

DEFENSE LOGISTICS AGENCY

# LOGGLINES

The Right Solution — On Time, Every Time

January / February 2017



## Out with the Excess

Helping the Army Remove Equipment from Inventory

## Leading and Feeding

Former Ranger Cook Helps Feed Troops

## Tiny Enemy

Keeping Ahead of Zika-Carrying Mosquitoes

## America's Helping Hand

DLA Assists in Disaster Relief Following Hurricane Matthew



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

# LOGLINES

THE OFFICIAL FLAGSHIP PUBLICATION OF THE  
DEFENSE LOGISTICS AGENCY

## 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

## MANAGING EDITOR

Phil Prater

## SENIOR EDITOR

John R. Bell

## WRITERS

Beth Reece

Dianne Ryder

## LAYOUT AND DESIGN

Paul Henry Crank

## SUBSCRIBE TO THE LOGLINES MAGAZINE

If you would like to be on the Loglines mailing list, please email [loglines@dla.mil](mailto:loglines@dla.mil) with your name, organization and complete mailing address.

LOGLINES is the authorized publication for the Defense Logistics Agency's workforce of federal civilians, active-duty military and Joint Reserve Force augmentees at agency activities worldwide and industry customers of DLA. Contents of this publication are not necessarily the official views of, or endorsed by, the U.S. government, the Department of Defense or the Defense Logistics Agency.

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

# From the Director

Last year, Loglines magazine changed from themed issues to covering an array of topics in each installment. For me, it's been a refreshing change. In each issue, I now get a sense of the diverse initiatives and activities going on in DLA. I think you'll find the same in this issue.

Before 2016 came and went like a Category 4 hurricane, we saw one of the biggest stories of the year: our government's disaster-relief efforts in Haiti and the east coast following Hurricane Matthew. DLA put boots on the ground, civilian and military, to work with our partners in other federal agencies. We provided expertise, coordination, and communication to help get food, water and supplies to the people who needed it. It's a story of America's compassion in action that our agency can take pride in, as we helped save lives in a devastated but grateful neighbor nation.

The Army's need to divest itself of worn-out and unneeded equipment was another big story in 2016. All that equipment must be managed and accounted for, which takes time and effort. The issue is significant because it affects readiness. Enter DLA Distribution and Disposition Services teams to lift the burden of millions of unneeded items from Army personnel. If you want to see relief on the faces of soldier logisticians, tell them DLA is coming to dispose of their excess equipment.

We also present two DLA Troop Support stories, both related to food. One focuses on DLA's partnerships with local farmers and the U.S. Department of Agriculture to provide fresh fruits and vegetables to public schools throughout the nation. The other spotlights an employee of DLA Troop Support Europe & Africa responsible for feeding 290,000 soldiers, sailors, airmen and Marines in three continents. It turns out, he brings his experience as an Army Ranger to the job.

These are only some of the great stories you'll find in this issue of Loglines. I am proud of our people and proud of the work we do supporting the warfighter and all of our customers. As the Defense Department's combat logistics support agency, we do a lot of good in the world.

I hope you learn something you didn't know, feel inspired by what you read — or both. As diverse as these stories are, I hope you notice what they have in common: our employees share a common resolve to strive for excellence and provide exceptional global logistics solutions to our customers — on time, every time. 🌟



DLA ON THE WEB



[www.dla.mil](http://www.dla.mil)



[www.facebook.com/dla.mil](https://www.facebook.com/dla.mil)



# Features

## Collards to Kale..... 02

DLA Troop Support ensures customers ranging from dining facility patrons to school students receive the freshest fruits and vegetables available.



## Leading and Feeding..... 08

Feeding troops on three continents requires leadership and food service skills — which Todd Lutz learned in the 75th Ranger Regiment.

## Tiny Enemy..... 12

Defense Logistics Agency personnel are working with agencies at all levels to fight mosquitos, detect any new cases of Zika and make sure troops have what they need to avoid infection.



## Expanding Global Presence ..... 15

A new DLA Distribution center in Djibouti promises to boost the agency's support to warfighters in the region.

## Out with the Excess ..... 18

DLA is helping the Army remove up to 1.2 million pieces of equipment from unit inventories so soldiers can focus on readiness.

## Rare But Ready..... 25

Since 1993, the Warstopper Program has helped DLA guarantee on-time delivery of critical wartime materials.



## America's Helping Hand ..... 32

When a hurricane left thousands in Haiti without food or water last year, DLA was a key part of America's response.

## Departments

## A Conversation with ... ..... 23

David Koch, deputy executive director of DLA Mission Support

## DLA NewsWire ..... 29

## DLA Strategic Plan Poster Series ..... 37

Financial Stewardship

## I am DLA ..... Back Cover

Randle McClendon



[www.twitter.com/dlamil](http://www.twitter.com/dlamil)



[www.youtube.com/dodlogisticsagency](http://www.youtube.com/dodlogisticsagency)

# COLLARDS TO KALE

## KEEPING IT FRESH

Story by Beth Reece

**K**en Wilmoth is browsing the produce department at his local Wal-Mart when he catches a woman suspiciously eyeing blood oranges. She picks one up, squeezes it, sniffs and drops it back in the bin.

"Ma'am, they're supposed to look like that," Wilmoth pipes up. "When you cut them, they're going to be blood red on the inside. They're really sweet and have twice the vitamin C as your California oranges. Don't just look at them and assume they're bad."

He also tells shoppers how to select a ripe cantaloupe or honeydew and shares his recipe for microwaved sweet onions. Wilmoth has loved fruits and vegetables since spending his childhood summers hawking zucchini and cabbage from his dad's roadside produce stand. Now he shares his passion and knowledge with military dining facilities and school cafeterias on behalf of Defense Logistics Agency Troop Support's Subsistence supply chain.

Based in Gloucester, Virginia, Wilmoth leads one of six garrison feeding teams that carry out the Department

of Defense Fresh Fruit and Vegetable Program. Each team covers a geographic area and includes a supervisor, a group of tailored vendor logistics specialists that handle contracting and cataloging issues at DLA Troop Support's headquarters in Philadelphia, and field reps who monitor quality and customer satisfaction.

Customers include dining facilities, schools and child care centers on military installations, as well as ships, Veterans Affairs hospitals, Native American reservations, federal prisons and civilian elementary schools. Troops are DLA's No. 1 priority, but supporting schools is more of a logistical challenge, compared to other customers, Wilmoth said.

"You may go on a base and have three to 23 dining halls, but one school system might have 20 or 120 schools. Also, schools aren't required to participate. They may enroll one year and choose not to the following year," he said.

### Schoolhouse Subsistence

After studies in the early 1990s confirmed children weren't eating enough fresh fruits and vegetables,

Congress gave the U.S. Department of Agriculture the responsibility of getting more produce into schools through the National School Lunch Program. USDA wasn't set up to handle produce; however, the closest it got to fresh was canned ham or peaches in corn syrup. State commodity officials like Gary Gay were skeptical.

"Could we really do it? We didn't have any reference point to lean on," said Gay, director of the North Carolina Department of Agriculture and Consumer Services Division.

DLA had proven its ability to provide fresh produce to service members around the globe, so USDA officials turned to DLA's subsistence experts for help. Their conclusion: It didn't make sense to copy something that was already being done. "Let's partner," USDA officials said.

In 1994, DoD and DLA agreed with USDA to a pilot project in which DLA supplied fresh produce to schools in eight states, the same way it did military installations. USDA officials worked with dietitians and DLA reps to determine what items would be sent to which schools and when. The first year, schools received more than \$3 million in produce. Parents and teachers praised the program, and in 2010 it was expanded to include the 48 contiguous states, the District of Columbia, Puerto Rico, the Virgin Islands and Guam.

"It really shows where two federal agencies can work together toward a mutual outcome," said Patricia Scott, DLA Troop Support's chief of garrison

Carrots are just one of the hundreds of fresh produce items DLA Troop Support provides to customers, including dining facilities, ships, Veterans Affairs hospitals and civilian elementary schools through the DoD Fresh Fruit and Vegetable Program.



Beth Reece





Two days' worth of munitions removed during "ammo abatement" process to ensure vehicles are free from dangerous items before DLA's work begins. Items shown include smoke grenades and .50 caliber rounds.

Beth Reece

DLA Troop Support's Ken Wilmoth, who leads one of six garrison feeding teams that carry out the DoD Fresh Fruit and Vegetable Program, inspects tomatoes destined for elementary schools at the prime vendor's location in Greensboro, North Carolina.

— Photo by Beth Reece



## MANY DINING FACILITIES USE FRESH PRODUCE IN ELABORATE DISPLAYS THAT INCLUDE BASKETS AND FLOWERS CARVED FROM THINGS LIKE RADISHES, PEPPERS AND CARROTS.

feeding. "This is also a great benefit to schools because we provide all the customer service, contracting oversight, invoice reconciliation and audits of prime-vendor facilities."

DLA Troop Support expects to provide more than \$234 million in produce to students in about 12,000 nationwide schools during the 2016-2017 school year. Changes in DLA's business practices and the "buy local" trend have contributed to the program's growth, Wilmoth said.

### Yesterday's Produce Buyers

When schools began using DoD's fresh produce program, DLA had 14 defense subsistence offices scattered throughout the country. Office staff received orders daily and arranged deliveries to customers, while former produce buyers like Wilmoth scoured the states for quality vendors.

"We'd pretty much just go out and

pop in on them, tell them we were seeking new suppliers who wanted to bid on business with DoD. At the time, we looked for clean and reputable small business vendors that had a full line of fresh fruits and vegetables on hand," Wilmoth said.

DSOs then created blanket purchase agreements for reoccurring orders with qualified vendors. For Wilmoth's team, which covered Southeast states from North Carolina to Florida plus the Virgin Islands and Puerto Rico, the focus on locally produced items began with berries.

"I was at one of the schools inspecting a delivery when I noticed California strawberries coming off the truck. They were perfectly fine strawberries, but why were our vendors delivering California strawberries when we had real pretty strawberries growing right up the road from the school? It didn't make sense," he said.

As a proponent of small family farms, North Carolina Department of Agriculture officials supported the idea of putting locally grown berries in the state's schools. Then again, the question: Could DLA and NCDA do it using existing cold-storage warehouses and tractor trailers?

"I believed we could teach them how to handle fresh products," Wilmoth said. "And I knew if they could do strawberries, they could do anything."

### Going Local

Wilmoth taught NCDA officials about temperature control and how to haul produce without damaging or spoiling it. When local strawberries were finally put on the order list, schools in the state requested 1,000 cases. North Carolina farmers gave them Sweet Charlies, a variety known for their sweet taste and deep red color.

"The first lesson we learned was that

Strawberries are among of the most frequently requested locally grown items among schools getting produce from DLA.



