European Command, U.S. Africa Command and U.S. Pacific Command AORs that sometimes support the USCENTCOM missions. This leveraging of capability is often transparent to the warfighter.

***What kind of interactions do you and other DLA Central personnel have with USCENTCOM leaders and logisticians?***

DLA Central is embedded and partnered with the USCENTCOM Directorate of Logistics staff in Tampa, Fla. My staff and I routinely attend USCENTCOM logistics boards, video teleconferences, key stakeholder meetings, planning conferences, etc. with our warfighter counterparts. Our director of logistics operations, Army Maj. Gen. Kenneth Dowd, frequently engages USCENTCOM leadership on operational issues. These interactions make for a hand-in-glove USCENTCOM/DLA team. 🌟

# Food Delivery in Half the Time

Story by Beth Reece  
Photos courtesy DLA Logistics Operations

**T**he time it takes to supply food to troops in Afghanistan is now less than half of what it was during the war's peak.

Most food sent to the land-locked country has traveled along the Northern Distribution Network, where dangerous roads and multiple border crossings make it susceptible to spoilage and long transit times that averaged 120 days. In early 2013, the Defense Logistics Agency and U.S. Transportation Command began focusing on the future of the NDN and other possible supply routes that could be used to provide about 400 40-foot containers of food versus the 1,500 monthly average needed when troop strength was the highest.

An airport in Baku, Azerbaijan, has become a focal point. USTRANSCOM was already using the location to pull material out of Afghanistan for retrograde, and Anham, the new subsistence prime vendor for Afghanistan, predicted it could save about \$250 million a year by shipping food from the United States to Baku then flying it into Afghanistan. Another benefit: fresh fruits and vegetables, dairy products and baked goods needed in dining facilities throughout the area of operation are readily available in Baku.

Today, about 65 percent of the food DLA provides in Afghanistan transits through Baku.

"We've cut the supply chain in half. Using the NDN, it takes approximately 120 days from picking up a can in the U.S. to delivering it in Kandahar, but it takes an average of just 45 days going through Baku. That's critical, because every day that you have to have stuff in the supply line is a day that you have to maintain it in some fashion," said Air Force Lt. Col. Adam Silverman, a joint strategic distribution officer for DLA Logistics Operations.

That DLA and USTRANSCOM were able to agree on Baku as a critical hub is testament of the close partnership the two organizations have forged, added Tom Shively, one of four DLA liaison officers to USTRANSCOM.

"The idea that moving cargo via air could be as cheap as surface is really foreign to most people who've been working in transportation, and it's probably true in a peacetime

A worker at an airport in Baku, Azerbaijan, checks documentation for a pallet of food supplies destined for troops in Afghanistan. About 65 percent of the food DLA provides in Afghanistan is flown through Baku.



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Routing food through Baku allows DLA and its subsistence prime vendor to reduce the time it takes to deliver food to Afghanistan from about 120 days to 40 days.

environment, but in a wartime environment there's a whole different level of complexity. So trying to introduce the concept up to USTRANSCOM and get some buy-in took a lot of partnering, a lot of trust, and plenty of data gathering," Shively said.

DLA officials worked with USTRANSCOM to confirm that Baku could handle the volume and specific food temperature requirements.

"Temperatures must be maintained from supplier all the way to the customer at the forward operating bases," Air Force Col. Emily Buckman, chief of DLA Logistics Operation's U.S. Transportation Command Support Division, said. She noted this "cold-chain custody" is the most important element of food distribution.

The group worked together to address operational and strategic concerns affecting not only DLA, but also impacting other USTRANSCOM customers, such as the General Services Administration and the Army and Air Force Exchange Service.

"It took I don't know how many meetings to reach an agreement. It was

a challenge to overcome all the obstacles and address everyone's concerns, but the team got it done," Buckman said

Officials eventually agreed to deliver food via a combination of truck, air and sea routes.

"I think USTRANSCOM's objectives are being met from a transportation viewpoint, and DLA's intent to support warfighters as efficiently and economically as possible is being achieved," Shively added.

The effort also highlighted the need for more collaboration between USTRANSCOM and DLA when new contracts are being awarded and for information to be shared between contractors working for both organizations, Buckman said.

"The contractor that moves our stuff through Baku is USTRANSCOM's contractor, for example, so it's really a joint effort. We've come a long way because ... we've come to a point where before they award, they're bringing us into the fold," she said. The closer we are to being of one logistics mind, the better we are."

Silverman added that

making Baku a critical transportation hub creates a commercial trade route that extends from Turkey to China.

"These long-term economic development concepts are in-line with military guidance and State Department intentions to set up economic zones that will live and propagate after we've left, so we're not just leaving as big an economic hole as before we got there," he said.

