

# LOGGLINES



# RELIEF EFFORTS

HURRICANE SANDY



from the  
**DIRECTOR**

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

It's been a great year for the Defense Logistics Agency. In early 2012, I announced a plan to save \$10 billion over five years with our theme being "significantly improve performance to the warfighter while dramatically reducing cost." It is an aggressive goal, but we are fully engaged in numerous strategic initiatives to achieve it. With 10-in-5, we set out to get ahead of the fiscal challenges facing the department and do our part for America's warfighters. In November, as Hurricane Sandy threatened the Northeast coast, DLA once again responded immediately — this time doing our part for our fellow American citizens. We anticipated, we planned and we executed.

We already had a close, collaborative network of industry partners, the Federal Emergency Management

Agency, U.S. Northern Command and the U.S. Army Corps of Engineers. When Sandy made landfall, DLA was already prepared to deliver assistance and relief to those in need. Team DLA truly delivered on the promise of "significant actions, urgently executed."

From DLA Energy making it possible to provide fuel for first responders, gas stations, hospitals and even public transportation, to DLA Troop Support — with the help of DLA Distribution — delivering more than 6 million meals, water, blankets, medical equipment and more to the devastated region, the DLA workforce showed what you're capable of and made a monumental difference in the lives of those affected by the disaster.

I was able to travel to New York and New Jersey to witness the relief efforts firsthand, and I was extremely proud of and impressed by the DLA leaders and employees on the ground, as well as the countless others in warehouses, offices and other behind-the-scenes locations

throughout the enterprise who made our support possible. I know each and every one of you would do it again.

When I talk about the team at DLA, I often say I don't know exactly what you're going to do, but I know it's going to be great, and your response to Hurricane Sandy was just that — great.

Happy New Year DLA, and thanks for all you do. 🇺🇸



# LOGLINES

Official Flagship Publication of the Defense Logistics Agency

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# Eye of the Storm

Story by Jacob Boyer

**A**s Hurricane Sandy bore down on the East Coast in late October, Defense Logistics Agency team members from across the agency prepared to ensure the storm's survivors had what they needed to pick themselves up and start repairing the storm's damage. From gasoline to blankets and generators to food, DLA supplied the Federal Emergency Management Agency, U.S. Northern Command, state and local governments, and survivors with a wide range of critical items in the storm's aftermath and beyond.

"I often say that nobody knows logistics better than we do, and DLA proved it time and again over the last few weeks," DLA Director Mark

Harnitchek wrote in a Nov. 16 blog to employees. "We anticipated, we planned, we moved out. With weather reports showing Sandy staying strong and with a bull's-eye on New York/New Jersey, DLA Energy started moving fuel trucks to the area Oct. 29. FEMA placed its first fuel order for support to first responders Nov. 1. With trucks already at the FEMA identified staging area at Joint Base [McGuire-Dix-Lakehurst,

Army National Guard Soldiers team up with New York City's Office of Emergency Management and the Red Cross to provide food, water and cleaning supplies to Hurricane Sandy survivors at distribution sites in Far Rockaway, N.Y. DLA Troop Support provided more than 6.2 million meals to the storm's survivors.



Navy Petty Officer 1st Class Julian T. Olivari



A home destroyed by Hurricane Sandy is covered with debris in the Breezy Point neighborhood in Queens, N.Y. Generators provided by DLA Troop Support helped restore power to the hard-hit area.

N.J.), DLA's response was immediate."

Hurricane Sandy developed from a tropical wave in the western Caribbean Sea Oct. 22 and began working its way toward the East Coast. On Oct. 29, the storm curved north-northwest and moved ashore near Atlantic City, N.J., as a post-tropical cyclone with hurricane-force winds. Its storm surge hit New York City that same day, flooding streets, tunnels and subway lines and cutting power in and around the city. In West Virginia, a blizzard that dropped more than 2 feet of snow left thousands without power. With a nor'easter poised to hit the region Nov. 7, thousands of people displaced and millions without power, quick action on the part of all involved was crucial.

DLA's Joint Logistics Operations Center, the agency's focal point for gathering and analyzing information involving its operations, jumped into action, said Army Col. Roger McCreery, JLOC chief. The center typically runs in two eight-hour shifts, with a full staff ready to respond to requests between 4 a.m. and 8 p.m. and a staff duty officer able to respond

between 8 p.m. and 4 a.m. As the storm approached the Northeast, the JLOC added a third shift and went to 24-hour operations.

McCreery explained the JLOC has a "graduated response plan" in place to immediately add personnel and a third shift when needed.

"Even before the storm hit, we increased to a third shift," McCreery said. "That way we had 24-hour ops coverage, which mirrors some of the other operations centers involved in the storm relief: the Federal Emergency Management Agency, the U.S. Army Corps of Engineers and U.S. Northern Command."

The extra personnel came from other entities within DLA Headquarters,

including civilians, active-duty service members and reservists, said Buzz Hackett, the JLOC's deputy chief. Other personnel took on roles as liaison officers at critical partners in the relief effort. More than 40 DLA personnel embedded themselves with other organizations.

"No two disasters or hazards are the same," Hackett said. "In this case, what we found ourselves doing was providing support to FEMA and the Corps of Engineers. ... We sent many more [liaison officers] to work with state governments. We hadn't necessarily done that in the past. We sent many more LNOs to embed with governments and agencies, whereas in the past we didn't expand that LNO network to this degree."

"FEMA placed its first fuel order for support to first responders Nov. 1. With trucks already at the FEMA identified staging area, DLA's response was immediate."

— Navy Vice Adm. Mark Harnitchek



Army Lt. Col. Janice Sypolt, who works on Strategic Network Optimization plans and initiatives in DLA Logistics Operations Strategic Programs and Initiatives, was one agency team member who found herself working in an unfamiliar area. She went to New Jersey Nov. 6 to act as the agency's liaison to the state's government. She said that when she arrived, she immediately helped state officials communicate with and understand the agency better, smoothing communication among the recovery effort's many partners.

"It's very important for DLA to have a face working with an organization rather than just a voice at the end of the phone,"

More than 100 houses burned down in the Breezy Point neighborhood of Queens, N.Y., after Hurricane Sandy's floodwaters denied access to firefighters. Contracts from DLA Disposition Services helped clear debris from hard-hit areas.

she said. "I worked with the New Jersey State Police, FEMA and a lot of other organizations on questions that came up on how DLA would be able to support them."

Sypolt, who has worked as an LNO in military operations before, said there were differences and similarities between those previous experiences and working with civilian agencies during disaster relief operations. The state police's rank structure, which is based on the military's, made it easy to communicate,



#### **Additional Video Resources**

National Oceanic and Atmospheric Administration satellites captured a global view of Hurricane Sandy from birth to landfall in this animation from Oct. 21-30. View this video and others at:

[http://www.nasa.gov/mission\\_pages/hurricanes/archives/2012/h2012\\_Sandy.html](http://www.nasa.gov/mission_pages/hurricanes/archives/2012/h2012_Sandy.html)

she said. Working with FEMA, which has a different structure than organizations she's worked with in the past, was a challenge as Sypolt learned her way around. But overall, she said, all the involved organizations worked together to help survivors.

"I really felt like I was making a difference," she said. "A lot of time when you're a liaison officer during an exercise, it's just an exercise. There's a world of difference between an immediate need and 'Okay, it's just an exercise.' I was definitely responding to the needs of the state of New Jersey and its citizens."

As of Nov. 15, the JLOC had helped coordinate the delivery of 48 pallets of bottled water, 107 water pumps, 51 generators, 500 sets of cold-weather clothing, 172,500 blankets, 4,000 cots, 200 hypothermia-prevention kits, six portable X-ray machines, more than 6.2 million meals, and nearly 14 million gallons of fuel to affected areas. More than 1 million of the meals and three extra generators were sent to Charleston and Martinsburg, W. Va.

Contracting for generators to ease the burden of power outages and pumps to aid in drying out soaked buildings and infrastructure were two challenges unique to this storm, Hackett said. The agency positioned generators and high-capacity pumps at Joint Base McGuire-Dix-Lakehurst to augment and support the U.S. Army Corps of Engineers in meeting those needs. The agency also helped USACE in contracting out the removal of more than 75 million pounds of trash and debris.