Beith Reece

although the Sweet Charlie is an excellent berry, it didn't have the shelf life needed to support the school lunch program. Since customers wanted the berries, we had to find the right solution, so we worked closely with growers in the state to find a variety with the same great taste and a longer shelf life," Gay said.

This school year, North Carolina schools are scheduled to receive about 12,000 cases of strawberries and more than \$1 million worth of other locally grown produce, including sweet potatoes and broccoli. All of those items are produced by farmers with a USDA Good Agricultural Practices certification to assure they're produced, packed,





handled and stored as safely as possible to minimize food-safety hazards.

"It makes you smile, because the kids are getting fresh produce that a lot of them don't ever get at home. We've heard some of them say they'd never had fruit as common as peaches until they got one through this program," Wilmoth said.

And since items offered in North Carolina's local Farm to School program are ordered in June for the entire school year based on pricing forecasts, farmers can better plan their crops.

"We believe the local program has helped create a new, dependable customer for small farmers and might have even influenced some of them to

continue farming, he added.

While schools can develop their own implementation plans, Wilmoth took what he learned in North Carolina to states like Mississippi and Alabama, both of which now have successful programs.

### Long-term Contracts

DLA Troop Support closed its defense subsistence offices in 2007 and moved to long-term contracts with prime vendors. The contracts last four to five years and the weekly catalogs are managed by Scott's six teams in DLA Troop Support's garrison feeding division. In North Carolina, for example, one vendor, Foster-Caviness, offers a full

*(From left) Ken Wilmoth and Pam Hamlett from DLA Troop Support stand in front of the North Carolina Department of Agriculture's Farm to School truck with NCDA's warehouse administrator, Ted Fogleman, and Bob Sitton, NCDA assistant director.*

line of fresh fruits and vegetables to all of DLA's customers in the state. Product is brought into the vendor's cold-storage facility in Greensboro from sellers across the country and includes locally grown items delivered by NCDA. In many cases, fruits and vegetables are harvested one day and delivered the next.

"When it arrives here, we're probably picking off the pallet that night or the next morning. Most of our products are turned around in anywhere from hours to three



days, except hearty items like potatoes and onions that can last six or seven days with no problems," said Foster-Caviness Vice President Steve Johnson. Every member of the company is trained to inspect items for quality as they're received, stored and delivered to customers.

The vendor in North Carolina delivers produce once a week to about 1,300 schools. Because the schools are different sizes, the vendor must sometimes break down large quantities into smaller units. One school might request a 10-pound box of bananas instead of a case; another will order a 2-pound bag of salad, rather than waste a 20-pound bag. And because many schools lack the cafeteria staff and time to cut or measure proper portion sizes, NCSA, DLA and the prime vendor agreed

to provide pre-cut items like apple slices and prepared salads.

Foster-Caviness also works with DLA and NCSA to pique students' interest in new varieties of produce entering the market, such as pluots, a plum-apricot hybrid that's 75 percent plum. New ways of preparing vegetables have also increased the demand for things like cauliflower and kale.

"We've sold kale for years, but it wasn't always a hot item. This vegetable that I grew up seeing as just a garnish on salad bars is now considered a superfood, so we've worked with farmers to increase the amount we have available for order," said Foster-Caviness President Paul Lieb.

Providing produce to schools wasn't initially appealing, he admitted, because the business volume is small compared to what his company achieves with large food chains, such as Outback Steakhouse. However, school administrators' commitment to serving nutritional, fresh produce has been an inspiration to vendors and farmers, Lieb said.

"Our initial goal was to increase students' consumption of fruits and vegetables, and that's exactly what we've been able to do. But what's made it work is everybody's involved. It wouldn't have happened with one piece of the puzzle missing," Wilmoth added.

## Military Customers

Although schools order all produce not part of local programs one week in advance, military customers order three times a week and receive deliveries Mondays, Wednesdays and Fridays. All customers have more than 100 items to choose from, and DLA can usually accommodate requests for additional items, said Pam Hamlett, a customer support specialist based in Wilmington, North Carolina, who has supported DLA customers in North Carolina, South Carolina and Tennessee since 2008.

"During the holidays, we get a lot of requests for items like turnips that

Dining facility staffs frequently use fresh fruits and vegetables in elaborate displays that include baskets and flowers carved from things like radishes and watermelon.



Photos by Air Force Senior Airman Cynthia A. Innocenti



aren't regularly in the catalog, so we add them during that particular time of year," she said.

Many dining facilities also use fresh produce in elaborate displays that include baskets and flowers carved from things like radishes, peppers and carrots.

Soldiers at Fort Bragg, North Carolina, are well-fed, appreciative recipients of DLA's support, said Richard Barbee, a subsistence supply manager for the installation.

"There's never been a time when we've asked for something we needed and didn't get it," he said. "We have, on special occasions, asked DLA to deliver fresh fruits and vegetables to a unit away from home base. They're always on time, and the quality is always good."

And like chain restaurants that boast of their ingredients being locally grown, dining facility managers have started to





spotlight items on the serving line that are from nearby farmers. Foodservice specialists at Camp Lejeune, North Carolina, even have a guest-chef program that connects the state's agriculture and military industries. The program brings a locally renowned chef on base to help military staff plan and prepare a special menu based on locally sourced ingredients. Chili-lime corn on the cob, black-eyed-pea salad, roasted sweet-potato salad, kale slaw and watermelon pico de gallo are among previous offerings.

"Anybody and everybody on the installation is invited, and I can say it's absolutely delicious. Just looking at the menu will make you hungry. It's one way of giving troops something different," Hamlett said.

Partnering with local farmers is also important to installation officials because

it helps preserve agricultural lands around military bases, Wilmoth added.

"They want the farms around them to thrive so we can use that space for training. Cows don't complain about our jets and airplane noises," he said.

The emphasis on fresh, local produce has also made its way to service members stationed in places like Africa and Afghanistan. More than 20 varieties of fruits and vegetables were purchased from Afghan farmers in summer 2014, for example. Buying overseas promotes development of the private sector, supports economic development and has a tactical benefit, military leaders say.


"Local fresh fruits and vegetables are a way to keep farmers on the farm and keep them out of the improvised explosive device factories," said Army Brig. Gen. Steven Shapiro, former

Fresh corn, carrots and potatoes are among the items DLA Troop Support provides to military customers throughout the year and especially during holidays like Thanksgiving and Christmas.

commander of DLA Troop Support.

Hamlett and Wilmoth agree that providing a variety of produce is equally important, whether customers are young, impressionable students learning to make healthy food choices or service members who train, eat and sleep like athletes.

"It's been proven that everyone should eat lots of fresh fruits and vegetables in a wide range of colors. To achieve that, variety is necessary, and not everyone likes the same thing," said Wilmoth, who takes pride in introducing his four grandchildren to unusual things like ugli fruit and purple sweet potatoes.

"Some are winners; some are losers," he said. "But you'll never know if you like them until you give them a try." 



# LEADING AND FEEDING

FORMER RANGER REGIMENT COOK NOW HELPS FEED  
TROOPS THROUGHOUT MIDDLE EAST, AFRICA, EUROPE

Story by Michael Tuttle  
DLA Troop Support Public Affairs

**F**ormer Army Staff Sgt. Todd Lutz regularly rolled through Mogadishu, Somalia, in 1993 on a two-and-a-half-ton cargo truck, often through enemy fire, to make rations runs.

Lutz and four of his fellow 75th Ranger Regiment cooks were transporting food to feed a task force deployed to counter a warlord's attacks on a United Nations peacekeeping mission.



Soldiers with the 25th Infantry Division eat their Thanksgiving meal on Combat Outpost Cherkatah, Khost province, Afghanistan. The soldiers were deployed with the 3rd Battalion, 509th Infantry Regiment.



The book and movie "Black Hawk Down" depicted Task Force Ranger's mission to capture the warlord's two top lieutenants and the ensuing, bloody battle after two helicopters were shot down in Mogadishu's Bakara market.

The five cooks prepared meals to feed 530 troops in the task force, made up various special operations units, including the cooks' fellow Rangers from the 3rd Battalion, 75th Ranger Regiment. It was a food-service mission that normally calls for 17 soldiers to support.

So Lutz is no stranger to the perspectives of the 290,000 soldiers, sailors, airmen and Marines he now helps feed throughout the Middle East, Africa and Europe.

He's a customer operations supervisor with Defense Logistics Agency Troop Support Europe & Africa. From Kaiserslautern, Germany, he leads a team of 19 dispersed throughout five countries.

His team is the face to its military customers and the forward element for the global subsistence supply chain based out

of DLA Troop Support in Philadelphia.

They tailor food support based on their customers' requirements, whether those customers are participating in exercises in Europe, in need of specific dietary meals or navigating customs to deliver rations to a remote location within Africa's 11.7 million square miles.

Lutz's 30 years of experience, in food service and leading soldiers, help him oversee a team that requires "mature competence in communication, critical thinking and collaboration skills" to



Army Sgt. 1st Class Andrew Smith





Courtesy Photo

Todd Lutz is shown here in Saudi Arabia as an Army specialist in 1990 with the 2nd Squadron, 4th Cavalry Regiment, 24th Infantry Division.

support the “complex” areas where their customers operate, he said.

### ‘University of Hooah’

Lutz was born in Minnesota and eventually moved to Wisconsin. But since enlisting in 1986, he considers himself “from the Army.” He retired as a first sergeant after 21 years of Army service.

He also served as a drill sergeant. He later trained noncommissioned officers

during his last assignment with the 7th Army Noncommissioned Officers Academy in Grafenwöhr, Germany.

Being in the Ranger Regiment and airborne qualified provided Lutz a perspective to appreciate the good things in life, he said.

“Surviving a 500-foot jump, hanging from a tree upside down and sleeping on the cold, hard ground were true character builders,” he said. “As long as I’m not sleeping on the ground or getting shot at, life’s good.

“How lucky was I to be mentored, with a 70- to 100-pound ruck on my back, on such Ranger science as how to associate terrain to a map or call in birds to evacuate casualties, under 30-percent moonlit skies in dark forests, by a Ranger-rolled-patrol-capped, dip-spitting, hardcore infantry Ranger NCO?” Lutz said.

Joining the Army as a cook allowed him an opportunity to go to Ranger school. He’s done everything in food service, from ordering food supplies, picking cases from pallets in a warehouse, delivering orders, to “the cooking and serving of food for hungry Rangers,” he said.

That experience helped Lutz develop the problem-solving skills needed to support customers in the unpredictable areas where they operate.

“I’ve been in similar situations in some of the dustiest, nastiest, all-expense paid,

exotic ‘vacation’ spots at remote ends of the earth,” Lutz said.

### An Army Marches on Its Stomach

The Continental Congress passed legislation in 1775 to provide soldiers fighting the American Revolution with meat, milk, rice, bread and beans or peas. But food preservation techniques hadn’t been developed, and perishables were rarely edible by the time they reached the field.