Buckman said officials in Baku have built a new airport and hired a company to ensure food is maintained at the proper temperature from the time it arrives in Baku until it is delivered to customers in Afghanistan.

"They're also getting approval to fly directly to the U.S. They're doing all these things on their own to develop a hub that can have a stronghold in the international market," she said. "This effort will live on long after our mission there is over." 🇺🇸

Air Force Lt. Col. Adam Silverman (left), a joint strategic distribution officer for DLA Logistics Operations, and Air Force Col. Emily Buckman, chief of DLA Logistics Operations Combatant Command Support Division, discuss Baku's capabilities with an airport official.



Story by Tim Hoyle

**T**he Defense Logistics Agency has been heavily engaged with the drawdown of U.S. forces from Afghanistan, but many don't know that the same helping hand is being extended to forces from eight other countries and NATO.

Agreements are in place with Australia, Canada, Germany, New Zealand, Poland, the United Kingdom and the NATO Support Activity. Spain signed an agreement in late September, and the Netherlands is coordinating to complete the paperwork on its agreement. Like the countries themselves, each agreement is different.

"Canada's, Germany's and Australia's include green military gear, and, at least with Canada and Germany, this has involved Mine-Resistant, Ambush Protected vehicles and trucks," explained Don Phillips, DLA Disposition Services Transformation Strategy Division chief and a former site manager at Bagram Air Base, Afghanistan. "Shredding or mutilation and, if required, demilitarization [to remove specific military capabilities] occur once we receive accountability like any other property in order to send it out as scrap."

Arthur Welsh, who is currently deployed to Afghanistan, said he considers it an "honor for the DLA Disposition

Services.

# Allied Disposal

Services personnel to work so closely with our allies and be able to assist with their disposal needs."

Coalition forces "are making the same sacrifices as our troops and fighting alongside them," Welsh said.

"DLA Disposition Services employees are proud to serve the warfighter, and we understand the definition of warfighter to not only describe our troops, but also those of our allies," he added.

Welsh explained DLA has been able to work with coalition forces – specifically German, Australian, Polish and Canadian forces – over the past several months, providing them support in disposing of vehicles and other excess equipment. This includes "white goods," like commercially available appliances, which get destroyed after turn in, Phillips explained.

"They get mashed up once they are

drained, purged and freed of hazardous wastes like the battery," Phillips said.

If there are special requirements, Phillips explained, it is up to the coalition partner to supply technical expertise to facilitate safe and technically correct demilitarization.

Like U.S. forces, Welsh said, coalition forces are working through the process of what should go and what should be disposed of during their exit from the country. Welsh said DLA Disposition Services assists these coalition forces with a crucial part of the retrograde process that brings them one step closer to being home.

More than anything else, DLA Disposition Services personnel see vehicles "that have served their purpose and it would not financially prudent to have them shipped home," Welsh said. Scrap from these vehicles is mixed in with scrap material from U.S. forces and sold locally. The scrap sales provide a boost to the economy and a source of material resources, he added.

"In a small way, it is like we are combining our resources in a different manner and helping the economy of Afghanistan," Welsh said.

In the end, Welsh said, the vehicles may look different, the electronics may rely upon a different voltage, and the customer wears a different uniform, "but disposal is disposal, and we are there to provide the service." 🇺🇸

A container handler passes by the entrance of a material redistribution yard in Afghanistan. DLA has disposal agreements with military forces from several allied nations, providing them with support in disposing of vehicles and excess equipment throughout Afghanistan.



Army 1st Lt. Henry Chan

# Boots on the Ground

Story by Sara Moore

In the fast-paced environment of Afghanistan, where U.S. forces are working on a major drawdown while balancing an ongoing security mission and training local forces, logistics needs can change quickly.

Getting the right supplies at the right time becomes crucial. This is where Defense Logistics Agency Support Team-Afghanistan comes in. The team's mix of military, civilian and contractor personnel covering all agency business areas work hand in hand on the ground with U.S. forces to plan and meet their logistics requirements.



Soldiers with 14th Cavalry Regiment, 3rd Brigade, 2nd Infantry Division, break for lunch in Zhari district, Kandahar province, Afghanistan. Defense Logistics Agency Support Team-Afghanistan works directly with military leaders to ensure troops on the ground get the food, supplies and equipment they need.

— Photo by Army Spc. Jason Nolte

“We’re nested, embedded, linked in with the warfighters at the tactical, operational and strategic levels,” said Navy Capt. Doug Noble, commander of DLA Support Team-Afghanistan. “The way we work with them and partner with them to deliver the capabilities we can deliver is really by living in their world and being a daily part of their business, day in and day out.”