In addition to the liaison officers who went to work with other organizations, FEMA and USACE sent LNOs to work in the JLOC to better facilitate communications, Hackett said.

"Our LNOs and the LNOs who have come to us have been key in keeping lines

An Airman monitors the removal of water from homes flooded by Hurricane Sandy in the Breezy Point neighborhood of Queens, N.Y. DLA Troop Support provided 107 pumps to support dewatering operations in New York and New Jersey.

"DLA helps FEMA go big and go fast. We really do appreciate the close collaboration and great support that DLA provides to FEMA."

—Audrey Terry

of communication open between the organizations," he said.

FEMA sent Audrey Terry, deputy director of the Property Management Division in its Logistics Management Directorate, to DLA to work in the JLOC and coordinate support. She said she was there to help maintain situational awareness, provide updates, track the status of requirements, and coordinate with the right people to make sure missions were accomplished. She said her background as an Army ordnance officer made it easy for her to "plug and play" in the JLOC once she adjusted to its operations.

"Because this was the first time that the FEMA Logistics Management Directorate had a liaison officer go over to DLA, what I didn't know was the seating arrangement and battle rhythm and how

I would fit into the structure," she said. "That was quickly overcome as I rapidly adjusted to their operational tempo and military environment."

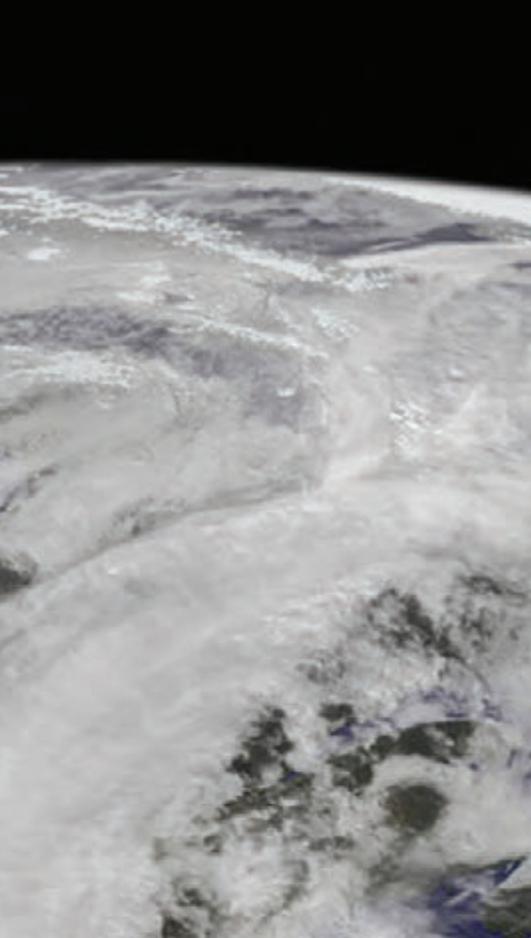
Terry, who is the first LNO FEMA has sent to DLA during a disaster relief operation, said DLA is a valuable partner to FEMA during a crisis like the one that followed Hurricane Sandy.

"During Hurricane Sandy, FEMA was able to immediately tap into DLA's capabilities in order to support our survivors and first responders much more quickly," she said. "DLA helps us to go big and go fast. We really do appreciate the close collaboration and great support that DLA provides to FEMA."

McCreery said communication like that facilitated by LNOs is critical in contingency operations like this relief effort. "Being able to communicate critical

Army Sgt. William Adams





“Your rapid response was invaluable to helping our residents through this very challenging time. Many thanks for stepping into action when New York City needed you most.”

— *New York Mayor Michael Bloomberg*

information to make decisions and influence what’s going on is critical. The JLOC plays an important role in that communication,” he said.

The LNOs allowed JLOC staff members to collect a variety of information so they could present needs to leaders at DLA Headquarters and the agency’s primary-level field activities, McCreery said. As requests for support came in, FEMA communicated these requirements to the agency through the JLOC.

“We collect that information and present it to the leadership so they have a common operational picture and good situational awareness of what’s going on,”

McCreery said. “It allows them to make decisions to leverage capabilities. It also allows them to give the nation’s civilian leaders an idea of what DLA is doing and what it is capable of doing.”

FEMA’s requests, coupled with DLA’s ability to deliver supplies and USACE’s engineering expertise, led to apartment buildings getting power back in the Breezy Point neighborhood in Queens, N.Y., a borough where power

New York Army National Guard Soldiers assemble generators to be used at polling places in New York City as Election Day approaches. DLA Troop Support provided 51 generators to help restore power in the city and beyond.



Army Sgt. 1st Class Jon Soucy

outages remained a challenge long after the storm.

“We’re all elements supporting [FEMA],” McCreery said. “A request may be generated by the New York City Housing Authority: ‘We need help with generator support at Apartment Building X.’ The Corps of Engineers looks at their capabilities, and DLA has positioned capabilities to augment them. It gets sorted out and vetted by FEMA at the state and national levels.”

McCreery said the overall team effort from throughout DLA has been phenomenal.

“The capability of this organization is enormous,” he said. “Being able to tap into that takes a very concerted effort and a team to do that. The agency’s support has been tremendous. The feedback folks are getting on the ground is positive on how DLA has leaned forward and assisted in this relief effort.”

Terry, the FEMA liaison officer, said DLA and FEMA’s partnership to support Sandy’s survivors was another step in strengthening a crucial partnership in disaster relief operations.

“DLA is such an important ally and partner,” she said. “I would hope that this collaboration continues in the future. As we work more closely with DLA, we will be able to better support our citizens and first responders.”

DLA’s efforts in the days following Sandy’s devastation have not gone unnoticed. New York Mayor Michael Bloomberg wrote a letter to Harnitchek thanking him for the agency’s efforts. The mayor cited supplies such as meals, generators, water pumps, blankets, medical supplies and fuel as vital to the effort.

“Many New Yorkers across the city were impacted by this severe storm, and your rapid response was invaluable to helping our residents through this very challenging time,” Bloomberg wrote. “Many thanks for stepping into action when New York City needed you most.” 🇺🇸

A Coast Guardsman works the rigging of a submersible pump while conducting dewatering operations at the Hugh L. Carey Tunnel in New York City. Pumps provided by DLA Troop Support helped New York and New Jersey dry out after the storm.

Coast Guard Petty Officer 2nd Class Jaclyn Young



# Fueling East Coast Relief

Story by Terry Shawn

**A**s Hurricane Sandy moved up the East Coast, Defense Logistics Agency Energy personnel devised a strategy to provide support for what would turn into a storm of historic proportions.

DLA Energy began tracking Hurricane Sandy Oct. 25, and DLA Energy Americas prepared to support the organization's ground fuel contingency contract with the Federal Emergency Management Agency from Joint Base McGuire-Dix-Lakehurst, N.J.

"When Hurricane Sandy hit, our team was already in place, trained and ready to go," DLA Energy Commander Air Force Brig. Gen. Giovanni Tuck said. "DLA remained committed in our support to our federal and civilian partners on the relief efforts for those impacted by Hurricane Sandy."

Army Col. Ron Ross, DLA Energy Americas commander, led his team and established operations at Joint Base McGuire-Dix-Lakehurst, working with DLA fuel contractor Foster Fuels to help answer fuel needs in New York and New Jersey. Anticipating fuel requirements from FEMA, DLA Energy had the

contractor dispatch 60 trucks containing 175,000 gallons of diesel fuel and 25,000 gallons of motor gasoline from Foster Fuels' Brookneal, Va., facility.

"Fort Dix was established as an intermediate staging base," Ross said. "Foster Fuels started with 40 [fuel trucks] at Fort Dix and 20 at Westover Air Reserve Base in Massachusetts, another established ISB. All assets were then consolidated to Fort Dix, totaling 60 assets, and as the operations grew, these assets expanded to approximately 285-300 fueling assets."

Ross' 15-person team provided contingency support to FEMA to meet critical fuel requirements.

The task force from DLA Energy Americas coordinated with Fort Dix personnel and received "first-class support," with a fenced motor pool, generators, light sets, tents, and 24/7 maintenance support for life support equipment, Ross said.