Soldiers died and suffered from diseases such as scurvy. Their morale also suffered.

DLA Troop Support’s Subsistence supply chain now works with regional food vendors to feed military dining facilities all over the world, ensure Navy ships at sea are stocked with fresh food and provide soldiers in the mountains of Afghanistan with a taste of home for the holidays.

Lutz’s team has a vital role in that support, said Rich Faso, deputy director of the Subsistence supply chain in Philadelphia.

“The Subsistence team in Europe and Africa is critical to our customer service in the very strategic [areas of responsibility] of Europe, Africa and the Middle East,” Faso said. “Their knowledge and expertise of Class I subsistence and their awareness of the environment

Former Army 1st Sgt. Todd Lutz leads a group of students at the 7th Noncommissioned Officers Academy in Grafenwoehr, Germany, through in-cadence pushups in 2006. Lutz now uses his experience in the Army, including as a former Ranger Regiment cook, to help feed 290,000 troops throughout the Middle East, Africa and Europe.



Paula Guzman



Army Pfc. Oziel Villanueva, 3rd Battalion, 509th Infantry Regiment, 25th Infantry Division, eats his Thanksgiving meal on Combat Outpost Cherkatah, Khost province, Afghanistan.

in these AORs, as well as being in the same time zone, provides great comfort to our supported customers."

According to Lutz, military food service operations and subsistence provision is a consistent, three-times-per-day, seven-days-a-week mission to our customers. Our customers are based in some of the most complex, arduous and dangerous zones.

His team manages food procurement for exercises, operations and Navy ships throughout three continents in 121 countries, so that military food-service operators can feed their units' missions.

"Our sole existence is to serve our customers," Lutz said of his team.

They want to make subsistence support as easy as possible for their customers and ensure their processes include the warfighter perspective, Lutz said.

Team members travel to Army sustainment commands to conduct pre-deployment training on subsistence operations. The training is one of the first steps in developing strong relationships with those units as they lean on DLA to sustain the forces during their deployments.

Customers are able to reach Lutz's team 24/7, he said. The team adjusts their method of communication to their customers' technological capabilities and geographical location.

They've even received customer requirements from remote bases in Afghanistan that were first scribbled on toilet paper, Lutz said.

"Adopting a mentality of total ownership of a customer's perspective helps to ensure that decisions are made from a customer-based view," Lutz said.

## Empowering His Team

Aysu Cesmebasi works with subsistence customers as a tailored vendor logistics specialist on Lutz's team. She wondered how she would fit in on the team when she arrived in Germany in February 2014.

Not only did Lutz make his



Army Sgt. 1st Class Andrew Smith

expectations clear, he showed confidence in Cesmebasi's ability to work with customers and backed her up, she said.

When a vendor had a problem providing rations to an Army unit in Africa Cesmebasi supported, Lutz encouraged her to work it out. She talked with the vendor and the unit to discover a disconnect in the rations deliveries.

She facilitated a solution in which the vendor began delivering the rations directly to the unit, saving time and money, Cesmebasi said.

"He's always encouraging us to re-evaluate and analyze our support," she said about Lutz, "always encouraging us to find better solutions."


Cesmebasi also serves as a food service warrant officer in the Army Reserves. She said a lot of Lutz's leadership

carries over from the military to their civilian careers.

Lutz earned an award in 1999 through the Army suggestion program for a handbook he created. It consolidated parts of the Army common task training guide and the NCO manual, with additional notes and pictures, and was designed for soldiers to use in the field.

"In the Rangers, everything I needed was in two pockets, including the Ranger handbook," Lutz said.

Lutz can't package all of his leadership and food-service experience into one handy guide. But he constantly shares what he can.

"He continuously mentors, stressing continuity and standard operating procedures," Cesmebasi said, "always to ensure seamless support to our customers." 



# TINY ENEMY

## KEEPING AHEAD OF ZIKA-CARRYING MOSQUITOES



A female Polynesian tiger mosquito, one type that carries the Zika virus, takes a blood meal.

Story by Kimberly K. Fritz, Craig M. Rader, Chris Erbe and Michael Tuttle

**W**ith Zika virus established in South Florida and public-health officials warning it could easily spread to other warm parts of the country, Defense Logistics Agency personnel are taking action to fight mosquitos, detect any new cases of Zika and make sure troops have what they need to avoid infection.

DLA installations began trapping and testing mosquitos in March 2016, on instruction from the Department of Defense. Since then, DLA installations have worked with other federal,

state and local governments to share information and strategy.

DLA Aviation in Richmond, Virginia, is one of four federal installations in Central Virginia that collect mosquitos to test for Zika during the months when mosquitos are present. DLA Installation Support at Richmond's Environmental Division is working with Kenner Army Health Clinic's Preventive Medicine Clinic to monitor the spread of Zika in the area.

"State-of-the-art mosquito traps [are] placed in areas specifically identified as potential breeding grounds for the

Zika-bearing mosquitos," said Jimmy Parrish, chief of the Environmental Division. Trapping and testing last about two months, during which his staff checks the traps daily and collects any captured mosquitos. Last year his team collected 51 mosquitos and sent them for testing at Fort Lee, Virginia, and the Army Public Health Center at Aberdeen Proving Ground, Maryland. None tested positive for Zika, Parrish said.

"We also took a very proactive approach regarding the identification and treatment of any potential mosquito



breeding areas," Parrish said. "The mosquitos that have the potential to carry the Zika virus prefer to breed in smaller bodies of water, such as what might be collected in buckets, tarps and even flower pots."

In the warmer months, his staff routinely canvass the entire installation to look for those items, he said.

"Our goal [is] to not only capture and identify the types of mosquitos found on the installation but to minimize, if not eliminate, the concerns our fellow employees might have for their health and well-being," he said.

Meanwhile, health officials at DLA Land and Maritime in Columbus, Ohio, are preparing to once again work with Army entomologists this summer to collect mosquitos for testing. Brad Sparks, a pest controller at DLA Land and Maritime, spent last summer on mosquito patrol, placing and collecting traps at the installation, to collect eggs and adult specimens.

None of the mosquitoes were positive for Zika, dengue or chikungunya virus, said Benedict Pagac, chief of the Entomological Sciences Branch, Public Health Command – Atlantic reported the installation leaders at the testing sites of Columbus, Ohio, and Richmond and Fort Belvoir, Virginia.

For installations outside or on the edge of the known ranges of the species known to carry Zika, the news gives some measure of assurance that the likelihood of Zika, dengue, or chikungunya virus transmission by mosquitoes at those locations is low, according to Pagac.

DLA Troop Support's Clothing and Textiles supply chain provides combat fatigues treated with insecticide to protect Marines and soldiers from disease-carrying insects. Since February 2014, C&T has delivered than 10 million uniforms treated with permethrin to warfighters in the United States and overseas, said Steve Merch, director of supplier operations for the supply chain.

Army 1st Lt. Kyle Fortner of Kenner Army Health Clinic installs a battery-operated mosquito collection system near the child-care center at DLA Aviation in Richmond, Virginia, with help from Installation Support personnel. Two traps collect mosquitos for testing each week during mosquito season.

"Permethrin repels many species of crawling and flying insects, including mosquitoes, ticks, chiggers and flies," Merch said. "The factory-treatment process binds permethrin so tightly to the fabric of the uniform that soldiers wearing the [treated uniform] will have protection from arthropod bites through 50 launderings, the expected lifetime of the uniform."

According to the U.S. Army Public Health Center, the permethrin treatment means soldiers will never need to treat their uniforms. Factory treatment guarantees a safe and effective amount of permethrin is precisely applied to each uniform. This improvement over field application means better protection from insect bites and the diseases they may cause.

Determining how the spread of the Zika virus will slow or stop with the onset of cooler temperatures isn't a simple answer, Pagac said.

"In some areas of the region with

military presence [e.g., the Caribbean, Florida, Louisiana, Mississippi and Texas] there aren't killing freezes, so mosquitoes can potentially be active and infective year-round," Pagac said. "In areas where there are killing freezes, newly emerged mosquitoes in the spring will need to bite an infected human host to pick up the virus."

And even in colder regions, some mosquitoes can hide underground and in basements and remain alive. Under normal field conditions, the virus is not known to be able to be passed from female adult to egg, to larvae, to pupae, and then to the next generation of adults. There is some evidence this may be possible under certain circumstances, but it has not been proven, Pagac said.

According to the Centers for Disease Control and Prevention, many areas of the nation have either type of mosquito (either the yellow fever mosquito, or the Asian tiger mosquito) can spread Zika virus. However, only areas of Miami-



Courtesy Photo





Charles A. Morris

Brad Sparks, a pest controller at DLA, checks a mosquito trap to see if any live specimens have been captured. Each week in testing season Sparks collects samples and sends them to a laboratory to test for the Zika virus.

Symptoms are similar to those of other viruses spread through mosquito bites, like dengue and chikungunya. Zika virus usually stays in the blood for about a week. A doctor may order blood tests to look for Zika or other similar viruses. Once a person has been infected, he or she is likely to be protected from future infections. Pregnant women or women who may become pregnant should not travel to Zika-infected areas, the CDC has warned. The agency advises those who must travel to talk with their doctor first.


Everyone can protect themselves from mosquito bites by wearing long-sleeved shirts and long pants, staying in places with air conditioning and window and door screens, treating clothing and gear with permethrin, and using insect repellents containing DEET, picaridin, IR3535, oil of lemon eucalyptus, para-menthane-diol, or 2-undecanone.

Notably, in May of last year, DoD provided \$1.76 million of additional funding to military labs to expand their surveillance of the virus and to determine how the virus is affecting service members' health and readiness, the department reported. And more

recently, the National Institute of Allergy and Infectious Diseases has begun testing a Zika vaccine and is in the first of five early clinical trials.

Although winter in much of the United States sees mosquitos vanish from sight or at least markedly diminish, DLA is preparing to start

collecting and testing mosquitos again this summer.

"No matter what the future may bring in regard to Zika, DLA is ready to respond," Parrish said. "We're all taking this fight very seriously." 

*The authors are public affairs specialists at DLA Aviation, Land and Maritime, Headquarters, and Troop Support, respectively.*

Dade County, Florida, have reported local mosquito-borne transmission. October 13, Florida announced a new area of mosquito-borne spread of Zika in an additional one-square-mile area in Miami-Dade.

In addition to contracting Zika by a mosquito bite, the virus can be passed from mother to child during pregnancy or around the time of birth, if she is already infected. The CDC reports no known cases of infants getting Zika virus through breast milk. Because of the benefits of breastfeeding, mothers are encouraged to breastfeed even in areas where Zika virus is found.