Noble commands a team of about 200 military and civilian personnel who represent DLA’s varied organizations. These professionals typically spend six months in theater, working directly with warfighters and tailoring support to changing mission requirements. The

team’s headquarters shares office space with the chief of logistics for U.S. Forces Afghanistan in Kabul and has detachments embedded with the military units that have oversight in the other regions of the country, Noble said. The team also has expeditionary units and liaison officers placed in military units throughout the country, ensuring no aspect of support goes overlooked, he said.

DLA Disposition Services’ expeditionary disposal remediation teams provide a clear example of DLA’s on-the-ground support and a resounding success story, Noble said. These teams were developed in response to requests from military commanders for on-site

disposition support to help them reduce risk to service members transporting equipment to DLA Disposition Services sites. Consisting of a few disposition experts with light equipment, these teams travel to small installations or forward operating bases to process and demilitarize excess equipment and material, he said. EDRTs are a smaller version of hub-based disposal operations, which are also mobile but possess more equipment and stay for longer durations. DLA Disposition Services has seven HBDOs, which move around the country as bases close or new disposal missions develop, he said. Both HBDOs and EDRTs supplement the four larger DLA



Disposition Services sites in Afghanistan, which offer full-scale disposal services to military units.

“An underlying theme to all three of those levels of capability in [DLA] Disposition Services is to get the disposition services team forward to where the scrap is so we can keep Soldiers off the road, we can keep trucks off the road,” Noble said. “If we can fly in a team of EDRTs and they can process the scrap, we minimize the touches. But most importantly, from a troop safety standpoint, we don’t have to put Soldiers on the road driving it from one base to another base just so they can turn it in at the other base. That’s really what the theater has asked of us; they want to keep Soldiers off the road, and we’ve been able to deliver that, and I think that’s been a huge success story for DLA.”

The DLA Disposition Services mission has certainly been the most prominent for the agency as U.S. forces draw down their presence in Afghanistan, Noble said.

The scale of the drawdown, coupled with the need to balance the ongoing missions in Afghanistan, makes this a historical time for U.S. forces and highlights the need for close coordination between the services and DLA, said Navy Lt. Cmdr. Manuel Ganuza, DLA Support Team Afghanistan liaison officer to U.S. Forces Afghanistan and 1st Theater Sustainment Command. Ganuza sits in the same office as the chief of logistics for USFOR-A and is closely involved with his day-to-day business and planning.

“This is history in the making here, because we are withdrawing forces, reducing our forces here in Afghanistan,

but at the same time, we’ve maintained a high pace of kinetic engagement and are setting ourselves up for the main mission, which is to train, advise and equip Afghan forces,” Ganuza said.

Balancing these competing priorities means missions and requirements are often very time-sensitive and critical, he said, and constant communication is important. As a liaison officer, Ganuza said, he is involved in every aspect of the USFOR-A logistics mission, from sustainment to planning to problem-solving.

“It helps that when I go to all these meetings, I hear their challenges as the senior leadership hears it,” he said. “The human balance, the interaction, is that they know

Army Pfc. Shantel Goodman, a petroleum supply specialist with 1st Cavalry Division, drags a fuel hose up to a UH-60A Black Hawk helicopter to fuel it on Forward Operating Base Kunduz, Afghanistan. DLA Support Team-Afghanistan is staffed with experts from each supply chain, including DLA Energy, to provide tailored support to troops in Afghanistan.

they can count on a person here – a person in line of sight and arm’s reach.”

As a service member, Ganuza said he performs military duties like guard duty and driving, giving him credibility and rapport with his counterparts and allowing him to build a network of people willing to help when emergencies or problems come up.

Ganuza works with military representatives at all levels, from action officers in the field to supply officers in headquarters, and he has ongoing dialogue with DLA personnel in the agency’s field activities and at DLA Headquarters, as well as other organizations like U.S. Transportation Command.

“We need to reach all organizations,” he said. “At the center of that, you’ve got DLA Central. They can continue some conversations while I’m sleeping so that the work continues in that collaborative effort 24 hours a day, seven days a week.”

While the DLA Disposition Services mission is prominent as the U.S. continues its drawdown, the collaborative effort by the DLA Support Team stretches across all supply chains, Noble said. The team’s “bread and butter” is its direct customer support, which it offers for all classes of supply. Repair parts, construction material, fuel and subsistence are the main drivers of the DLA mission, and the supply experts for subsistence and fuel are also in charge of end-to-end supply chain management for their commodities, he said.

Another mission that has been important for DLA is the DLA Distribution mission in theater, he said. DLA Distribution Kandahar was established to provide expeditionary distribution capabilities. For several years it played a crucial role as a wholesale stock point for all customers in theater. As U.S. forces scale down their mission in Afghanistan, DLA has determined that the depot in Kandahar is no longer necessary, so DLA Distribution personnel have begun the process of closing it, he said.