"A team effort ... allowed the area to expand, supporting approximately 300 fueling assets, vehicle and equipment maintenance, defueling operations, life support, which included a heated tent for eating and a catering area, latrines and an operations center for Foster

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Terry Shawn is a writer for DLA Energy Public Affairs.



Fuel trucks wait for police escort at Joint Base McGuire-Dix-Lakehurst, N.J. DLA coordinated with state and local officials to deliver fuel to areas affected by Hurricane Sandy in direct support of the Federal Emergency Management Agency.

Fuels and [DLA Energy] Americas' task force," Ross said.

Ross went on to praise Joint Base McGuire-Dix-Lakehurst for providing additional lodging in the barracks for drivers, defense fuel acquisition center support personnel and police escorts.

"The Fort Dix leadership checked in with us daily to ensure we were being supported and if there were any needs not being met. This phenomenal support had a major and direct impact on the successful execution of the mission," Ross said.

DLA Energy personnel worked closely with state and local authorities. As one example, Navy Cmdr. Bruce Kong, DLA Energy's inventory management deputy division chief, was embedded in the New York governor's office in Manhattan as a liaison officer.

"My role was to ensure DLA Energy provided the appropriate level of support to the governor's office, City of New York and impacted counties, FEMA and Defense Coordinating Office with fuel-relief efforts," Kong said.

Kong worked directly with FEMA's Joint Fuel Office to establish communication with state and local officials, emergency responders from each county, National Guard troops at Floyd Bennett Field, assorted power companies, and the 12 hospitals that make up the Greater New York Hospital Association to ensure they had the fuel they needed to accomplish their missions.

### **Sandy Moves Nearer and Conditions Deteriorate**

After Sandy made landfall in New Jersey, more than 8.5 million people in 21 states lost power. In response to the outages in New York and New Jersey, DLA Energy issued a warning order to Foster Fuels in anticipation of emergency fuel

requirements resulting from the storm.

By this time, DLA Energy had contracted for 200,000 gallons of fuel per day: 175,000 gallons of diesel and 25,000 gallons of motor gasoline for first-responder vehicles and power-restoration equipment.

Coordinating fuel deliveries and dispatching trucks to locations identified by FEMA was an around-the-clock operation, Ross said. Operations rapidly grew from approximately 300 assets supporting three first-responder sites to about 51 first-responder sites throughout the region.

"As the full extent of the storm was recognized, we realized that the first-responder requirements would increase," said Air Force Lt. Col. Tam Gaffney, DLA Energy Americas at San Pedro, Calif., commander and a member of the team. "Foster Fuels immediately ordered an additional 50 trucks to support the increased requirements, and there was no hesitation from drivers and subcontractors."



Photo courtesy Foster Fuels

A Foster Fuels employee fills a bus with gasoline. DLA Energy worked with the contractor to answer fuel needs in New York and New Jersey.

night shift to concentrate on accounting and prepping for the next day's missions," Gaffney said.

Another challenge the team encountered was managing the ever-increasing demand for information.

"We were trying to balance mission execution with accounting and reporting requirements in an extremely high-visibility environment. Through the often-manic pace of the operation, we never lost sight of the end goal: to provide emergency and essential fuel to those devastated by the super storm," Gaffney said. "In doing so, our team quickly developed tracking and reporting mechanisms to ensure all the requirements were met, tracked, as well as accurately reported."

This was no small feat considering the team initially operated with a group of quality assurance representatives and no accounting or inventory management experts, Gaffney said.

### FEMA Calls for Support

The team got its first fuel request from FEMA – to establish fuel sites at West Orange, Freehold and Vineland, N.J. – Nov. 1, said Karen Hammack, the DLA Energy contract specialist responsible for the FEMA-DLA Energy contingency contract.

Because DLA Energy had pre-positioned the contractor's fuel trucks at Joint Base McGuire-Dix-Lakehurst, trucks were dispatched to locations within an hour of the request, DLA Energy Americas Deputy Director Frank Wright said.

It was a risk, Tuck said.

"We decided to lean forward; we put risk out there," Tuck said. "Within the span of 24 hours, we closed 95-98 percent of our requirements."

Gaffney served as the night-shift officer in charge at the intermediate staging base along with Army Lt. Col. Martine Kidd, DLA Energy Americas at Houston commander, who served as Ross' deputy during fuel-relief operations and day-shift officer in charge. The two were able to assimilate into new roles within the ad hoc organization, which included personnel from DLA Energy Americas and DLA Energy defense fuel support point managers, Kidd said. There were multiple challenges, and one of the first was the lack of a standard tasking system, Gaffney said.

"We were receiving fuel requirements from multiple organizations in multiple formats, from emails to phone calls, and the required eTasker system was largely ignored due to the fast and furious pace of the operation, but our team didn't miss a beat," she said.

The task force quickly adapted into a single team and developed procedures that enabled officials to control the support being delivered by the contingency contractor and satisfy information demands that were sent around the clock, Kidd said.

"As the operation matured, we established an efficient battle rhythm. Day shift often put out fires, allowing

DFSP managers worked closely with Bill Pollock, DLA Energy's FEMA ordering officer, to validate all requirements, Gaffney said.

"Our resourceful and proactive [non-commissioned officers] on the ground developed an internal tasking process, translating Pollock's requirements into taskings that were coordinated with Foster Fuels," she said.

DLA Energy Plans and Operations Director Stephen Grace said the organization issued about 1.1 million gallons of motor gasoline and 333,000 gallons of diesel fuel to New York and New Jersey from Oct. 29-Nov. 7. New York received 52 percent of that fuel.

DLA Energy officials, who had already requested the contractor double its supply to 400,000 gallons of fuels per day, prepared for fuel resupply by tugboat and fuel barge in the event roads became impassable.

In less than three weeks, estimated DLA Energy fuel support to FEMA in New York and New Jersey included:

- 80,000 gallons of unleaded fuel and 8,000 gallons of diesel dispatched to 230 civilian gas stations.
- Almost 90,000 gallons of unleaded fuel and nearly 80,000 gallons of diesel fuel dispatched to 38 first-responder sites.
- Fuel to Operate 11 Red Cross mobile kitchens.
- About 3,500 gallons of unleaded fuel and 3,500 gallons of diesel dispatched to support mass transit at the New Jersey Meadowlands.
- 73,500 gallons of unleaded fuel and 173,000 gallons of diesel dispatched to New York's Floyd Bennett Field first-responder and transit site.

Ross had high praise for the fuel contractor.

"Foster Fuels was adaptive, flexible and mission success-focused 24/7. They executed like a military operation by building a coalition and partnership with many of the top petroleum and environmental companies as part of their team," he said.

Ross attributed daily safety briefings by the contractor as the reason there were no accidents or spills of any kind during the fuel-support operations. He said that was an impressive feat for an operation of this size.

"[The company] is attuned to the importance of the environmental and

Service members distribute fuel to Hurricane Sandy survivors at New York City's Staten Island Armory. DLA Energy provided fuel to the Federal Emergency Management Agency to be distributed at armories throughout New York and northern New Jersey.

Army Sgt. 1st Class Jon Soucy





Soldiers install electrical generator equipment at a Carteret, N.J., fuel depot that lost power during Hurricane Sandy. DLA Energy provided fuel to state, local and federal responders for electric generators and water pumps.

hazardous material handling, and this performance is truly award-winning in that regard,” Ross said.

### **Tapping the Heating Oil Reserves**

At the request of the state of Connecticut, the Department of Energy loaned DLA Energy 4.2 million gallons of ultra-low-sulfur diesel fuel from the Northeast Home Heating Oil Reserve to deliver to Connecticut fuel distributors to address fuel shortages. This was a continuation of an agreement announced Nov. 2, when President Obama declared that Hurricane Sandy had created a severe energy supply interruption.

The fuel, which was distributed to state, local and federal responders in the impacted area, was used to provide additional supplies to ensure continued response and recovery efforts. This included fuel for emergency equipment and buildings, including electric generators, water pumps, federal

buildings, trucks and other vehicles, according to an Energy Department release.