CDC warnings note that Zika can be passed through sex with a person who has the virus to his or her partners, even if the infected person does not show symptoms. Zika can be passed before symptoms appear and after symptoms end — or by a person who carries the virus but never develops symptoms. The virus has the potential to spread through blood transfusions, but the CDC reports there have been no confirmed cases

transmitted this way in the United States.

Anyone who lives in or travels to an area where Zika virus is found and has not already been infected with Zika virus can get it from mosquito bites, the CDC advises. Once infected, a person is likely to be protected from future infections. Many people infected with Zika virus won't have symptoms or will only have mild symptoms. The most common symptoms of Zika are fever, rash, joint pain and conjunctivitis (red eyes). Other symptoms include: muscle pain and headache. Zika is usually mild, with symptoms lasting several days to a week. People usually don't get sick enough to go to the hospital, and they rarely die of Zika. For this reason, many people might not realize they have been infected.

**"PERMETHRIN REPELS  
MANY SPECIES OF  
CRAWLING AND FLYING  
INSECTS, INCLUDING  
MOSQUITOES, TICKS,  
CHIGGERS AND FLIES."**

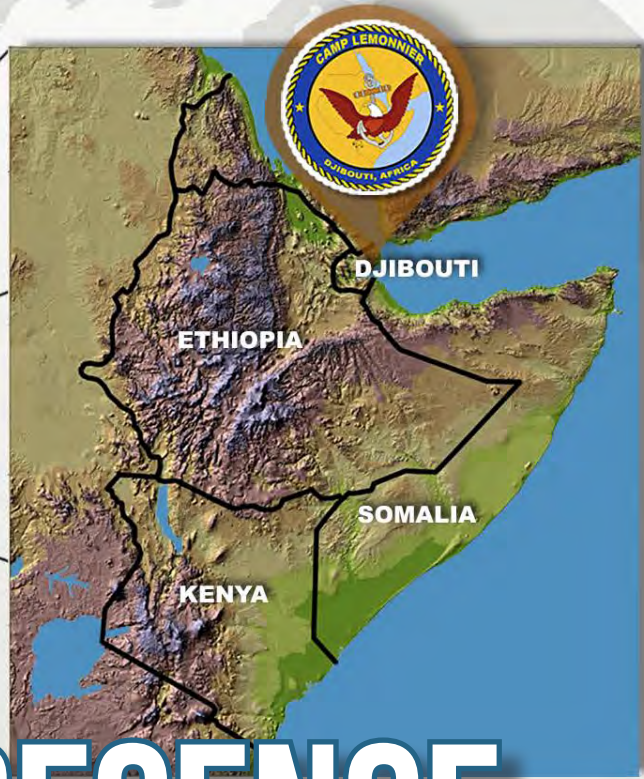
— STEVE MERCH





DLA DISTRIBUTION IN DJIBOUTI

# EXPANDING GLOBAL PRESENCE



Story by Emily Tsambiras, DLA Distribution Public Affairs  
Photos by Bruce Chahal

**T**he Defense Logistics Agency further expanded its global presence last fall, as DLA Distribution opened DLA's first storage and distribution facility in Africa at the continent's only long-term U.S. military base, Camp Lemonnier, Djibouti.

The new facility stores and distributes supplies to forces throughout the Horn of Africa, the Gulf of Aden and the Red Sea, as well as units on base at CLDJ.

DLA Distribution, following the request from Combined Joint Task Force—Horn of Africa, an element of the U.S. Africa Command, followed its pattern of executing quick standups, quickly yet systematically relocating the supplies, technology and manpower required to run the site over the course of only 18 months.

## Why Djibouti?

In 2002, The combatant command established CJTF—HOA in response to the Sept. 11 terrorist attacks to conduct

stability operations in the Horn of Africa. USAFRICOM chose Djibouti as a stable base of operations in a volatile region. Its access to the Suez Canal and proximity to critical countries in Africa and the Middle East have increased its strategic importance.

The past decade has seen an exponential growth in forces to combat Islamic extremists in the area and protect U.S. interests. In fact, the footprint of the base has grown nearly five-fold. And due in part to U.S. military investment, Djibouti's government and economy have benefited, with gross domestic product steadily increasing since 2010 — providing incentive to continue hosting U.S. military and other federal agencies.

This growth has led to a growing need for supply and distribution capabilities. To meet those needs, USAFRICOM leveraged its long-term partnership with DLA.

"The fact is that the strategic logistics flow in the AFRICOM [area of operations] needed to become more efficient, especially with the increasing buildup of troops and other government organizations in the area," said DLA Distribution Commander Army Brig. Gen. John Laskodi. "There was an inherent need for DLA to manage critical inventory on-site, so that these units could focus on what they're there for and not worry about when and how materiel was arriving."

The distribution center is the first DLA Distribution enduring presence in Africa and marks a shift in USAFRICOM's priorities, from solely expeditionary logistics to an enduring commitment at the national, strategic level, Laskodi added.

The ground commanders also share that view. "This new node in our military supply chain will allow a full range of units from all services performing missions in the East Africa Joint



Operations Area to stay in supply," said Navy Capt. Edward Moninger III, CJTF-HOA director of logistics.

"Local parts and material availability will not only save money but will [also] increase readiness and overall mission effectiveness," Moninger said.

## Opening a Distribution Center in 18 months

In August 2015, a USAFRICOM J4-Logistics led team set out to develop a way ahead for supply, distribution and customs tasks at both CLDJ and a nearby airfield, with the intent to streamline theater distribution.

The team consisted of 17 personnel representing USAFRICOM, Army Materiel Command, DLA, Fleet Logistics Center-Sigonella, CJTF-HOA, the General Services Agency, the Logistics Civilian Augmentation Program and the service components.

After the team visited CLDJ, it they determined there was a need and a way ahead for DLA Distribution to provide joint storage and distribution operations there.

The team recommended DLA Distribution develop a plan to set up a

Sheila Gentry, a contracted inventory specialist at DLA Distribution Camp Lemonnier, Djibouti, prepares inventory (background) to be shipped to customers at various sites in the region shortly after the Sept. 30, 2016, opening of the facility

## THE DISTRIBUTION CENTER IS THE FIRST DLA DISTRIBUTION ENDURING PRESENCE IN AFRICA AND MARKS A SHIFT IN USAFRICOM'S PRIORITIES, FROM SOLELY EXPEDITIONARY LOGISTICS TO AN ENDURING COMMITMENT AT THE NATIONAL, STRATEGIC LEVEL.

theater consolidation shipping point, assume retail operations at CLDJ, and establish a material processing center at the Port of Djibouti in support of the U.S. Navy's Fifth Fleet.

In a December 2015 memorandum to DLA Director Air Force Lt. Gen. Andy Busch, USAFRICOM Director for Logistics Air Force Maj. Gen. James Vechery asked for DLA's assistance to CJTF-HOA, in "a distribution capability analysis that provides an effective and efficient joint solution to manage materiel receiving, storage and distribution operations to Camp Lemonnier, another nearby airfield [and] Combined Joint Task Force-Horn of Africa."

"Through DLA's institutional knowledge, we expect that overall supply chain management and readiness rates will improve," Vechery concluded.

In the requested analysis, DLA

Distribution determined it would bulk ship materiel to CLDJ via the U.S. Transportation Command. When it arrives, employees would break down shipments and either forward items to the local recipient or stock the materiel for future use by forces in the area.

By forward-stocking over 700 National Stock Numbers, the analysis projected to reduce customer wait times from 37 to nine days for stocked items and generate \$2.75 million in annual transportation savings annually.

The Army asked DLA Distribution at the new facility to track Army-owned items through its own system, Global Combat Support System-Army. DLA Distribution agreed its employees will train on and operate the Army system as well as Distribution Standard System, the main warehousing system used to manage DLA-owned items. This will let the Army maintain visibility of its stock while making sure those items are also visible in the DLA system.

DLA Distribution also agreed to set up an MPC facility at the Port of Djibouti to receive, segregate and stage materiel until ships arrive for air and surface shipment, delivering materiel pier-side with prepared customs clearance documentation, just as the organization does at several other of its MPCs.

In response to the analysis March 10, 2016, Vechery and Busch officially approved the establishment of DLA Distribution Djibouti.

DLA Distribution then faced the task of procuring storage aids and materiel handling equipment. It also had to determine the appropriate technology, training and inventory for the location, as well as hire employees and secure transportation assets.

In four months, DLA Distribution set about creating its Planned Stockage List and shipping those items from its sites in Sigonella, Italy and Susquehanna, Pennsylvania, to ensure the materiel's arrival by late August. Meanwhile, Camp Lemonnier began relocating items







from the warehouse DLA Distribution was preparing to occupy, so that Distribution employees could ready for incoming stock.

DLA Distribution is using its new facility to build goodwill with the local population and Djiboutian businesses. The "Djibouti First" procurement policy gives preference to Djiboutian companies in awarding goods and services contracts for CLDJ. In addition, a contract was put in place to hire 17 local nationals to operate the facility alongside four U.S. government employees. This is helping DLA give back to the local economy and foster more cooperation between the two nations.

## Official Opening

To show their support, logistics customers and partners gathered at the site Sept. 30, 2016, for the cutting of a ribbon, to symbolize the official opening of the distribution center.

Laskodi announced he anticipated the operation will have a "very significant impact in the future of support to the forces in the Africa Command area of responsibility."


The new DLA Distribution facility at Camp Lemonnier, Djibouti, includes storage for petroleum, oil and lubricants.

Cutting the ribbon with DLA Distribution Commander Army Brig. Gen. John S. Laskodi (fourth from right) were, from left, Army Col. Elizabeth Delbridge-Keough, DLA Europe and Africa commander; Paul Brown, USAFRICOM deputy director for logistics; Navy Capt. James Black, Camp Lemonnier commanding officer; Rear Adm. Trey Wheeler, deputy commander, Combined Joint Task Force-Horn of Africa; Thomas Kelly, U.S. ambassador to Djibouti; Navy Capt. Christopher Parker, Naval Supply Systems Command, Fleet Logistics Center, Sigonella, Italy; and Navy Cmdr. Pamela Dozier, commander of DLA Distribution Sigonella.

Paul Brown, USAFRICOM deputy director for logistics added to the sentiment, saying, "This is a joint solution to a joint force."

While the site currently only maintains DLA wholesale Items and Army-owned stock, it is prepared to expand support at customers' request. The plan is to analyze the demand signals into the facility and match stock to the demand.

In the meantime, the site will efficiently and effectively support CJTF-HOA as a joint solution, ensuring customers can execute theater campaign plans in the area while reducing costs and wait time.

"The opening of this distribution center represents an extremely significant commitment to regional security and a demonstration of U.S. national resolve," Laskodi said. 





# OUT WITH THE EXCESS

Story and Photos by Beth Reece

**L**ike closets and garages at many American homes, Army supply sites are crammed with mounds of stuff tossed aside for the trash, later use or repair.