The important thing about all the missions DLA performs in theater is that DLA experts are embedded at every



Army Sgt. Richard Wrigley

level, providing guidance and planning assistance, Noble said. In the northern part of Afghanistan, a DLA detachment works with the 101st Sustainment Brigade, sending representatives to every meeting and battle update briefing, and a DLA detachment works with 15th Sustainment Brigade in southern Afghanistan. These DLA representatives, along with the tactical-level experts and the liaison officers at the headquarters level, provide total coverage for the military's logistics needs, he said.

"I think we've made ourselves seamlessly integrated into that warfighter battle rhythm, and that's how we stay linked in with them," he said.

From the warfighters' perspective, DLA is seamlessly integrated into the mission and is an invaluable member of the team, said Army Col. Mark Simerly, chief of logistics for USFOR-A. Simerly cited DLA's daily interaction with USFOR-A on the status of fuel supplies and deliveries, coordination on the transition of the subsistence prime vendor contract, and the agency's expeditionary disposal capabilities as critical enablers to his command's success in Afghanistan.

"DLA's role in ensuring we have the critical commodities is key to our success here," Simerly said. "Even though we focus on redeployment, our primary mission is always to sustain ongoing combat operations, and DLA

is a great champion for us in sustaining the current fight and the future fight with stockages of critical items necessary for warfighters to accomplish their mission."

DLA's expeditionary capabilities, along with its responsiveness and expertise, has also been crucial to the success of 1st Theater Sustainment Command, the Army command responsible for operational sustainment support in the U.S. Central Command area of operations, said Army Col. Derrin

*"They're the leading edge for DLA in the theater. In terms of responsiveness, it's all generated by the support team. I couldn't imagine doing it without them side by side with us here."*

*— Army Col. Derrin Williams*

Williams, 1st TSC support operations officer. Members of the DLA Support Team work daily with 1st TSC, sitting in on all major meetings and briefings, he said. Having the DLA experts on the ground and accessible makes working on issues, such as the potential effects of the subsistence prime vendor contract transfer on the annual holiday meals, much easier, he said.

"I can just go down the hallway and talk to the DLA Support Team, and they can work issues for me. That frees me up to work other issues," Williams said. "It just really speaks to responsiveness. The quicker we can get answers and execute missions in support of the warfighters, the more beneficial it is to all involved."

Williams has been in his position for 11 months and has seen the DLA Support Team transition through three different commanders, but he said the level of support and responsiveness has remained constant. Each commander has had different challenges, he said, like establishing expeditionary disposal operations and closing DLA Distribution Kandahar, but the quality support to

DLA Logistics Operations Director Army Maj. Gen. Kenneth Dowd (center) poses for a photo with members of the DLA Support Team Afghanistan at Bagram Air Base, Afghanistan. Bagram Air Base is one of several locations where DLA Support Team-Afghanistan operates in country.

warfighters has never wavered.

"They're the leading edge for DLA in the theater," he said. "In terms of responsiveness, it's all generated by the support team. I couldn't imagine doing it without them side by side with us here."

The collaborative relationship between DLA and the military units in theater is one that will likely continue for a long time, in Afghanistan and elsewhere, the leaders all agreed. The end state for the U.S. in Afghanistan is yet to be determined, Simerly said, but the military will always need enablers to sustain the mission.

"We don't know what our footprint is going to look like in the coming years, but we do know for certain that any operations we're going to have in Afghanistan in the future will rely on the support of DLA, and we know that DLA will be there for us," he said. "The quality of the people representing DLA that are forward with us here and the importance of their mission can't be overstated. The senior leaders truly appreciate having their expertise here. This mission can't be done virtually; you have to have boots on the ground, and DLA has boots on the ground." 🇺🇸

Photo courtesy DLA Support Team Afghanistan



## QUOTABLES

“Our senior leaders understand that none of DLA’s success is possible without our people. We have our share of fiscal challenges, but we have a strong financial model, and part of our strategy is to continue investing in our people. We don’t view training and development as a ‘cost,’ we view it as an investment.”

— DLA Human Resources Director Brad Bunn in a blog highlighting the importance of rotational assignments in employee development.

“Any challenge that comes our way, I know you guys are going to leap over it, run through it, dig a hole under it, go around it, crush it, eat it, and somehow overcome.”

— DLA Director Navy Vice. Adm. Mark Harnitchek speaking about DLA employees at the agency’s 46th Annual Employee Recognition Ceremony Dec. 5.

“We are continuing our support in every program in every way, just as we have committed to do. We want the Afghans to succeed. We want their army to succeed. We want their institutions to succeed. It’s in their interest. It’s in the interest of the people of this country. It’s in our interest. It’s in the region’s interest.”