To satisfy the requirement, DLA Energy arranged for barge shipments to transport the fuel from storage facilities in Groton, Conn., to New Haven, Conn. DLA Energy Americas maintains surveillance of the heating reserves and regularly tests to ensure the fuel is usable, Quality Assurance Manager Scott Artrip said.

“We were proud to be part of the Energy team that quickly responded to the needs of the state of Connecticut, ensuring an uninterrupted supply chain,” Ross said.

Two more transfers of ULSD from the reserve were transported by barge to New Haven, totaling more than 5 million gallons.

### **Returning to Houston**

After receiving deactivation guidance from FEMA, Ross’ team began demobilizing Nov. 16.

A truck prepares to leave Foster Fuels' Brookneal, Va., facility. In anticipation of fuel requirements from the Federal Emergency Management Agency, DLA Energy officials had the contractor dispatch 60 trucks containing 175,000 gallons of diesel fuel and 25,000 gallons of motor gasoline to areas affected by Hurricane Sandy.

After three weeks of round-the-clock oversight of the operations, all personnel returned to their home stations safely Nov. 21, said Army 1st Sgt. Pete Martinez Jr. of DLA Energy Task Force Americas.

Gaffney said the successful operation was due to the teamwork of many individuals, including the drivers, sub-contractors and National Guardsmen.

"In retrospect, the DLA and DLA Energy response to Hurricane Sandy will be viewed as unprecedented, I believe," Kidd said. "It goes without saying, but it is great to be part of an organization that makes things happen by ... delivering to those in need when it matters most."

The estimated account of DLA Energy's assistance includes:

- 6.9 million gallons of unleaded fuel and 4.1 million gallons of diesel fuel dispatched to New Jersey.
- 2.6 million gallons of unleaded fuel and 387,000 gallons of diesel fuel dispatched to New York.
- More than 5 million gallons of ultra-low sulfur diesel fuel to Connecticut.
- Fuel to 272 civilian gas stations in New York and New Jersey.

Ross said his team and its partners worked well together to bring relief to Sandy's survivors.

"This [relief operation] was seamless as the partners embedded in the operations performed as one organization," Ross said. "This was a DLA team success story." ❄️

*Editor's note: Numbers in this article are the best estimates available at press time. Final numbers will not be known until after reconciliations are finished with Foster Fuels.*



DLA DISPOSITION SERVICES

# After Sandy

Story by Jake Joy and Ken MacNevin

**V**ehicles and equipment Defense Logistics Agency Disposition Services provided to first responders in New York and New Jersey played crucial roles in saving lives during and after Hurricane Sandy.

Through the Law Enforcement Support Office, DLA Disposition Services shipped 282 items worth \$3.9 million to law enforcement and public safety agencies immediately following Hurricane Sandy. Those items and generators and personal gear procured by law enforcement and other agencies prior

Jake Joy and Ken MacNevin work for DLA Disposition Services Public Affairs.

to Sandy helped first responders save many lives.

Detective Clint Daniel, of the Point Pleasant Beach, N.J., Police Department, said most people in the Jersey Shore town evacuated, but when Sandy roared ashore, people who stayed too long had to be rescued from their homes.

Two all-wheel-drive cargo trucks and three Humvees the city received through DLA's Law Enforcement Support Office made the difference, he said.

"We had to go to the Coast Guard station and evacuate the Coast Guardsmen, and they helped us with the water rescues," Daniel said. "We couldn't have made it

without [the DLA-provided vehicles]."

Daniel said the vehicles were pushed to the limits of their abilities, but they kept going, letting the town's police officers conduct lifesaving activities at the storm's height.

Driving through water high enough that cooling fans on engines slipped beneath the saltwater and fan blades broke off, officers saved 64 people from Point Pleasant Beach and a neighboring small town, Daniel said.

In New York, where state police have relied on DLA-procured aircraft to conduct a variety of missions in the past, Sandy was no exception. As the storm's winds battered the state, police



officials said rescue personnel were flown to Long Island, Fire Island and Fishers Island, conducted railroad and traffic surveys, and delivered first-responder supplies aboard surplus Army helicopters received from DLA.

City of Rye police, in Westchester County, N.Y., on Long Island Sound, used LESO-provided Humvees, 5-ton trucks and rescue equipment to reach 12 victims stranded in flooded areas otherwise inaccessible.

“The vehicles acquired through LESO provided first responders with access to isolated areas, but perhaps more importantly, with the reassurance that even under severe weather conditions, we

would be able to respond to residents in need,” Rye Police Commissioner William Connors said.

In addition to providing vital equipment, DLA Disposition Services set up contracts for the removal of more than 75 million pounds of debris in the storm’s wake.

DLA Director Navy Vice Adm. Mark Harnitchek lauded the entire DLA team in a blog post shortly after the storm.

“I’ve been impressed with this great DLA team since I came here a year ago,” he wrote. “Your response in such a critical time of need was yet another example of why I continue to be impressed. You did big things in a big way. And you bol-

A Humvee procured by the City of Rye Police Department, in Westchester County, N.Y., through the Law Enforcement Support Office fords floodwaters on its way to rescuing people stranded after Hurricane Sandy swept through the region. Humvees and 5-ton trucks received by the department from DLA Disposition Services helped its officers rescue 12 people.

— Photo by Detective John Wood, Rye Police Department

stered your already excellent reputation throughout the government.”

Harnitchek praised the agency’s ability to anticipate, plan and move out in support of FEMA response efforts.

“I often say that nobody knows logistics better than we do, and DLA proved it time and again over the last few weeks,” he wrote. 🇺🇸

# Pushing Forward

Story by Bill Addison and Michael Tuttle

**D**efense Logistics Agency Troop Support supplied urgently needed items to the Federal Emergency Management Agency and other federal agencies assisting people in states affected by Hurricane Sandy.

The storm, which made landfall in New Jersey Oct. 29, left a path of destruction that displaced thousands of people and left millions more without power throughout the Northeast. A following nor'easter hit the area Nov. 7, creating further damage and hampering the relief efforts.

DLA Troop Support provided more than 6.2 million meals, 51 power generators, about 172,500 blankets and cots and more than 250 types of medical

items, including hypothermia protection kits and portable X-ray machines, to FEMA sites.

Representatives from DLA Troop Support's subsistence, medical, clothing and textiles, and construction and equipment supply chains worked 24/7 to fulfill FEMA and U.S. Northern Command requests.

"I'm so impressed with the tenacity and urgency our folks exhibited in support of hurricane relief efforts," DLA Troop Support Acting Commander Navy Rear Adm. Patricia Wolfe said. "Troop Support has ready access to so many urgently needed resources like meals, blankets and generators, and we worked with FEMA to bring those to bear and help the tens of thousands of people who really needed them."

Wolfe went to Joint Base McGuire-

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Bill Addison and Michael Tuttle work for DLA Troop Support



Air Force Tech. Sgt. Chad Chisholm

An airman guides a loader stacked with blankets to the ramp of a C-130H Hercules at Martinsburg, W. Va. DLA Troop Support provided more than 172,500 blankets to Hurricane Sandy survivors.

Dix-Lakehurst, N.J., as the lead DLA representative to Joint Task Force-Civil Support, the Defense Department entity coordinating DoD support for FEMA recovery efforts. Additional DLA Troop Support personnel also worked with the task force.

Wolfe said her team members' efforts represented a paradigm shift, not only for how they conducted business, but how the other agencies viewed DLA Troop Support.

"They had to see us in a new light, not just as a provider of commodities but as a true partner in the war fight that they have for disaster response," she said, noting the team's efforts to provide what DLA Director Navy Vice Adm. Harnitchek calls "significant activities, urgently executed."

Army Sgt. 1st Class Jared Strickland, a DLA Troop Support Subsistence customer care specialist, said working on the relief effort was a gratifying experience.

"To be able to get out from behind the computer and that cubicle, to get here on the ground and see someone able to smile because they have a hot meal has been very rewarding," he said.

Strickland was part of a team embedded with the Alabama Army National Guard's 167th Theater Sustainment Command, which was mobilized to the joint base to support DoD's relief efforts.

For Strickland, DLA Troop Support's efforts during Hurricane Sandy's aftermath also laid the groundwork for successful disaster relief operations in the future.