"The problem is, every piece of excess equipment the Army hangs on to is something soldiers have to store, maintain and account for on a continuous basis, without any benefit," said Army Maj. Matthew Maxwell, services support officer for the 10th Mountain Division at Fort Drum, New York.

To free the Army of that burden, Defense Logistics Agency employees are traveling to Army installations across the nation and overseas to help units shed up to 1.2 million pieces of excess and outdated equipment through the All Army Excess initiative. In fiscal 2016, the agency sent DLA Distribution and DLA Disposition Services teams to 14 locations, where they provided immediate relief of accountability for more than 144,000 pieces of equipment and 1.5 million pounds of scrap.

"All this extra equipment encumbers the service in terms of people, manpower hours, resources and money for parts," said Army Col. Mike Arnold, DLA Logistics Operations' Army national account manager. "As we help take unneeded equipment off the Army's property books, soldiers can focus on

Shannon Woodyard from DLA Distribution New Cumberland, Pennsylvania, helps a 10th Mountain Division supply sergeant turn in excess optical sighting devices at Fort Drum, New York.











DLA Distribution is repairing and storing excess equipment for units throughout the Army so soldiers can focus on mission-essential equipment and readiness.

the mission-essential equipment that's staying in the force structure. It's all about readiness," he said.

Distribution and disposal teams are scheduled to conduct turn-ins at another 14 sites this fiscal year, and the effort could stretch into fiscal 2018 and 2019 as the agency accommodates units' training and deployment cycles, Arnold said.

At each location, a joint working group of installation and unit leaders does the initial planning, joined by representatives from the Army's Deputy Chief of Staff for Logistics, U.S. Army Forces Command and Army Materiel Command. The group determines turn-in projections based on the Army's Master Divestiture List and on the equipment calculations in the Army's Decision Support Tool, which compares the items on units' property books with what units

Night vision goggles are among common items like tools, tents and body armor that Army units are turning in to DLA Disposition Services and DLA Distribution as part of the All Army Excess initiative.

are authorized.

Equipment being turned in ranges from common items like tools, tents and body armor to entire fleets. All light tactical vehicles that aren't fully

armored are considered excess, as well as some versions of the mine resistant, ambush-protected vehicle, Arnold said.

"Due to the rapid nature of how we procured MRAPs to keep soldiers safe





in combat, we ended up with several different versions from numerous manufacturers. By streamlining the fleet to particular models, the parts become standard and how the Army fixes them becomes routine," he added.

DLA gives units two options for turning in surplus equipment: They can turn it in to DLA Disposition Services, which will make it available to other federal agencies, as required by law. If no federal agency wants the materiel, DLA Disposition Services will demilitarize it and auction it off to the public or break it down into scrap that can be sold.

The service may also transfer excess equipment to DLA Distribution for repair and storage. In the past, the Army paid to ship equipment to Red River Army Depot in Texas or Sierra Army Depot in California, only to have it shipped elsewhere. Now, DLA Distribution teams are traveling to installations to accept items and ship them to the appropriate depot.

Army Sgt. Wendy Honeycutt, a supply sergeant for Fort Drum's 2nd Battalion, 15th Field Artillery, said DLA made the process simple for those participating in turn-ins there for two weeks in September.

"This is one of the easiest turn-ins I've ever done; usually it's very difficult. And for us to finally get rid of some of this stuff, it's a really big deal because it makes room for things we actually use," she said.

Army Master Sgt. Neil Craig, noncommissioned officer in charge of Fort Drum's Army Field Support Brigade, was a key coordinator between local units and DLA employees during initial planning and turn-ins.

"DLA hasn't turned anyone away. Even when a soldier arrives with incomplete paperwork or equipment containing batteries or hazardous material, DLA employees are patiently teaching them how to make it right so

DLA employees like Michael Brower from DLA Disposition Services are taking extra steps to help soldiers prepare equipment for turn-in by removing batteries and lenses from night vision goggles.







they can still get things turned in quickly," he said in September.

Early planning at Fort Drum last summer set the stage for how much material was turned in, by what unit and where before DLA representatives arrived on-site, Maxwell added. Once all parties agreed to a turn-in timeline, unit leaders met biweekly with supply personnel to ensure equipment was being prepared on schedule: that documents were being filled out correctly and to address concerns such as the accuracy of equipment condition codes.

The hardest part of All Army Excess for unit leaders has been squeezing it into a schedule already packed with training requirements, the fielding of new equipment and preparations for other missions, Maxwell continued. His advice to other unit leaders: Make it a priority.

"It absolutely has to be leader-driven and operationalized. Leaders have to understand the turn-in process themselves and make sure that the information gets down to the privates, specialists and sergeants who are going to be executing," he said, adding that maintenance personnel responsible for preparing equipment must also be included.

Sometimes, leaders underestimate

DLA's ability to handle large amounts of equipment in little time.

"I don't think they realize the actual velocity at which we're able to receive equipment. The plan is usually for us to be on-site for 10 days or two weeks, but we could probably get done in just four days if the units really hit us hard," said Michael Boone, DLA's deputy Army national account manager.

All Army Excess has given DLA employees the chance to mentor future logisticians and change the borrow-use-return mentality that soldiers adopted during the past decade of war. Although soldiers have grown comfortable receiving equipment in theater, using it and then returning it to someone else who repairs and maintains it, Arnold said that pattern isn't sustainable given current budget constraints.

"We're working with every level of the Army, from strategic to tactical levels, to put into place procedures where soldiers understand how to maintain accountability

Serial numbers are just one of the important details included on turn-in documents. Units spend months preparing equipment and paperwork before DLA representatives arrive at their locations for turn-ins.

for the full lifecycle of their equipment," he said. "That starts from the time it's issued as a new piece of equipment and lasts through all the phases of use to the reverse piece, where it's time to turn it into scrap or dispose it."

The effort also lets DLA employees like Shannon Woodyard, a disposition process worker for DLA Distribution Susquehanna, Pennsylvania, see the results of their work.

"When we're back home, it's just us government civilians shipping out materiel to them. Now, we're actually working alongside soldiers, so when the materiel is taken off their records, we can see the happiness on their faces," he said.

Turn-ins are being planned for such areas as Fort Bliss and Fort Hood, Texas; Fort Stewart, Georgia; and at installations to be determined in Hawaii and Europe. 



Army Sgt. Wendy Honeycutt, a supply sergeant for Fort Drum's 2nd Battalion, 15th Field Artillery, proudly holds a form proving night vision scopes are no longer on her unit's property book.



# A Conversation with ... David Koch

The deputy executive director of DLA Mission Support talks about the ways this directorate supports the warfighter and other DLA customers

## For non-DLA readers or those new to the agency, what are the Mission Support Directorate's responsibilities?

The Mission Support Directorate comprises the Joint Contingency Acquisition Support Office, the Performance Based Logistics Division and Management Support. JCASO is the Department of Defense's enabling on-call capability for Operational Contract Support planning across the combatant commands. We also have a deployable expeditionary contracting capability. Likewise, the PBL office governs initiatives and supply chain issues involving weapon systems and troop systems

to develop tailored logistics solutions to improve life cycle management support.

## When you say "supply-chain issues," can you think of an example where PBL stepped in and developed a solution that solved the customer's problem?

One of DLA Aviation's PBL efforts focused on key aircraft subsystems, for the F-101, F-110 and F-118 engines. This PBL contract has significantly reduced inventory year to date, increased worldwide material availability, and improved order response time through its focus on holistic consumable support. Optimizing these supply chain attributes contributes to our customers' ability to perform their mission.

## What kinds of missions does the JCASO participate in?

Mission Support's JCASO, as the on call OCS support, is involved with emergent situations on a regular basis, wherever they occur. The emerging situations are often supporting military operations, such as support to operations in Afghanistan or Iraq, or support of a humanitarian crisis, such as supporting the Ebola relief efforts during Operation United Assistance in Liberia in 2014. And last October, in the aftermath of



Deputy Executive Director for Mission Support David Koch

John Bell



Hurricane Matthew in Haiti. [Editor's Note: See page 32 for more on this mission.]

**You mentioned operational contract support. Can you give our readers a real-world example of what that is and why it's an important service DLA provides through Mission Support?**

In addition to providing on-call support for emergent situations, JCASO also provides OCS training support for deploying joint task forces and combatant command exercises. Geographically, we have Mission Support members operating around the globe on a daily basis.

**What are the challenges you face in expeditionary acquisition that aren't part of standard defense acquisition?**

In expeditionary situations, our teams deploy with short notice, work with people that they barely know, and sometimes operate in austere environments. Their office is likely to be their laptop. They deploy without items you and I take for granted, such as guaranteed access to data, contract files and contract writing systems. But the mission brings together people, methods and systems to accomplish an urgent mission. It's very rewarding.

**For those who are not acquisition professionals, what is performance-based logistics?**

Performance-based logistics is a contracting strategy that is designed to incentivize industry to provide a specified level of performance or a measurable outcome instead of paying for individual transactions. Through long-term, fixed-price contracts, a contractor is given the responsibility to provide a specified outcome (e.g., 90 percent availability, increased reliability) for its system or sub-system. With the profit motive in mind, industry is incentivized to invest in reliability improvements that provide a positive return on their investment over the life of the contract. Their investments at the beginning of the contract lead to greater profit toward the end due to the need for less repair actions/repair parts, etc. PBL aligns the objectives of the government, increased readiness, with those of industry, greater profit, at an overall reduced cost to the taxpayer.

**Are there any drawbacks to the PBL approach?**

PBLs are designed to create win-win situations for the government and industry. However, they are more complex than traditional, transactional support, and therefore typically take a longer time to put in place. However, well-crafted PBL arrangements have been proven to provide increased performance at a lower cost to the government.

**How does PBL relate to Better Buying Power? Are they the same thing?**

PBL is one aspect of the Better Buying Power concept promulgated by Under Secretary of Defense Frank Kendall. However, PBL and BBP are not one in the same. BBP includes many initiatives to improve acquisition within DoD, of which PBL is one.

**It occurred to me that Mission Support's executive director, Patrick Dulin, is a former Marine colonel. And you're a former Air Force colonel. Those two services obviously have different cultures and perhaps different approaches to managing people and processes. Are there ways the management of your directorate reflects the background of its leaders? Are there areas where there's more of a Marine Corps approach and others where you see more of the Air Force influence?**

Funny you would mention that. We also have a Naval presence in the office, so things get very interesting during football season because of the service rivalries. All in good fun! While it may be true the services have different cultures and missions, certainly all of us have a warfighter focus and are wired to accomplish the mission with the people we lead.

Our Mission Support Directorate is no different in that way. There is no substitute for great leadership, diversity of experience and taking care of our people.