— Defense Secretary Chuck Hagel discussing U.S. military support to Afghanistan, during a Dec. 7 visit to the Afghan capital, Kabul.

“Last week we entered our 13th year of combat in Afghanistan, while simultaneously delivering much-needed relief supplies in the Philippines in the aftermath of Typhoon Haiyan, and while maintaining a steady state of presence in the Arabian Gulf, in the Eastern Mediterranean, and in the Pacific as a backstop to our important diplomatic endeavors as a nation. So as we consider how to maintain our military strength, we must always remember our real strategic advantage, and that, of course, [is] the men and women who serve in uniform.”

— Chairman of the Joint Chiefs of Staff Army Gen. Martin Dempsey in a Dec. 4 Pentagon press briefing.

## BY THE NUMBERS

### 400:

Number of 40-foot containers of food for U.S. forces shipped into Afghanistan each month.

### 8:

Number of countries other than the United States and NATO Support Element that DLA Disposition Services is providing with disposal support when units depart Afghanistan.

### 2,546:

Gallons of sparkling grape juice DLA Troop Support supplied to U.S. forces in Afghanistan for special meals during the December holidays.

### 600:

Number of military sites and installations that house Defense Logistics Agency assets. The Army Corps of Engineers is working on a survey of all DLA real property to help the agency become audit ready.

# Surveying Assets

Story by Amanda Neumann

**T**he Marshall Islands, Germany, Bahrain, Greenland: The list reads like a Fodor's travel guide, but these countries are the homes of a few of the roughly 600 military sites and installations that house Defense Logistics Agency assets.

Having a clear picture of assets like warehouses, fuel tanks and other structures is integral to keeping DLA running effectively and efficiently worldwide. A top-to-bottom survey of those facilities being conducted by the U.S. Army Corps of Engineers will soon give DLA that clear picture, said Bernard Murphy, a general engineer and

program manager for the survey in DLA Installation Support.

"This [survey] is the first comprehensive review of all of DLA's assets," he said. "We're trying to look at DLA collectively, rather than what the [field activities] have been doing individually."

Made up of three components – real property inventory, environmental condition assessments and facility condition assessments – the DLA Real Property Survey and Condition Assessment started in 2010 as a real property inventory to identify facilities deficiencies to be addressed through the Sustainment, Restoration and Modernization Program.

Later, DLA shifted the focus to aid the agency's audit readiness team, which needed additional data to prepare for upcoming audit requirements. The site visits were scheduled to be completed in December, but the October government shutdown required that 50 sites be rescheduled into 2014. Once the site surveys are completed, the survey report will give DLA a clear picture of its

**U.S. Army Corps of Engineers assessors conduct a facility condition assessment of a Defense Logistics Agency fuel area at the Naval Air Station Joint Reserve Base New Orleans in Louisiana. Facility condition assessments grade DLA assets on a scale of 0 to 100, allowing for quick identification of deficiencies.**

Photo courtesy U.S. Army Corps of Engineers



# DLA ASSESSMENT LOCATIONS

Geographical maps such as these indicate some of the roughly 600 military sites and installations that house Defense Logistics Agency assets. The U.S. Army Corps of Engineers is helping DLA inventory assets, like warehouses, fuel tanks and other structures, as part of a joint survey venture.



“This [survey] is the first comprehensive review of all of DLA’s assets. We’re trying to look at DLA collectively, rather than what the [field activities] have been doing individually.”

— Bernard Murphy

assets and their condition, Murphy said.

For DLA, a survey with this kind of scope meant going outside the agency and straight to the engineering and real estate experts at USACE, Murphy said.

“Because this is very intensive, you have to have people who know what they’re doing,” he said. “So DLA partnered with the corps’ Fort Worth, Texas, district because they have the capability to reach out to real property experts and other subject matter experts from districts around the country, if not the world, to do these surveys.”

Although each military service must report annually on the status and value of its real property, such as buildings, a physical inventory must be conducted every five years, according to a March 2006 Office of the Secretary of Defense instruction.

“We have people trained in real property inventory who actually walk the warehouse, fuel farm or whatever [DLA] field activities are present on site,” he said. “Other real property people are with the installation folks, who have all the asset files. They’re supposed to track the documentation from the beginning, when the building was built, all the way to its demolition. And they’re scanning the files so that we can load them into the Enterprise Business System,” DLA’s technology backbone to track business transactions.

Every building or structure has a DoD real property unique identifier number that stays with that asset throughout its service. Once a survey team arrives at a location, it compares data from DLA’s database to that of the military service, Murphy said.