"I think that what DLA has done in this natural disaster is blazing trails for the future," he said.

Army Col. Lee Ellis, 167th TSC support operations officer, said having DLA directly available to his unit helped complete the total relief package.

"It is hard to quantify the importance of having DLA here with us; it's absolutely critical," he said. "They can provide visibility [of] their capabilities,



their assets [and] their commodities and transition in a way that's immediate to us and that we have to have."

One of the biggest obstacles faced by responders was restoring power. The U.S. Army Corps of Engineers deployed teams to help get power to affected areas.

"We deployed two power plants to Rockaway, N.Y., and we didn't have all of the building materials we needed," said Army Staff Sgt. Josh Strausbaugh, of 246th Engineer Battalion from Fort Bragg, N.C. "[DLA Troop Support] ordered it, and we had it in by the next day."

A DLA Troop Support Construction and Equipment team was at Lakehurst, N.J., to provide generators, pumps and construction supplies as needed.

"I think it was a major benefit having them on ground," Strausbaugh said. "Whenever we were short on supplies, we could just walk over to them and they'd get it for us, and fast."

Kyle McCarthy, chief of the DLA Troop Support Construction and Equipment Collective Customer Division, said that since generators were being leased to other federal agencies by DLA Troop Support rather than sold outright, it became his responsibility to maintain the inventory.

"You have to have boots on the ground here," he said. "These other agencies are extremely busy and don't have the time

New York Army National Guard Soldiers load meals to provide to residents affected by Hurricane Sandy at Coney Island, in Brooklyn, N.Y. DLA Troop Support provided more than 6.3 million meals to the storm's survivors.

to look for your equipment and provide accountability. That's something we need to be here to do."

Looking forward, Wolfe said she sees the role of DLA Troop Support evolving to handle more domestic contingency operations. She added that there are already plans to train with the task force in coming months, which will help increase the interagency cooperation and trust that has been built during this disaster.

"When we go to a disaster response, we go hand in hand and we know each other," she said. "DLA can bring a lot of speed to the fight or, in this case, disaster response fast."

Wolfe, a New Jersey native, added that for DLA Troop Support personnel, supporting relief efforts after Hurricane Sandy was not just about providing disaster relief to their fellow Americans, it was about supporting their neighbors, family members, friends or even their co-workers who were affected by the storm.

"It was very, very personal," she said. "It made our sense of urgency and our sense of purpose to the operation much closer to our hearts." 🇺🇸

DLA DISTRIBUTION

# Getting It There

Story by DLA Distribution Public Affairs

**B**lankets, cots, meals and fuel components are just a few of the commodities Defense Logistics Agency Distribution moved during Hurricane Sandy relief efforts. When the storm hit the East Coast in late October, DLA's network of distribution centers went into action supporting affected areas of



DLA Distribution

A distribution process worker at DLA Distribution Susquehanna, Pa., moves pallets of blankets destined for New York and New Jersey. DLA Distribution coordinated the movement of supplies the agency provided to the relief effort.

A Soldier fuels a car using components moved to New York by DLA Distribution Susquehanna, Pa., on short notice after Hurricane Sandy.

New York and New Jersey.

In support of the Federal Emergency Management Agency, DLA Distribution headquarters representatives managed the transportation planning of more than 6.3 million commercial meals.

“This effort included ordering and tracking over 286 trucks for FEMA,” said William Budden, DLA Distribution’s deputy commander. “Throughout the relief efforts, our representatives maintained contact with the transportation carriers to ensure the most accurate, up-to-date information was available, not an easy task when moving items into areas affected by the storm.”

In addition to the commercial meals, almost 4,000 cases of meals, ready-to-eat were shipped from distribution facilities in Norfolk, Va., and Albany, Ga.

DLA Director Navy Vice Adm. Mark Harnitchek said DLA Distribution’s efforts to get food to the storm’s survivors were crucial.

“When the last raindrop fell, DLA Distribution’s lines were burning up with phone calls for meals. They didn’t miss a beat; they just made it happen. They made it look easy,” he said.

DLA Distribution San Joaquin, Calif., shipped 96 unitized group rations, the military’s heat-and-serve meals, to a facility in Glen Gardener, N.J.

“In addition to the UGRs, the San Joaquin workforce moved more than 115,000 blankets to Lakehurst, N.J.,” said Marine Col. Adrian Burke, DLA Distribution San Joaquin commander.

Additional blankets came from DLA Distribution Susquehanna, Pa., which shipped almost 36,000.

Other commodities shipped from DLA Distribution Susquehanna included 5,000 cots, more than 24,000 feet of wire, lighting kits, cables and flatware.

DLA Distribution Norfolk, Va.



A Nov. 4 emergency request for fueling components was received late in the day at DLA Distribution Susquehanna. Employees picked, packed and moved the material to nearby Capital City Airport, in Harrisburg, Pa., where two Blackhawk helicopters from Fort Indiantown Gap, Pa., picked them up and transported them to New York.

“Our organization loaded all that could fit into the Blackhawks,” said Army Col. David Touzinsky, DLA Distribution Susquehanna commander. “The remaining orders were shipped out the following day.”

In addition, all requisitions in support of Hurricane Sandy were constantly traced.

“Our representatives monitored every order through delivery,” Budden

said. “We worked closely with our DLA enterprise partners, transportation carriers and logistics partners to ensure shipments were received on time.”

When the storm hit the East Coast in late October, DLA’s network of distribution centers went into action supporting affected areas of New York and New Jersey.

*A Conversation with . . .*

# Army Maj. Gen. Ken

DLA's New Logistics Operations Director Discusses His Views on the Agency Before and After His Arrival.

***In what ways did you interact with DLA prior to becoming a senior leader here?***

I've been a recipient of DLA's services since I began my career as an Army logistician, particularly in my positions as U.S. Pacific Command's and U.S. Central

Command's director of logistics. DLA's impact on the strategic focus of a combatant command was a key enabler, especially in the fuel commodity. The DLA support provided to the warfighter in those areas of responsibility is top notch and critical to meeting mission goals.

***Now that you are leading DLA Logistics Operations, how has your perspective of the agency changed?***

Having the opportunity to support our warfighters and the nation from the tip of the logistics spear in J3 has provided me with a more complete Department of Defense supply-chain picture.



Navy Lt. Cmdr. Ron Hoak

DLA Director of Logistics Operations Army Maj. Gen. Kenneth Dowd (far right) discusses post-Hurricane Sandy dewatering operations with maintenance managers at the 9/11 Memorial in New York City.

# neth Dowd

The significance of the DLA mission is impressive. We make amazing things happen on a worldwide scale. The capability of the agency is boundless, from fuel to medical to meals for the troops and humanitarian assistance and disaster relief. The logistics missions we execute on behalf of the nation make me proud to be leading the J3 organization. The leadership team in place is taking the agency to the next level. It pumps me up every day to see what else we can accomplish on behalf of our customers.

## ***How would you characterize your leadership style?***

My No. 1 priority is the care of my people: military and civilian. I like to stay tuned in to the concerns of my folks and make sure they have every opportunity to succeed in their environments. I'm high energy. My posture is to consistently lean forward, anticipate the questions, and have the answers before

they're asked. I expect the best from myself and my team. At the end of the day, we are all accountable. Working together with common goals and understanding creates an environment of high productivity and engagement.

I prefer to break through the bureaucracy, and I

"We make amazing things happen on a worldwide scale. The capability of the agency is boundless, from fuel to medical to meals for the troops and humanitarian assistance and disaster relief."

encourage my team to do the same: Keep pressing to get the answers for our customers; break a little glass when necessary. Taking the appropriate actions for the right reasons sets the

standard. I have complete trust in my team for getting the job done and exceeding expectations where possible. Another thing I like to do is walk around the J3 work space. It gives me a chance to see the faces of those who do the job each day. I always learn something new from an impromptu walkabout among the troops; the less formal, the greater the likelihood for candid conversation.

## ***What leadership priorities are most important for you and your leaders?***

Customers and employees are the No. 1 priority. I expect us to be aggressive in anticipating the needs of our customers, keep communication lines open, get answers to the warfighter, and collaborate with other leaders across the agency to create a climate of dignity and respect.