**What else would you like people know about Mission Support that they might not?**

The directorate's mission set is very diverse and engaged globally. Our team of approximately 150 professions is making a difference for DoD every day. [DL](#)



Story by Dianne Ryder

# DLA WARSTOPPER PROGRAM

# RARE BUT READY

## ENSURING CONTINGENCY READINESS

**S**upporting warfighter readiness has always been the Defense Logistics Agency's primary mission. And when the Defense Department has a requirement industry doesn't have a business case to support, DLA uses its Warstopper Program to fill the need.

Warstopper items are those vital to the wartime mission but not generally required in peacetime, said Luis Villarreal, DLA industrial capability and Warstopper Program manager. When such an item is needed, "we're going to need it quickly, a lot of them, and we're going to need it to be fresh," he said.

The program began as an after-action item from Operation Desert Storm, when the manufacturer of the auto-injector used to deliver nerve-agent antidote was on the edge of not being able to meet the

go-to-war requirements, Villarreal said.

"You can imagine the business case for somebody to maintain the facilities and skilled labor to have a nerve-agent-antidote auto-injector plant that has a good return on investment, when the sales are going to be pretty limited," he said.

Such an item was going to need approval from the Food and Drug Administration and proper certifications. Yet it would need to be available in large numbers quickly, Villarreal said. Congress,

in the National Defense Authorization Act of 1993, asked DoD to identify a solution.

So DoD funded DLA to develop the Warstopper Program. The NDAA addressed not only the auto-injector, but also chemical-resistant clothing, meals-ready-to-eat, combat boots and other "go to war" items.

Army Pfc. Guillermo Armendariz and Pfc. James Vail change an engine in a Bradley fighting vehicle in Hit, Iraq. The transmission of the Bradley is a critical part the DLA Warstopper Program makes sure is available.



Jim Garamone



Army 1st Lt. Aaron DeCapua

Soldiers from the Army National Guard's 777th Aviation Support Battalion assess a windshield on an AH-64 Apache helicopter at Camp Buehring, Kuwait, September 18, 2016. The windshield is supported by the DLA Warstopper Program.

In cases where industry couldn't justify production, DLA was given authority to make industrial investments that provided DoD a return on investment without having to keep materiel on the shelf, Villarreal said.

"The best thing to do is to have an industry that's primed and ready to produce the item in the quantities we need. But to do that, they need a business case," he said. "We give them the business case. We can pre-position the materiel and find a way to offset inventory and equipment costs."

But getting to that point requires a symbiotic relationship among the industrial specialists Villarreal manages, contract specialists and vendors.

"In a lot of cases, these arrangements for the vendors are outside their business models, especially when we're talking about adding raw materials inventory to their production process," he said.

"To be successful, you need a contracting team that's willing and ... able to put the right type of contract in place and an industrial specialist team willing to do the research to find these items."

Unlike the auto-injectors, requirements for Warstopper items aren't always immediately apparent.

"We have 5-plus-million National Stock Numbers, and of those, there are

subgroups considered to have surge requirements," Villarreal said.

Most often, the military services present the case for Warstopper candidates, said Joie Coppedge, branch chief for the industrial preparedness branch at DLA Aviation.

"The services will come in annually and they give us a monthly war material requirement by NSN," Coppedge said. "We have to show that there's an industrial-base shortfall concern — either raw material, capacity or responsiveness. And we show there's a readiness impact."

The services' industrial specialists must perform an industrial study to recommend the best solution.

Even as technology changes, the agency's weapons systems are often fixed

**"TO BE SUCCESSFUL, YOU  
NEED A CONTRACTING TEAM  
THAT'S WILLING AND ... ABLE  
TO PUT THE RIGHT TYPE OF  
CONTRACT IN PLACE AND AN  
INDUSTRIAL SPECIALIST TEAM  
WILLING TO DO THE RESEARCH  
TO FIND THESE ITEMS."**

— LUIS VILLARREAL

to an older technology, Villarreal said. One example is the BA-5590 and 5390 lithium batteries. During the first Gulf War, the BA-5590 batteries were used in about 100 different weapons systems.

Then during Operation Enduring Freedom in 2004, there were no war reserves for these batteries, and industry had no surge measures. The strategy was to develop more vendors, Villarreal said.

"During OEF, the decision was made at a very high level to take management of the batteries away from the Army and hand it over to DLA," he said. "By the time we got them, industry was kicking these out like crazy."

When DLA did its first analysis, Villarreal said they realized there was a "panic buy" of the batteries, and troops weren't using them like before.

"Now you've got these two vendors that are ramped up like crazy — so your real challenge is going to be keeping these guys alive," he said.

Heavy investment in many producers of the batteries served its purpose at the time, but gradually, the demand changed.

"Industry would tell you that if we could forecast accurately and give them advance notice, then vendors could respond to any manufacturing capability we typically would have. Our issue is that we can never really forecast to that level of accuracy," Coppedge said. "They're planning on past historical demand or their best guess estimate of future demand, so when something like a contingency pops up, it drastically changes that demand. Then industry has a hard time trying to ramp up."

DLA Land and Maritime is pursuing a new investment strategy for the batteries and prepositioning long-lead components to improve availability.

Coppedge, part of the Warstopper Program since its inception, relayed an experience DLA Aviation had with aircraft windshields used for UH-60 and AH-64 aircraft. When the windshields were used in Operation Desert Storm they had a higher rate of failure than



they do in peacetime because of the harsh environment.

The sole-source supplier had a process that was unique to them and only one vacuum chamber that all the windshields were processed through. The limited capacity delayed the production process, Coppedge said.

"The vendor was aware of that, but their business model didn't support them making that large of an investment to meet the demand," he said. His team was able to document that the vendor was at maximum capacity and the only solution would be to increase the capacity for that one vacuum chamber.

"They didn't have a business case to justify it, but DoD did, from a readiness perspective," he said.

Villarreal said DLA has other material buffers that are less tactical and strategic, such as the 300M steel buffer. In manufacturing, "buffering" refers to maintaining enough supplies to sustain operations. The supplies often include the raw materials needed for production and inventories of finished products.

Villarreal referred to the tungsten-rhenium wire, used in communication equipment such as radar transmitters and missile guidance systems. The only producer of this wire indicated it will soon stop making the product.

"But they were only going to stop producing the wire, not the ingot," Villarreal said, referring to the large block of metal that can range from 10,000-20,000 pounds and is typically 15-20 feet long.

Villarreal said another company the Navy worked with, Rhenium Alloys Inc., was trying to produce the wire.

RAI "saw that they could modernize the process and get a better yield, so they wanted to get into the business, and they had already bought some equipment," Villarreal said. "Since there was already a

domestic company trying to get into the business, it was suggested that DoD try to help them."

The Navy agreed and put some money into a special program to fund RAI's efforts to begin producing the wire.

"But they did not account for getting the raw material, because the original material provider, Global Tungsten and Powders, was still going to provide it," Villarreal said.

Then the original manufacturer announced it would no longer provide the raw material. RAI would require three years to become qualified to produce the wire and at least that many years' worth of raw material, Villarreal said. However, RAI is a small company with limited resources. Obtain a speculative new capability and a material purchase of that quantity was not within their means.

"What we need to do is fund them for this material and then recover our cost when we purchase the wire at a reduced price," Villarreal said.

Raw material buffers are now one of DLA Aviation's Warstopper Program priorities. DLA asks the vendor to increase its internal inventory to meet the predicted contingency requirements.

"We manage the raw-material

buffers for two types of steel and titanium under the Warstopper Program," he said. "We pay them to increase the amount of the material going through their production line and then maintain that amount so it can be accessible by DoD activities. And it is self-executing so ... the sub-tier order qualifies to use the buffer, the material provider has everything they need to self-execute the buffer in DoD's best interest."

"In the days of OEF, you had this particular steel used in a variety of weapons systems," Villarreal said. "Only one plant was producing this particular type of steel, and you had lead times approaching two years to get into the queue to get any material out of them."

Any DoD contract that has a Defense Priority Allocation System rating on it can use that buffer to meet requirements.

"And it's been very successful for us in terms of really reducing the lead time," Villarreal said. "Any kind of spike in surge, we've got a significant advantage there of being able to provide it."

"We had an instance where the Bradley fighting vehicle required a transmission forging that used 300M steel as their major component," Coppedge said. "There was a long lead

Christopher Hurlley, an electronics engineer with the Army Research, Development and Engineering Command, holds a half-sized BA-5590 Battery, left, compared with the standard version. The standard battery has been a Warstopper Program item since the Gulf War.



Tom Faulkner

time for that steel at the time — about 571 days. It was essentially a major bottleneck in providing this transmission piece for the Bradley fighting vehicle.”

The Warstopper Program invested in pre-positioning the forging that was causing the bottleneck, reducing the lead time to 77 days.

“We initially premade the forgings for the transmission unit, but they determined that was a higher risk because that investment only impacted a specific NSN and a specific vehicle,” Coppedge said. “So we came up with the approach of going further back in the supply chain and pre-positioning the raw ingots.”

The vendor buys the ingot and cuts it down to whatever size is needed, Coppedge said.

“We can [use it for] any NSN that uses that material,” he said. “You’re able to reduce the lead time for the raw material, and you have greater flexibility in what you can use the material for.”

Coppedge said they’ve seen lead-time savings of nine weeks, on average. “We’re basically buying accelerated delivery — like an insurance policy in case something happens or another contingency pops up and we need this

material,” he said. “We’re guaranteed to have a set maximum lead time that we can count on.”

Each of the supply chains has a similar team of industrial specialists to work industrial base issues, Coppedge said. They all take program management direction from Villarreal and his team.

“We identify potential candidates for Warstopper investments, and then



Samuel King Jr.

An airman uses an auto-injector on a medical mannequin during training.

we put together a business case and an approval document and submit it to Luis and his group,” he said. “They review it and make a decision as to whether it meets their requirements.”

Coppedge said there’s always a risk when it comes to analyzing and forecasting the need for a Warstopper item because it depends on the type of contingency, the environment, the equipment being used and the operational plan.

“The services are the driver of the things that we look at for the Warstopper Program,” he said. “The first thing we’ll look at is if an item has a war material requirement generated by the services.”

Coppedge said sometimes the industrial specialists have identified an item that could have an adverse impact on readiness. They can then go back to the services and request they take another look at it.

“In several cases, they’ve agreed with us and said, ‘Yes, based on what we’re seeing and the current demand, we would classify this as a wartime item,’ and given us a monthly wartime rate,” he said. “Once they do that, we’re free to use Warstopper funds.”