“Every service has its own database for real property,” he said. “It gives the title of the installation, where it’s located, the state, the county, but then also the square footage, the year it was built, its latitude and longitude, and several

other data elements. As a tenant on most installations, DLA is required to maintain its inventory, and we maintain it on EBS in a real property module that has similar data elements to the services’ databases. When the teams go out, we’re comparing the databases between the services and DLA to make sure they match.”

If discrepancies occur, the team tries to reconcile the differences, then submits the changes to either the services or DLA, Murphy said.

“When we look at the different data elements, if the square footage is different from one database to the other, the team notes that difference,” he said. “If it appears that the service’s database is correct but DLA’s is off by 10,000 square feet, they write in the change. When they get back to Fort Worth, the proposed changes are entered and submitted through us here for review, and those changes can then be made into EBS. If EBS is correct, then we go to the real property accountability officer, provide that information and ask them to review and upgrade the service’s database.”

Along with the real property team, an environmental team also conducts condition assessments, making note of any environmental concerns the building may have, Murphy said.

“They’ll look at a building that was built before 1970, and if it’s been painted 20 times, they’ll check it off to say it has a possibility of having lead paint on it, but they’re not testing the paint,” he said. “It’s just a quick checklist to determine a baseline; they don’t do any testing.”

Conducted only on non-fuel assets, facility condition assessments evaluate buildings from top to bottom. The teams then give estimates on what needs to be replaced, repaired or redone, Murphy said.

“If we have a DLA Document Services print plant or a DLA Disposition Services

Bernard Murphy



Cracked sidewalks, like this one at Letterkenney Army Depot in Chambersburg, Pa., are being evaluated during facility condition assessments at military sites worldwide as part of the joint effort between the U.S. Army Corps of Engineers and the Defense Logistics Agency.

recycling yard, we bring engineers in to look at these buildings from foundation to roof to determine what needs to be replaced or repaired, like the electrical system, mechanical systems, window replacement, etc., [along with] estimates,” he said. “When they’re finished, the report lists all the deficiencies by building so that when DLA Distribution or any other field activity collects these reports, they can sort them to see all the roofs that need repair or all the electrical systems that may need repair. Then we can proceed to contracts to get them repaired to make sure that the buildings are kept operational.”

When the time comes for repairs, the facility condition assessment reports detail both major and minor problems, issues and concerns about the building, similar to a home inspection, Murphy said.

*“We’re building a long-lasting relationship that makes logical sense in the long run. We’re dealing daily with economics and bringing savings, not only to DLA, but to the taxpayers.”*

*—Alain Bernier*

“If you own a home, it’s very similar,” he said. “If you buy a house, you bring in someone to do an inspection. They would come and look at your foundation and your basement, and they’re looking to see if there are any cracks in the floors or in the walls or if there’s any water damage. Then they would look at the heater, the air conditioner and the piping. Then they would step outside and see what kind of siding you have, what kind of windows you have, when the roof was replaced, etc. That’s the sort of thing these teams do, but in a more standardized methodology.”

Any improvements to a building, such as a new sprinkler system, needs to be carefully documented as well, Murphy added, since it impacts the building’s value and depreciation rate.

Melissa Dickerson, project coordinator from USACE’s Fort Worth District, credited her organization’s flexibility as the key to accomplishing the mission.

“Going into the site visit, I know about how many assets are there,” she said.

“I’ve probably been on 15 to 20 trips, so I’ve done it enough to know what might happen, but there’s just so much you have to plan for all these things that could possibly happen and you hope they don’t. But the biggest thing we’ve got to have is flexibility, because there’s always going to be new assets that we didn’t know about when we get there. At the same time, I need to ensure that the team stays on track as much as possible. We are about quality, and not quantity, so if we need to make different decisions that vary off of the original plan, we’re able to do that.”

With a lot of work to do in a small amount of time, the teams rely on organization and multitasking to make the most of their visits. Over a five-year cycle, several things can complicate matters, such as an addition to a warehouse or the

demolition of a building, Dickerson said. With trips to Germany, Guam and Cuba under her belt, Dickerson said she has had her fair share of surprises and memorable site visits.

“The last [trip] we were on was San Diego, Point Loma and Miramar [Calif.],” she said. “We were told that there was a lot of new construction, and we really didn’t know what we were going to end up running into. It turns out, of the 49 assets that we had on the tracker, only four of them were actually there. The other 45 had been demolished. When that happens, it presents a lot of additional work. Then we had two assets that nobody knew where they were. We spent half a day trying to find them; it turns out they had been demolished and there’s a gas station sitting on top of them. So that was a challenge, but we found them.”

Dickerson said the teamwork between the DLA and USACE has led to the survey’s success.