## ***What are your hot-button issues and pet peeves as a leader?***

I like to keep meetings to no more than an hour. The best use of our time is solving customer issues rather than endlessly discussing them. I encourage open dialog within the team and don't believe in holding grudges caused by differences of opinion. I have one standout peeve:

# A Conversation with . . .

interrupting me before I can get my thought out. We have an intelligent workforce with fast minds. Completing my sentence for me won't impress me with your brilliance.

"We never missed a beat in our support to our citizens who suffered as a result of super storm Sandy. This is the level of performance that DLA brings to the fight, a true demonstration of the monster logistics capacity in our organization."

## **How is your directorate supporting DLA Director Navy Vice Adm. Mark Harnitchek's "Big Ideas?"**

J3 has a major role in each of the Big Ideas. We have many initiatives working under the director's five goal areas. J3 is a primary touch point for our customers. Part of my philosophy for improving customer relationships is fostering communication. Each week, I reach out to key customers to talk about items of mutual concern and receive feedback as to how we could better meet their requirements. This pays

huge dividends: The customer knows the J3 pays attention and stays engaged.

We've been building on the director's concept of bringing in our industry partners – key DLA suppliers and vendors – to help us meet our goals. During these roundtable discussions, we look at innovative and cost-effective ways to meet mission requirements. These forums are gaining strength both internally and with our industry partners.

My other key focus is to reduce operating costs by improving distribution and transportation efficiencies. We have major department-level efforts under way such as Strategic Network Optimization and post-Base Realignment and Closure efficiencies. These programs will significantly contribute to achieving the target goals of reducing cost and inventory.

Lastly, audit readiness is a critical requirement that touches everyone around the agency. We are doing our part to support the agency's audit team by standing up an audit readiness sustainment division in J3.

## **The agency played a large role in the relief efforts following Hurricane Sandy. What do you consider the most notable highlights of DLA's efforts?**

When Hurricane Sandy devastated parts of the

East Coast, the DLA team immediately postured itself to provide support. The Joint Logistics Operations Center went to 24-hour operations, we teamed with the Federal Emergency Management Agency by embedding DLA personnel into its organization, and we moved assets and supplies to areas that needed them most. The range of our capability and speed with which DLA provided meals, generators, pumps and fuel is unparalleled.

DLA Troop Support quickly provided more than 6.3 million meals and other supplies, DLA Distribution got them to the critical sites, and DLA Energy trucked 8.7 million gallons of fuel to the region. DLA Disposition Services worked to support the removal of 75 million pounds of trash and debris. DLA Acquisition put the pumps and generators on contracts that included crew support and accessories to make them functional.

All in all, it was a marvelous team effort. Although we were flexing to meet the requirements of the nation, we never missed a beat in our support to our citizens who suffered as a result of super storm Sandy. This is the level of performance that DLA brings to the fight, a true demonstration of the monster logistics capacity in our organization. 🇺🇸

## QUOTABLES

“I talked to my dad and he just told me, ‘Son, other than raising your kids, this will be the best thing you can do in life. Go over there and kind of boost morale of the troops. Show them that you appreciate them and everything that they’re doing for us back home.’”

— *Washington Capitals Forward Matt Hendricks, talking about the influence his father, a former Marine, had on his decision to go on holiday USO tour to Afghanistan.*

“We’re in this together. The health of the industrial base is very important.”

— *Frank Kendall, undersecretary of defense for acquisition, technology and logistics, speaking to defense industry executives and investors.*

“As one of the largest landowners and energy consumers in the world, our drive is to be more efficient and environmentally sustainable.”

— *Defense Secretary Leon Panetta in a speech to the Environmental Defense Fund.*

“The professionalism and the capability of the workforce and how it’s supported, more than anything else, affects acquisition outcomes.”

— *Frank Kendall, undersecretary of defense for acquisition, technology and logistics, regarding acquisition reform initiatives.*

“It’s clear we’re not going to be a bystander anymore to cyberattacks.”

— *James A. Lewis, cybersecurity expert at the Center for Strategic and International Studies, discussing President Obama’s November cybersecurity directive.*

## BY THE NUMBERS

### 75 MILLION

Pounds of debris hauled away via DLA Disposition Services contracts following Hurricane Sandy, equal to the daily garbage disposed of by 16,666,667 average Americans.

### 8,272

Pounds of turkey breast meat shipped to warfighters in Afghanistan for the December holidays by DLA Troop Support, equal to the total cooked meat of 1,292 16-lb. gobblers. More than 860 full birds were also sent.

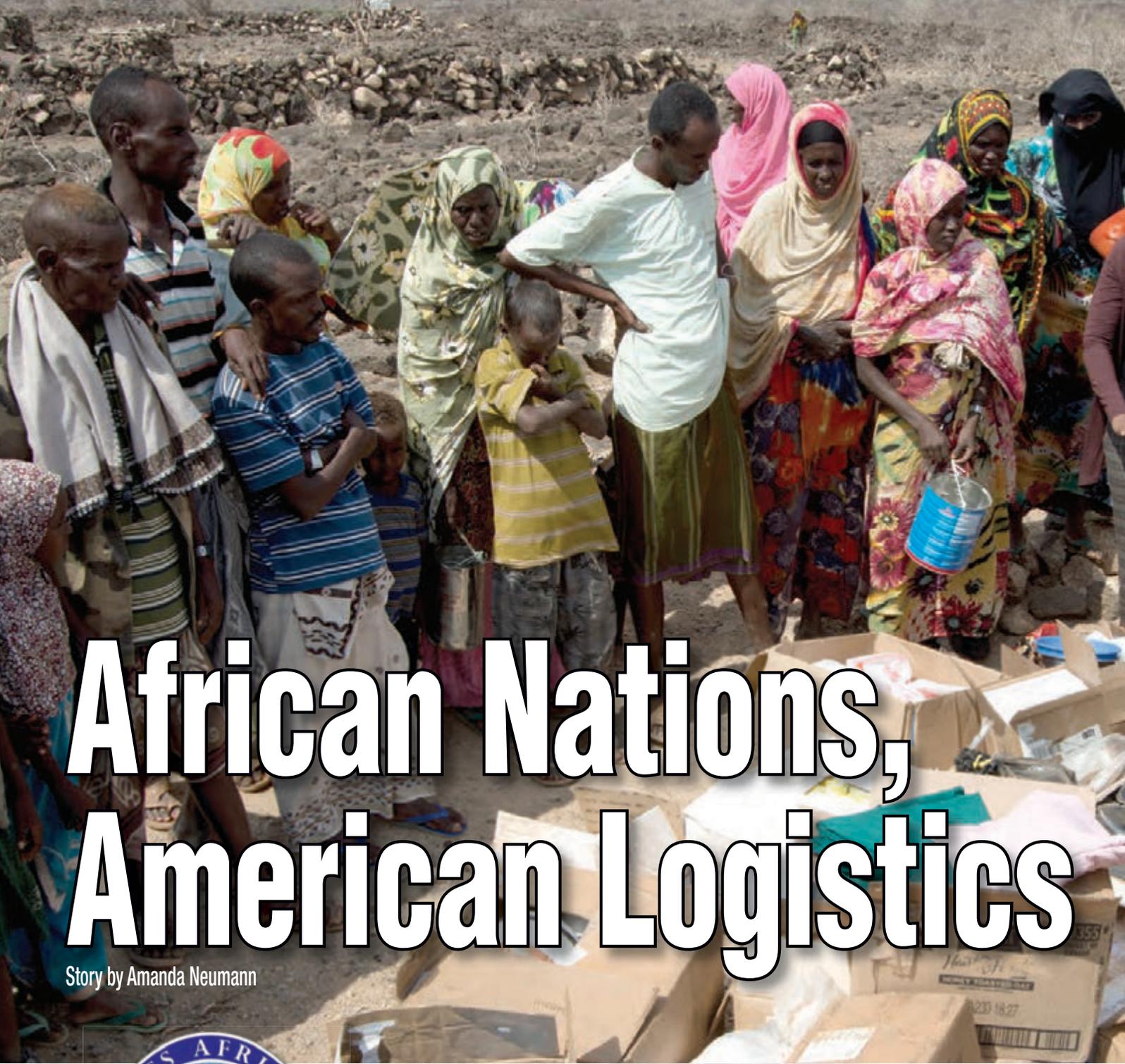
### 15

Number of thread colors used in the presidential flags hand-sewn by DLA Troop Support team members. Assembly time: 45 days.