Refining Global Energy Strategies

DLA ENERGY  
WORLDWIDE  
ENERGY CONFERENCE

KEYNOTE SPEAKERS, PLENARY SESSIONS, PANELS, BREAKOUT SESSIONS AND EXHIBITORS WILL OFFER THE OPPORTUNITY TO LEARN ABOUT THE LATEST TRENDS AND TECHNOLOGIES IN THE ENERGY INDUSTRY AND HOW THE FEDERAL GOVERNMENT IS BECOMING A MORE EFFICIENT AND ENVIRONMENTALLY FRIENDLY CONSUMER OF ENERGY PRODUCTS

GAYLORD NATIONAL RESORT & CONVENTION CENTER

APRIL 10-12, 2017



# DLA NewsWire

## ARMY'S LAST HUEYS FLY OFF TO ACTIVE RETIREMENT

After six decades of service, the Army is retiring what are thought to be the last of its flying UH-1 "Huey" Iroquois helicopters with help from the Defense Logistics Agency Disposition Services' Law Enforcement Support Office.

Hueys left active duty decades ago, replaced by the UH-60 Blackhawks, but kept finding honest work in support roles at Redstone Army Arsenal in Alabama, New Mexico's White Sands Missile Range and the Army's proving grounds at Yuma, Arizona.

Police departments slated to receive the Hueys are already identified. There were more requests than there were Hueys, said DLA Disposition Services' Cassandra Radig-Madden, who remembers ordering repair parts for the bird when she was an Army supply specialist at Yuma.

The Michigan State Police Aviation unit is one of the few law enforcement agencies receiving the helicopter. The unit expects to use it in search and rescue operations and possibly firefighting.

"It's already 45 years old, but it passed all the inspections; the airframe is in great shape. We can probably fly this thing for a couple hundred hours a year, and I foresee us using this for 10 to 12 years," said Sgt. Jerry King, a pilot with the Michigan police.

– Jeff Landenberger, DLA Disposition Services  
More Online: [go.usa.gov/x8mA9](http://go.usa.gov/x8mA9)



## SAVING LIFE AFTER TERRORIST BOMBING GARNERS ARMY AWARD

Ask any Defense Logistics Agency employee to sum up the agency's mission, and they will likely answer, "Support the warfighter." But that mission takes on a far more dangerous meaning on the battlefield.

Army Col. Rick Ellis, commander of the DLA Support Team in Afghanistan, was awarded the Combat Action Badge Nov. 26; an honor he earned for his actions on what began as a typical day in Bagram, Afghanistan.

"On Nov. 12, there was a Veterans Day 5K run scheduled, and our start point was North Disney Blvd., across from the Bagram Support Group headquarters," he said. "I got up early that morning because I had signed up to participate in the run."

Ellis said he saw a friend, Col. Chris Colavita, the First Cavalry Division Resolute Support sustainment brigade commander. They slowed briefly to exchange playful taunts and then continued on their separate ways.

Not more than 90 seconds later, there was an explosion. "I hit the deck and covered my head because I initially thought it was an indirect fire," Ellis said.

When he looked up, Ellis first saw people running toward him and then looked over his shoulder and saw the billowing black cloud of smoke behind him.

"I came upon a soldier who was later identified as Pfc. Robert Healy," he said. Healy was bleeding profusely from his left hand.

"I tried to calm him down a little bit," Ellis said. "I said, 'I'm Rick, from DLA. Just stay calm.'"

Ellis asked Healy where his tourniquet was, since all



deployed service members are equipped with one. After applying the tourniquet, Ellis said Healy insisted he needed to get to a hospital.

Since ambulances hadn't yet arrived, Ellis helped Healy into a police car. Once they departed, Ellis revisited the scene to see who else he could assist.

He saw Colavita, who had been rendered temporarily unconscious from the blast. "We all got blown to the ground," Colavita said. "It was a bloody, horrific scene – like something out of a movie."

It wasn't until Ellis spoke with Colavita that he learned the explosion was the result of a suicide bomber.

"When he got to me, I was just angry at this cowardly bomber," Colavita said. "[Ellis] was a calming presence."

In all, four died, and 16 were wounded. Colavita talked to many of the injured soldiers and their family members, including Healy's mother who asked him to help her find "Rick from the EOD [Explosive Ordnance Disposal Detachment]."

"I laughed and said, 'Rick from EOD is actually Col. Rick Ellis, a good friend of mine,'" Colavita said.

Even after Colavita arranged a telephone call to reunite Ellis and Healy, Healy still referred to Ellis simply as "Rick." Ellis doesn't mind the informality.

"My perspective is, I did the thing that anybody would have done," Ellis said.

—Dianne Ryder

More online: [go.usa.gov/x8yZJ](http://go.usa.gov/x8yZJ)



## DLA DISTRIBUTION PURSUES BAHRAIN-CENTRIC NETWORK IN ARABIAN PENINSULA

Defense Logistics Agency Distribution is pursuing a Bahrain-centric distribution network for Arabian Peninsula countries including Yemen, Qatar and Saudi Arabia.

The activity currently supports most countries in the peninsula via DLA Distribution Germany or DLA Distribution Susquehanna, Pennsylvania. A DLA Distribution facility is also already located in Manama, Bahrain, but its main focus has been on Navy elements in Bahrain and the United Arab Emirates, said Navy Cmdr. Erik Naley, DLA Distribution Bahrain commander.

In the future, the Bahrain facility will support all countries on the peninsula with items ranging from repair parts to construction material, he said. DLA is partnering with the U.S. Transportation Command to schedule the movement of that material through the emerging Trans-Arabian Network routes, which supports U.S. Central Command's goal of creating a robust ground network with sea and air options throughout the peninsula.

— Brianne M. Bender, DLA Distribution Public Affairs

More online: [go.usa.gov/x8mAm](http://go.usa.gov/x8mAm)

## ON THE CALENDAR

### JANUARY:

- 9 – Winter Warrior Fitness Challenge Begins
- 16 – Birthday of Martin Luther King Jr.
- 20 – Presidential Inauguration
- 25 – Combined Federal Campaign ends

### SPECIAL OBSERVANCES:

- Women's Equality Month
- National Slavery and Human Trafficking Prevention Month

### FEBRUARY:

- 20 – Washington's Birthday
- 27 – Columbus CDC Grand Opening

### SPECIAL OBSERVANCES:

- African American History Month





## DLA REGIONAL COMMANDERS SHIFT TO TOUCH POINTS FOR GEOGRAPHIC COMBATANT COMMAND

As an agency, we live and work in a dynamic environment. We have to anticipate, assess and meet current and future warfighter requirements. This was evident just a few months ago, when the director saw the need to have our regional commanders act as the DLA touch points for their respective geographic combatant commands. The Command and Control — or C2 — Initiative fundamentally changes the way our regional commands and primary-level field activities interface with our customers.

Instead of dealing with six different points of contact — one for each PLFA — our customers will now look to DLA Central and Special Operations Command, DLA Europe & Africa, and DLA Pacific as the “easy buttons” for DLA support. One commander will act as the DLA face to customers in each region, backed by the power of nine supply chains and 25,000 employees.

When it comes to customer needs, the regional PLFAs will work through the regional commands, leaning on their broader view of theater priorities. DLA Energy Europe & Africa, DLA Troop Support Central, and all the others will have their support wrapped into a more holistic management of DLA's business. This helps our customers better understand what DLA can provide them and provides them a more consistent DLA engagement.

What won't change is the supply chain expertise resident in each PLFA. When it comes to managing those global supply chains, the pipelines that feed, clothe, heal, fuel and repair our warfighters and their equipment, no

one is better than the PLFAs. Each will still be responsible for the health of its respective supply chains.

We socialized our C2 initiative with the affected combatant commands, and all are positive about the change. It better aligns us with the military services' practices, with a command structure that more closely resembles that of an Army brigade or an Air Force group. It will also ensure our commanders come from their services' centrally-selected lists. We'll have vetted candidates the services identify as their best. That lets us put the right person in the right place, at the right time.

This is all a big change, but it will not substantially impact the way most DLA team members perform their duties. Some positions at the regional PLFAs will be adjusted to better align with responsibilities and scope. Reporting relationships and procedures will naturally evolve to match this new structure. A majority of our workforce will be unaffected, but change isn't easy, and DLA's leaders appreciate that. Our intent is to make the necessary personnel adjustments gradually as people move on to new opportunities.

At the end of the day, it's all being done to support the No. 1 goal in the DLA Strategic Plan: Warfighter First. This innovation responds to the needs of our most important customers, enabling us to continue delivering the solutions they demand.

— Navy Rear Adm. Vincent Griffith  
Director, DLA Logistics Operations



# AMERICA'S HELPING

Story by John Bell  
Photos Courtesy DLA Logistics Operations

**A** Rapid Deployment Team from the Defense Logistics Agency's Global Readiness Force and personnel from across the agency deployed to Haiti last fall to provide a range of services, supplies, expertise and infrastructure as the agency assisted in disaster relief following Hurricane Matthew.

The RDT, part of DLA Logistics Operations, worked with DLA Aviation, DLA Energy, DLA Troop Support, DLA Distribution and DLA Information Operations to improve the infrastructure in Haiti and speed the delivery of food, water and supplies to people displaced

from their homes — as well as fuel and construction materials to relief groups. The combined group was known as Joint Task Force Matthew.

The RDT started work on the ground in Haiti 48 hours after the agency was formally asked to help in the relief effort. Four DLA personnel initially deployed to the area, followed by three others a few days later.

## Stone by Stone

It all started with gravel, recalled Craig Hill, an expeditionary contracting officer in DLA's Joint Contingency Acquisition Support Office.

At the international airport in Port-au-Prince, a small flight line

separate from the commercial runways had managed to serve the airport's usually light air traffic. But after Hurricane Matthew, the massive increase in flights from the relief effort put stress on the small facility as helicopters delivered emergency food and equipment to relief camps and nongovernmental organizations on the western tip of the country, where Matthew hit hardest.

As the air traffic increased and overwhelmed the airfield, congestion at the airport caused the rotor of one helicopter to strike a light pole, grounding the aircraft, said Navy Capt. Paul Haslam, commander of the RDT for JTF Matthew.



# HAND



Matt Moshier, a DLA Energy customer account specialist, discusses fuel delivery with a pilot from the Army's 1st Battalion, 228th Aviation Regiment.

A group of helicopter maintainers approached the RDT with a request for gravel to expand the existing airfield. Haslam and Hill realized the project was something the RDT was perfectly suited to help with.

They enlisted the help of the U.S. Naval Construction Forces — the Seabees — to design the new helicopter pads, with input from the Air Force airfield manager, the safety officer, the helicopter maintainers, and the pilots.

After the pads were designed and approved, the RDT recruited DLA Troop Support's Construction & Engineering supply chain in Philadelphia and its Maintenance, Repair and Operations contractor to

build the landing and takeoff pads. Troop Support also helped supply special pallets that would roll more easily onto the cargo helicopters, thanks to smooth plywood bottoms.

A contracting officer could just purchase the support directly using normal deployment contracting tools. But in this case, Hill was already familiar with the Troop Support MRO contract — which offers better auditability and value.