“I’m hoping that we accomplish what DLA expects of us, and in return, it will build a good reputation for us with DLA for future work,” she said.

Since 2011, specially trained teams that include more than 500 USACE personnel from 25 districts have been traveling the world, working hard to inventory DLA’s entire assets, said Alain Bernier, program manager and chief of the infrastructure assessment branch at USACE’s Fort Worth district.

He said cooperation between the two organizations is key.

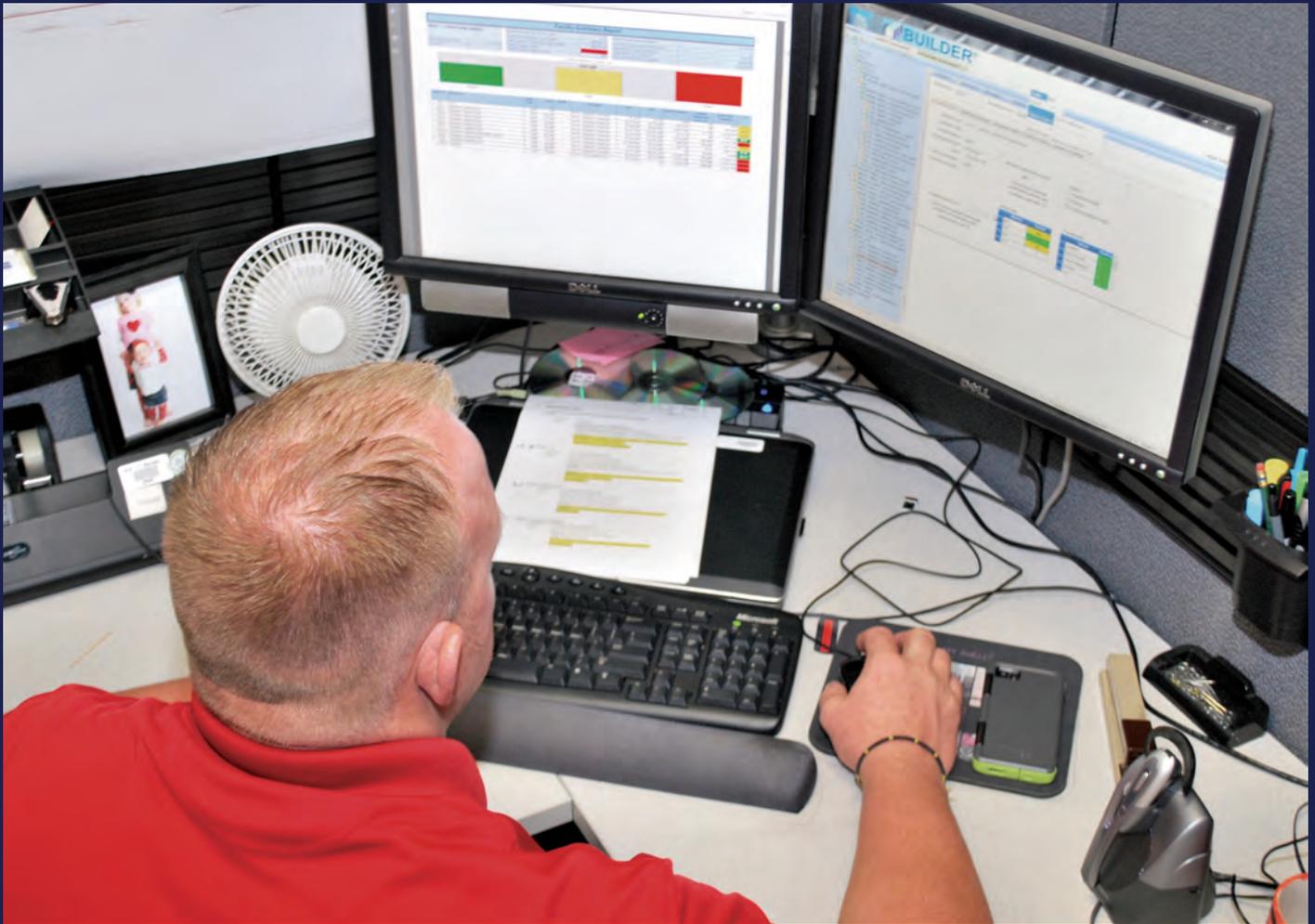
“It’s not only USACE that goes,” Bernier said. “Oftentimes, we have DLA counterparts that are actually in the field supporting us, and they bring a lot of value to our visits.”

With three to four teams on the ground at any one time, each team is typically on the road for a week. How many sites the teams can visit in a week depends on each installation’s location and size, Bernier said.