### 10 PERCENT

Ratio of DLA employees who identify as people with disabilities, three percentage points higher than the federal government average.

Source: [www.opm.gov](http://www.opm.gov)



# African Nations, American Logistics

Story by Amanda Neumann



**W**ith Defense Logistics Agency missions in the U.S. Africa Command area of operations increasing substantially over the past three years and an increased focus by President Barack Obama, DLA Europe and Africa has expanded its support to operations on the continent.

Covering 54 nations on the African continent, USAFRICOM was established

by President George W. Bush in 2007. Obama expanded USAFRICOM's reach and ordered the establishment of several efforts, including logistics support, to its area of responsibility.

"America has a responsibility to advance this vision, not just with words, but with support that strengthens African capacity," Obama told the Ghanaian parliament in 2009. "When there is genocide in Darfur or terrorists in



Air Force Staff Sgt. Christopher Ruano

U.S. service members deliver more than 20 boxes of supplies to villagers in Bi'dley, Djibouti, after a strong wind storm destroyed much of the village. DLA Europe and Africa manages Defense Department logistics throughout the African continent.

agency's primary-level field activities, at a joint logistics operations center in Kleber Kaserne, in Kaiserslautern, Germany. DLA Europe and Africa also has Tom Herrmann, DLA Europe and Africa liaison officer, Gene Warren, USAFRICOM joint logistics planner, and Sam Cooks, DLA Energy liaison officer, working specifically on issues in the USAFRICOM area of responsibility near the combatant command's headquarters in Stuttgart, Germany. In addition, representatives at Camp Lemonnier, Djibouti, support Combined Joint Task Force-Horn of Africa and other U.S. forces operating on the continent.

"Building stability and security on the continent is paramount," Warren said.

DLA Europe and Africa plays an integral part in supporting two of USAFRICOM's most critical military tasks: strengthening the defense capabilities of African states and regional partners and assisting with humanitarian efforts in the region, Warren said.

"We provide logistical support to military forces deployed in the AOR and support efforts to train and equip those forces with the Excess Defense Articles and Foreign Military Sales programs," Warren said.

For DLA, one of the major logistical challenges has been the lack of infrastructure on the continent, Warren said. Poor road networks and onerous customs and border crossing procedures that vary from one country to another make providing logistics support a unique challenge.

Another unique challenge to deliveries in Africa is the weather, Herrmann added, noting that delivery times within Africa can be iffy at best.

"The issue is not getting it to a port but getting it inside the country," he said. "Based on the time of year, you can get

Somalia, these are not simply African problems, they are global security challenges, and they demand a global response. That is why we stand ready to partner through diplomacy, technical assistance and logistical support, and will stand behind efforts to hold war criminals accountable. And let me be clear: our Africa Command is focused not on establishing a foothold in the continent, but on confronting these common

challenges to advance the security of America, Africa and the world."

To assist in meeting these security challenges, DLA provides subsistence items, construction material, repair parts, medical supplies, fuel, distribution support, and disposition services to U.S. and host-nation forces. These support operations are coordinated by the DLA Europe and Africa team, which includes representatives from all of the



Air Force Staff Sgt. R.J. Biermann

A Navy explosive ordnance disposal technician practices explosives disposal with a Kenyan trainee in Nairobi, Kenya. DLA Europe and Africa helps supply teams of American service members in a variety of missions across a land area larger than the United States, India and China combined.

something from Dubai, for example, to a port in East Africa. But the final delivery destination might be 200 miles inland. Because of the rainy season, it can take you 10 days to go 200 miles. And that's if you're able to even get over the roads."

Fuel requirements, diesel in particular, have been increasing as well due to missions such as Operation Observant Compass, a U.S. effort to provide training, funding, airlift, logistics, communications and intelligence support to a four-nation

coalition fighting the Lord's Resistance Army in Central Africa, said Sam Cooks, DLA Energy liaison officer.

"Fuel-wise, Camp Lemonnier is our most active and busiest location that we support," Cooks said. "Certainly in some other locations, such as Uganda, South Sudan and the Central African Republic, we expend a lot of time on those because they are such far-reaching areas. Between

February and August 2012, DLA Energy executed 25 spot buys to procure fuel in 55-gallon drums to haul out to those various sites. Quantity-wise, it's about 75,000 gallons that we've executed overall, and about 95 percent of that fuel has been diesel. It doesn't sound like a lot, but you're talking about moving a lot of drums into very remote locations over immature transportation networks. There are unpaved roads that are impacted by the rainy season, monsoons that wash away the roads, and rivers that swell and make the bridges impassable. It can be very challenging."

With 29 "into-plane" contracts, 10 marine gas oil bunker locations, and a defense fuel support point at Camp Lemonnier, DLA Energy supports both land and sea operations.

"We have 29 into-plane contracts at major international airports in Africa," Cooks said. "Any time a Defense Department aircraft shows up, they can

# DLA IN AFRICA

## OVERALL DLA CONTRIBUTION

DLA provides about \$25 million in operational support in nine African countries, supporting 14 ongoing U.S. and coalition operations.

## DLA ENERGY CONTRIBUTION

**DoD INTO-PLANE FUEL USAGE AT DJIBOUTI-AMBOULI INTERNATIONAL AIRPORT**  
(Gallons/Fiscal Year)

2010 - 1 million  
2011 - 3.3 million  
2012 - 2.6 million

**FUEL CONSUMPTION AT CAMP LEMONNIER, DJIBOUTI**  
(Gallons/Fiscal Year)

**Diesel**  
2010 - 4.8 million  
2011 - 5.9 million

**Unleaded**  
2010 - 51,300  
2011 - 52,700

**Jet A1**  
2010 - 8.1 million  
2011 - 9.9 million

An Ethiopian veterinarian, a U.S. Army civil affairs officer and local animal health assistants examine a bull during a veterinary civic action program clinic in Hirna, Ethiopia. Defense Department teams operate in small groups scattered across U.S. Africa Command's area of responsibility, and DLA Europe and Africa ensures those teams have what they need to accomplish their missions.

Air Force Tech. Sgt. Donald R. Allen



just go to that vendor and lift fuel at the DoD contract price, which is most times more favorable than buying on the open market. The marine gas oil bunkers are similar to the into-plane, just at seaports. The Navy can pull in and lift marine gas oil for the surface ships for their propulsion. Our defense fuel support point in Djibouti provides military specification maritime fuels for the U.S. Navy: F-76 for the ship's propulsion and JP-5 for the ship's aviation operations."

Along with diesel fuel, DLA Energy also provides liquid oxygen and aviation gasoline to Camp Lemonnier. Thanks to these two contracts, the customers' sustainment burden has dropped significantly, saving not only money but air cargo space, Cooks said.

"One of the contracts we have, the liquid oxygen contract that supports Camp Lemonnier, was stood up in May 2012," he said. "The previous sustain-

ment method was for the Air Force to actually fly that product in. Now that product is imported into the country then delivered to the camp. The significance is now they don't have to fly it in with the contract in place. It's the same with aviation gasoline. The contracts save a lot of money and free up air cargo space for other critical items that truly need to be airlifted."

DLA Troop Support also supports efforts in Africa, providing medical supplies, equipment and

pharmaceuticals through the Global Health Initiative, helping fight malaria and HIV and AIDS and improve maternal and child health. DLA Disposition Services provides excess medical material not needed by U.S. Defense Department customers to other federal customers through such programs as the Humanitarian Assistance Program, contributing to the reduction of child mortality in Senegal, Rwanda, Kenya and other African states. 🇺🇸

### DLA TROOP SUPPORT CONTRIBUTION

DLA Troop Support has provided about \$2.7 million to date in subsistence and construction materials.