"As a contracting officer, I bought almost nothing," Hill said. "Instead, my work was to first reach back to and team with the contracting officers at Troop Support — they were utterly magnificent — and I provided on-the-ground oversight of contractors."

Ultimately, the expeditionary team built the new helicopter pads, from design to completion, in four days, Hill said.

"The new pad alleviated the congestion of the west tarmac," said Army Chief Warrant Officer 3 Emilio Natalio with the 1st Battalion, 228th Aviation Regiment, based in Honduras. "We had CH-47s, C-130s and commercial aircraft taxiing and being loaded in close proximity. It's much safer now."

The new location, being closer to the fuel-storage tanks, has also helped speed the loading and delivery of aircraft fuel, he said — as have the RDT's efforts to enhance communication with the fuel vendor and commercial flight traffic in the area.



In addition to aviation fuel, the RDT team coordinated the delivery of diesel fuel for generators and construction equipment.

## DLA Distribution, Information Operations Pitch In

DLA Distribution personnel also lent their expertise, coordinating detailed shipment instructions specific to Haiti to ensure prompt delivery of materiel. One example was the shipment of mission-critical repair parts for the Halvorsen 25K cargo loader — a large, wheeled flatbed vehicle — as well as insect repellent and sunscreen provided by DLA Aviation. DLA Distribution, working with the RDT, tracked all shipments to delivery.

Another critical need DLA helped with was water, Haslam said. In a disaster area, potable water must be conserved and used only for drinking when possible. The RDT used its expeditionary contracting authority to secure daily delivery of 3,000 gallons of non-potable water to wash aircraft and provide sanitation for JTF-Matthew headquarters.

Navy Capt. Paul Haslam, commander of the DLA Rapid Deployment Team, discusses a project to build a helicopter pad with Troop Support liaison officer Robert Cunningham, Port-au-Prince, Haiti.

The Contingency Information Technology Division of DLA Information Operations played a critical role in supporting the RDT and the JTF-Matthew mission. The CITD provided a secure satellite link back to the enterprise network, voice-over-internet phones, satellite phones, wireless hotspots, printing and other capabilities.

Hill also said the portable communications system was invaluable in giving the team reliable communications with DLA staff in the United States. For example, "when we had requirements coming up, we used the phone lines and email to communicate with DLA Troop Support"

"DLA's [information technology] support was absolutely critical to our mission," said Army Capt. Adam Grover, commander of the 689th Rapid Port Opening Element of the Army's Military Surface Deployment and Distribution Command. His unit deployed with a smaller support package but was able to



use the IT package from DLA's CITD. "It really helped our mission," Grover said.

## Partners on the Ground

Army Maj. Patrick Hardin, the deputy chief of the Security Cooperation Office for the U.S. Embassy in Port-au-Prince, praised the DLA team. The SCO consists of U.S. military members who assist the Department of State as liaisons to local security and military officials.

The role of the SCO in a disaster or other emergency is to establish the mission and then help coordinate it, Hardin explained.

"We're able to get a response off the ground," he said. "When there's a disaster and DoD is requested, we're the liaison to the higher headquarters, the Office of Foreign Disaster Assistance [of the U.S. Agency for International Development] and SOUTHCOM, as well as local security forces."

So DLA's expertise was crucial in contracting for supplies, Hardin said. "DLA was critical to the movement of goods, when it came time for major contracts for water, meals ready to eat or any other kind of big-ticket item," he said.

"What was great about having DLA there was that the contracting officers know where the reachback is and who

Mark Bossen, a contingency information technology specialist in DLA Information Operations, sets up the system relied on by members of JTF Matthew to communicate between the base location and field sites, as well as DLA Headquarters.





to contact. And all we're doing once mission has started is pointing them in the right direction."

This freed Hardin's team to deal with the emerging responsibilities in its area of expertise, he said.

"It was absolutely critical to have [the DLA team] on the ground, because it allowed us to concentrate on other things. Getting supplies in like helicopter parts, vehicle parts — for all that stuff, we know the process but not the points of contact or necessarily how you can [get those supplies] in a mission like that."

## Communication Challenges

Army Capt. Ola Ogunlola was the operations officer in the SCO.

For JTF-Matthew, "our job was to facilitate the smooth reception and staging of the task force as they arrived with over 400 service members and civilians," he said.

"As the SCO, we made sure they got on the ground and could set up and commence operations effortlessly," Ogunlola said. "And we did that with the help of enablers, including DLA logistics guys — contracting for life support, transportation, Port-A-Johns and water — without hitches, to provide aid to the people of Haiti in aftermath of disaster."

This deployment was personal for Army Sgt. 1st Class Dyna Oscar-ExilHomme noncommissioned officer in charge of training and administration in the SCO. Oscar-ExilHomme was born in Haiti. She came to America as a refugee with her family and then decided to serve her adopted nation in uniform. Her fluency in Haitian Creole was especially valuable to JTF Matthew.

"Especially with the drivers the first few days, it was kind of crazy," she said, recalling the numerous delivery trucks whose drivers spoke only Creole or even Spanish. "People would come to me and ask me to translate."

Some of the JTF Matthew members tried directing trucks with hand gestures, Oscar-ExilHomme said; this worked as far as getting them to the right location, but someone still needed

to explain to the Haitian security that the drivers had authorization to pass through that checkpoint.

One cultural nuance showed just how valuable a native speaker was. "A lot of the time, the JTF staff would explain something and get what they thought a nod of understanding in return," Oscar-ExilHomme said.

But in Haiti, as in some other countries, a nod doesn't necessarily mean you fully understand, Ogunlola explained.

"In Haiti, nodding is born of a desire to be polite and to please you — to show respect and willingness to work with you. But you have to drill down to make sure the information they received was interpreted as intended. I often had to ask 'What did I just say to you?' to make sure they understood."

One difficulty the JTF did not encounter was discomfort with U.S. military or civilian DoD personnel, Ogunlola said. "The U.S. has a tremendous amount of goodwill here in Haiti. They highly appreciate all that the United States has done in the past and is doing now in Haiti. And we benefit from that goodwill in the SCO."

This shows in easier access to Haitian officials and facilities, he noted.

"We have a partnership with the Haitian government at the highest levels, including the Haitian National Police. And I can just call up the chief on the phone," Ogunlola said. In other countries, "they often have a cumbersome bureaucratic process" for such contact.

Similarly, U.S. military members "can go to the National Police [headquarters] or Haitian Coast Guard base any time we want. And I appreciate that. In other countries ... I have to be escorted around the base."

So in missions like JTF Matthew, "we enjoy incredible cooperation that would've been much more difficult [elsewhere]. That goodwill pays a lot of dividend for us in the SCO."

Ogunlola said this respect is largely due to America's history of assisting Haiti in events such as hurricanes, earthquakes and famines. "Every Haitian, if you ask them where you want to go, they'll say America," he said. "There's a strong cultural affinity for the United States."

## A Grateful Neighbor

Oscar-ExilHomme said it meant a lot for her to serve in this effort as an

An engineer from the U.S. Naval Construction Forces (Seabees) and personnel from a DLA Troop Support contractor review plans for a helicopter pad at Toussaint L'Ouverture International Airport, Port-au-Prince, Haiti.





Craig Hill, Expeditionary Contracting Officer for DLA's Joint Contingency Acquisition Office, observes an employee of A DLA Troop Support contractor fill an aircraft wash tank with non-potable water, conserving drinking water for human consumption.

American who came from Haiti. And she has a special insight into the population's enthusiasm for the United States.

"In the uniform, the level of respect I get from females and males — it's beyond words. They respect and love the U.S. uniform. ... I get looked at a lot — not because they're afraid but because they're proud" to see a Haitian in an American uniform, Oscar-ExilHomme said.

She recalled visiting one of the more dangerous parts of Haiti in uniform, soon after arriving in Haiti to serve in the SCO. "We went to street market. When they saw the U.S. flag on my uniform, I kept hearing over and over, 'USA, bon ba gay!' [baw bah guy]; which basically means 'USA, good stuff!'"

During JTF Matthew, "they were asking so many questions and were so excited we were there. They said 'You all should stay longer.' And I like that," she said.

The DLA personnel in particular were "an incredible force multiplier for us, given the size of our office here, which is only three Army guys," Ogunlola noted. "And to have to support a task force of over 400 troops — there's no way we could've done it.

"Without the DLA team, it would've been difficult to get the support the task force needed to do their jobs. It went seamlessly, and the Task Force was able to get the mission accomplished with the logistics backbone that the DLA team provided."

The work of the RDT in this event shows the value of the training the RDT teams hone via exercises throughout the year, Haslam noted. DLA maintains three RDT teams, which alternate being on standby for real-world events and participating in training and a full backup team. Each RDT comprises a commander, an expeditionary contracting officer, a contingency IT specialist for communications, and a fourth member determined by the mission — in this case a distribution liaison officer.

In this operation, the relief effort continued in the hurricane's aftermath, as the teams expanded their work to contain an emerging outbreak of cholera, Haslam said — aided by the 24th Marine Expeditionary Unit, based in Camp Lejeune, North Carolina, which arrived on the scene several days after the DLA personnel.

"This project was a resounding success for JTF-Matthew and a demonstration of agile DLA support in a contingency," Haslam said. 

## MORE INFORMATION ONLINE

**DLA Troop Support's Hurricane Matthew relief effort:**  
<http://go.usa.gov/x8yBY>

**Logistics Live and On Location**  
<http://go.usa.gov/x8yBZ>

**DLA Energy's Hurricane Matthew relief effort:**  
<http://go.usa.gov/x8yB9>



DEFENSE LOGISTICS AGENCY STRATEGIC PLAN GOALS AND OBJECTIVES

# FINANCIAL STEWARDSHIP

DELIVER EFFECTIVE AND AFFORDABLE SOLUTIONS

The background of the slide is a collage of business-related images. It features a group of people in a meeting, a tablet displaying financial charts, and hands using a laptop. The overall theme is financial analysis and business operations.



# I AM DLA



**My name is:**

*Randle McClendon.*

**I am:**

*A DLA Distribution process worker with DLA's deployable depot at Red River Army Depot, Texas.*

**Describe your job in a sentence:**

*I support the warfighter performing a wide range of warehousing duties. I support the Federal Emergency Management Agency during national emergency and humanitarian efforts around the globe.*

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

*I've worked at DLA for five years.*

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

*Deploying and working with the military service members. Most of the ones I've worked with have a supply background. I make it a point to let them know about job opportunities available for them at DLA when they get out.*



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

*I remember working a hazardous materials mission in New Cumberland, Pennsylvania. We were working second shift outdoors at night. I walked outside during break looking at my phone. When I looked up, there were seven deer 3 feet away from me.*

**How do you make a difference?**

*By doing my part to make sure the warfighter gets the correct material in a timely manner.*

*Randle McClendon*