“We try and group as much as we feel that we can accomplish in a week’s time, and we try to knock out as many installations as possible,” he said. “Some of these trips, we go in with 15 people; some more. The Japan trip took 86 people. It took three weeks and a large commitment on the part of the folks that went out there because it’s multifaceted. The most important part of the program is consistency. Whether its real estate, facility condition assessments, or environmental, we always have to look at everything in the same manner so we can ensure a consistent and solid product.”

With the next five-year cycle starting in September 2015, Bernier said he is confident that USACE’s partnership with DLA will continue saving taxpayers’ dollars.

“It’s really a good marriage too, uniting two government agencies, and just inherently, it’s pretty smart to go that route to make sure we have the right eyes on the mission,” he said. “We’re building a long-lasting relationship that makes logical sense in the long run. We’re dealing daily with economics and bringing savings, not only to DLA, but to the taxpayers.” 🍷



Jonathan Simon from the U.S. Army Corps of Engineers' Fort Worth, Texas, District demonstrates the BUILDER Sustainment Management System software for generating facility condition assessment reports for a Defense Logistics Agency site visit to Yorktown, Va.

## BUILDER Sustainment Management System

The Defense Logistics Agency uses the BUILDER Sustainment Management System to assess and track facility conditions. The software is an estimation tool that calculates deficiencies and repairs of DLA assets. By issuing a condition index on a scale of 0 to 100, BUILDER can even predict when future repairs will be needed, said Bernard Murphy, a general engineer in DLA Installation Support.

"For example, if a roof was put on 18 years ago, BUILDER will crank out an estimate of what it will cost to replace that roof, and it will also say it should be replaced every 20 years," Murphy said. "It will issue a condition index based on the life expectancy left. Anything under 70 means you should replace it now, since it could cause more damage if it's not fixed, not only to the building, but to the stuff that's stored underneath that roof."

One of BUILDER's main uses is to determine how many roofs in DLA's buildings will need to be replaced in a given period, Murphy said.

"As a facilities manager, if the emphasis is to make sure the building is safe and dry and the material isn't

damaged, I focus on getting my roofs fixed first," he said. "It's one thing to look at one building, but you can look at 1,000 buildings with this system. It allows you to sort all the roof deficiencies or all the electrical or mechanical deficiencies, or I can look at an individual building and say, 'OK, it's not only the roof, but the chiller needs replaced, etc., and this building needs \$600,000 worth of repairs.' And you can find your worst roofs in the 1,000 buildings. That's the idea; it's not only to determine the deficiency, but the priority and the funding it would need to get it done."

BUILDER also helps DLA keep a current look at its inventory, said Alain Bernier, chief of the infrastructure assessment branch at the U.S. Army Corps of Engineers' Fort Worth, Texas, district.

"Once these deficiencies are recorded, we never lose sight of them," he said. "When they're through being fixed, there's a document that updates the real property inventory and the condition of those deficiencies that were just replaced. It keeps the whole health of your database system current at all times."

Created by the U.S. Army Construction

Engineering Research Laboratory in Champaign, Ill., which was honored in April by USACE with its Innovation of the Year Award, BUILDER is one of the leading facility condition assessment mechanisms in the industry, Bernier said.

"Because of DLA's effort, BUILDER is really taking off and has been customized to support DLA's requirements," he said. "As one of the byproducts, it's becoming a very sought-after software in the industry, both private and government. One thing that has happened recently is that DLA has asked [the research lab] to develop new software to support their fuels mission, their energy mission, and they're going to call it FUELER."

In a change announced by Frank Kendall, under-secretary of defense for acquisition, technology and logistics in a Sept. 10 memo, BUILDER and its three sister modules – ROOFER, for assessing building conditions; PAVER, for paved surfaces; and RAILER, for railroad infrastructure – are now required for all Department of Defense facility condition assessments to help ensure standardization throughout the department.

— Amanda Neumann



# I AM

# DLA

**My name is:**

*James "J.D." Sayre*

**Describe your job in a sentence:**

*I am the supervisory financial system analyst for DLA Finance in Columbus, Ohio. I supervise a team of eight individuals focusing on supporting our internal DLA Finance customers, with an emphasis on audit readiness.*

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

*I have worked for DLA for three years.*

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

*I truly enjoy interacting with my co-workers and working toward the common goal of DLA becoming completely audit ready.*

**What is your best memory of working here?**

*My best memory of DLA is being named the field command team finance lead for audit readiness, which gave me the opportunity to work with a lot of folks across various departments within this agency and build a strong relationship with a variety of good folks.*

**How do you make a difference to warfighters?**

*I make a difference by helping support the audit readiness and stewardship effort. Being good stewards of our resources allows our senior leaders to make the appropriate decisions that both track our resources and allow them to be used in the most efficient way to support our warfighters.*



*James "J.D." Sayre*