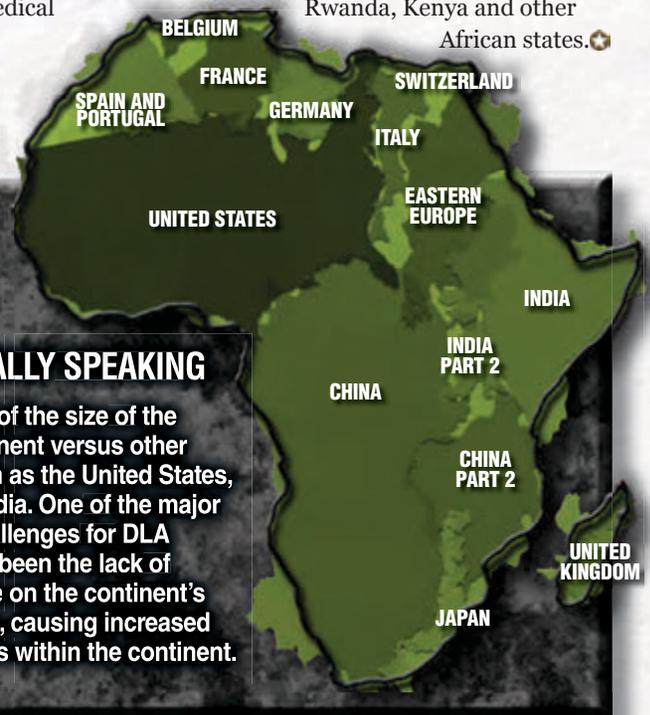
2009 – \$440,000 worth of material over 10 deliveries to eight ships, six ports, five countries.

2010 – \$192,000 worth of material over 10 deliveries to five ships, five ports, five countries.

2011 – \$1.4 million worth of material over 13 deliveries to four ships, eight ports, eight countries.

### LOGISTICALLY SPEAKING

Comparison of the size of the African continent versus other nations, such as the United States, China and India. One of the major logistical challenges for DLA in Africa has been the lack of infrastructure on the continent's road network, causing increased delivery times within the continent.



# Combating Counterfeits

Story by Beth Reece

**D**NA technology has been used to protect fine wines, high-end apparel and even currency from being counterfeited. Now the Defense Logistics Agency is using it to up the Defense Department's game against counterfeit microcircuits.

"DoD has become aggressive about keeping counterfeits out of the military supply system, and DLA is leading that effort by working closely with manufacturers to find innovative ways of proving product authenticity," said Air Force Col. Arthur Beauchamp, deputy director of DLA Logistics Operations' Technical and Quality Division.

In March 2012, Frank Kendall, undersecretary of defense for acquisition, technology and logistics, issued a memorandum directing all military departments and defense agencies to prevent, detect and investigate counterfeiting in DoD's supply chains. Five months later, DLA announced that all electronic microcircuits it buys must be marked with botanical DNA.

The change requires manufacturers and distributors that want to sell microcircuits to DLA to mark those items with "SigNature DNA," a product invented by the civilian high-technology firm Applied DNA Sciences for forensic authentication and counterfeit prevention.

DLA spent 18 months working with Applied DNA Sciences and several manufacturers to prove that

microchips could be marked with botanical DNA during production and that those marks could later be read. The DNA is embedded in the ink suppliers use to mark their products and can be detected by a hand-held laser reader or swabbed for testing at an Applied DNA Sciences lab.

"The DNA can't be altered or copied, so we can be sure items marked with SigNature DNA are authentic," said Chris Metz, chief of the Technical and Quality Division in DLA Logistics Operations.

Microcircuits are the first commodity DLA is targeting because they have a high risk of being counterfeited, she said. The agency buys about 80,000 different types of microcircuits, which are used in everything from aircraft and ships to medical equipment.

"Microelectronics is where a lot of counterfeit issues have been occurring. It's also where, if things go wrong, they could really impact system performance and lives," Metz said.

DLA is also developing several methods to prove the authenticity of parts already in its inventory or on existing long-term contracts, as well as those that are no longer in production. Metz' staff has partnered with the Electronic Product Testing Center at DLA Land and Maritime to evaluate long-term contracts and determine whether they should be modified or possibly canceled.

A hand-held laser reader used to detect and authenticate botanical DNA embedded in ink used on microelectronic parts to help prevent counterfeiting efforts.

Distributors with unmarked parts will be asked to show documentation proving the items can be traced to an approved source and must then mark the items with SigNature DNA. The test center is also outlining a set of tests that can be conducted to ensure untraceable items aren't counterfeits.

"The tests for microcircuits have become pretty sophisticated and include microscopy, X-rays, looking inside the part to verify its internal components and making sure the dye on the inside matches what's on the outside of the product," Metz said. "I think our product test center is about as good as it gets in terms of detecting counterfeit electronic components, and now they're working hard to test our inventory, as well as looking beyond electronic components to see if there are counterfeits in other critical items."

Suppliers' responses to the new requirement have been mixed, Metz added. Some see it as a step forward in proving authenticity of both military and nonmilitary products, but others say the solution is to buy only from authorized sources and suppliers rather than independent or secondary-market distributors who typically don't invest time and money to inspect the items they sell.

"Where we can, we do go to authorized manufacturers that are on the qualified manufacturers list, then we go to the qualified distributors list. But some of the parts we buy have been out of production for a long time and aren't easily available, so we're forced to go to a more high-risk supplier," Metz said.

While military systems may be in service for decades, the components may be manufactured for only two years, Metz explained.

"And the fact that we frequently buy in small quantities doesn't make it economical

for larger manufacturers to continue producing the parts," she added.

Suppliers have also expressed concerns about the additional cost of DNA marking.

"But we're willing to accept of the cost of this in the price of the item because it effectively reduces risk," Metz said.

Electronic items such as connectors and resistors also have a high risk of being counterfeited and may be next in line for authentication marking, Metz said. Meanwhile, the agency is reviewing responses to a formal request for information that was released in October asking industry for details about other types of authentication marking.

DLA is also working to establish a software system that detects inconsistencies in suppliers' addresses and buying patterns, similar to the way credit card companies use fraud detection software to show that there's an unusual pattern of spending on a cardholder's account.

Officials have found increasing overlap in cybersecurity and counterfeit prevention, Metz said.

"You really don't know until you've found a counterfeit and done the investigation if it was just somebody trying to make money or someone being malicious," she said.

Microchips such as this employ SigNature DNA markings in an effort to reduce the possibility of counterfeit parts being used in everything from aircraft and ships to medical equipment. DLA worked with Applied DNA Sciences and several manufacturers to prove that embedded DNA could be instrumental in combating counterfeit parts.

**DNA-embedded ink is highlighted when exposed to a hand-held laser reader**



Problems with counterfeit parts in the military supply chain became widely known in 2008 with the release of a Business Week news article detailing how counterfeit computer components were getting into aircraft and ships. In 2009, DLA created the DoD Counterfeit Parts Integrated Project Team to help develop anti-counterfeiting guidance. DLA's Electronic Product Testing Center has also increased testing of high-risk commodities. And in 2012, the agency released a one-hour computer-based course to help employees with certain job specialties recognize counterfeit parts.

Lawmakers announced during a November 2011 Senate Armed Services Committee hearing that investigators had found about 1,800 cases of suspected counterfeit electronics being sold to the Pentagon, with the total number of parts in those cases being near 1 million. Pentagon officials have said they are unaware of any loss of life or catastrophic mission failure due to counterfeit parts, but Metz said delaying prevention efforts isn't an option.

"The sooner we begin to prevent and aggressively deter counterfeits and the more difficult we make it for counterfeiters, the better we safeguard our warfighters," she said. 📌



**I AM**

**DLA**

**My name is:**

*Cynthia Merceron*

**I am:**

*A customer account specialist in DLA Troop Support Clothing and Textiles.*

**Describe your job in a sentence.**

*I provide customer support for Army and Air Force Exchange Service stores.*

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

*Eight years.*

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

*I like knowing I provide support to our nation's armed forces.*

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

*I went to Columbus, Ohio, for three weeks of training with my intern class. We truly developed an unforgettable bond.*

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

*I go above and beyond to ensure they have what they need. Deploying to Kuwait showed me just how critical supporting those warfighters' needs is to allowing them to do what they do.*



*Cynthia Merceron*