

DEFENSE LOGISTICS AGENCY

MAY - JUNE 2012

# LOGGLINES



*Helping Hands*



# from the **DIRECTOR**

## Navy Vice Adm. Mark D. Harnitchek, SC, USN Director, Defense Logistics Agency

**T**his is my third Loglines message. The first two emphasized DLA's key role in meeting current operational logistics challenges, our commitment to reduce costs even as we continue to improve performance, and DLA's enduring partnerships within and external to the Defense Department as a critical part of this country's "Log Nation" team that supports our forces worldwide. As I write this third Loglines message, we are committed to doing everything possible to enhance that support while reducing its cost.

This time I want to address the great significance of the aid we provide our

fellow citizens and allies when responding to humanitarian assistance issues. Our long-standing involvement with so many elements of DoD and other federal, state and local agencies in such situations is quite remarkable.

Whether sending blankets and bottled water to fellow Americans displaced by deadly hurricanes and tornadoes, or food and fuel to Haitian and Japanese citizens devastated by earthquakes and tsunamis, the support we provide in large-scale humanitarian assistance and disaster relief efforts makes a huge difference for the recipients and further highlights the value of strong logistics capabilities.

But we also reach out in smaller ways helping communities in need. Across the agency, entire organizations — as well as small groups and individual employees — team up with local communities to bring DLA's resources and capabilities to bear where they're needed most.

For example, our Law Enforcement Support Office and Firefighter Excess Property programs enable America's first responders to get vital equipment and supplies to help perform their missions. We provide medical support items to the U.S. Naval Ship Comfort, enabling its crew to administer health care to citizens in Latin America and the Caribbean that also builds goodwill with our neighbors. DLA Disposition Services' reach has extended to working with the Alaska Army National Guard to distribute excess heating oil to local residents during an especially harsh winter. Several articles in this issue discuss these and other examples.

As I have said before, no one knows logistics like we do. This applies to our critical warfighter and maintainer support missions, and it applies when we lean forward quickly to team with others helping countries, communities and individuals cope with challenging humanitarian relief issues and community support needs. We can all take pride in what we do. And working together, we will keep improving our ability to provide America's warfighters, maintainers, neighbors and partners with the best possible support at the least possible cost. 🌟

## LOGLINES

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# Agents of Comfort

Story by Sara Moore

**W**hen disaster struck Haiti in January 2010, the Navy hospital ship USNS Comfort deployed from its home port in Baltimore as part of the U.S. military's relief response. Because of the scope of the destruction – hundreds of thousands of people were killed or injured in the magnitude 7.0 earthquake – time was of the essence. As the huge ship prepared to depart and then make its way down to Haiti, the Defense Logistics Agency used the unique contracting system it has in place for these types of contingencies to fully stock the ship with the lifesaving medical supplies it would need and keep it supplied as the doctors and nurses aboard worked to save hundreds of lives.

The Comfort and its sister ship, the USNS Mercy, are 1,000-bed hospital ships that deploy worldwide to provide medical and surgical support to military forces serving on land and at sea and to support humanitarian relief operations. DLA serves as a major provider of medical supplies for both ships, and the agency has established a unique system that ensures they have

The USNS Comfort anchors off the coast of Tumaco, Colombia, during Continuing Promise 2011. DLA is the sole supplier of medical supplies and equipment to the Comfort and its sister ship, the USNS Mercy, which provide medical support to U.S. forces worldwide and humanitarian assistance missions.

— Photo by Navy Petty Officer 2nd Class Jonathen E. Davis



*Helping Hands*

Civilian and military personnel assigned to Continuing Promise 2011 gather on the flight deck of the USNS Comfort during a drill in the Pacific Ocean. DLA uses contingency contracts to keep the Comfort fully stocked for its normal support missions like this and natural disasters.

Air Force Staff Sgt. Alecia Goosic





A child poses for a photograph aboard the Military Sealift Command hospital ship USNS Comfort before surgery to repair her cleft lip during Continuing Promise 2011 in Manta, Ecuador. DLA ensures surgeons aboard the ship have what they need to perform such operations.

exactly what they need no matter where they operate.

Both hospital ships are normally covered under DLA's Fleet Prime Vendor program, but their missions can change rapidly and involve unpredictable circumstances, so they are also covered by contingency contracts or other DLA Troop Support medical supply chain sources that give the agency flexibility in fulfilling their requirements.

"We have, over the years, tried to automate as much as possible the support to the hospital ships, but when it comes down to it there is much manual intervention, not only in the planning to support them, but when the flag goes up and they receive an order to sail to support a mission," said Jackie Basquill, supervisor of the Operational Customer Facing Division in DLA Troop Support Medical.

In the past, DLA supported

contingency medical sustainment requirements by purchasing and stocking materials, said Mike Medora, chief of the Contingency Contracting Team in DLA Troop Support Medical. Customer feedback and lessons learned made it apparent that the material stored in depots was not always up to date with what the military services used in current procedures or was not always available in the quantities needed to support contingencies, he said. Consequently, DLA Troop Support developed a new acquisition approach for medical material to support the services' contingency material requirements and keep pace



A Navy hospital corpsman rolls surgical tools for sterilization aboard the hospital ship USNS Comfort. Medical and surgical items are among the supplies DLA provides to the Comfort and its sister ship, the USNS Mercy, which are often called up at a moment's notice to support U.S. forces or humanitarian assistance missions.

# Helping Hands



Two Sailors open boxes of medication in the pharmacy aboard the hospital ship USNS Comfort in the Pacific Ocean. Pharmaceutical supplies for the Comfort are included as part of DLA's regular prime vendor program, but DLA Troop Support also has contingency contracts in place to cover unexpected missions or changing requirements.

with the technological advancements inherent in today's medical practices.

DLA Troop Support envisioned, designed and implemented an array of mutually supporting contracts that produced a "virtual depot," Medora said. This depot guarantees government access to vast stores of modern medical materials but only requires the government to take ownership if supplies are needed to support contingency operations, he said. For a fee, commercial vendors resource and earmark a specific portion of their commercial stocks, rotate those stocks as part of their commercial business operations, and provide the stocks to the government within a guaranteed time frame.

This approach saves hundreds of millions of dollars annually in procurement, storage, disposal and replacement costs, Medora said. More importantly, he said, it ensures the services have timely access to the massive amounts of the stocks they need to respond to a crisis, such as the earthquake in Haiti.

In the case of the humanitarian relief to Haiti, this process was literally a lifesaver. When the earthquake hit, the USNS Comfort was alerted for a deployment to assist in relief efforts. Berthed in Baltimore, it was only partially loaded with supplies. DLA Troop Support alerted its medical industry partners of an

emergency requirement for medical supplies and sent two supply experts to join the Comfort's ranks and serve as direct links between the agency and the doctors and nurses onboard. Using contingency contracts, DLA Troop Support was able to load the Comfort with additional supplies in Baltimore and then continue to provide supplies as the ship sailed into other ports en route to Haiti.

This flexibility in delivery is another benefit of contingency contracts, Medora said. The Comfort deployed for Haiti in three days, which was not enough time to get all the material to Baltimore. Instead, DLA Troop Support shipped supplies to ports of call along the ship's voyage south. The supplies were waiting for the Comfort when the ship arrived. Medora said vendors usually go above and beyond the requirements, especially when the hospital ships are involved.

Contingency contracts also allow DLA to be flexible in the type of supplies

it provides to the hospital ships. Medical workers on the ships often don't know what specific injuries they will face when they get to a location, so it's difficult to plan what items they will need, Basquill said. During the Haiti relief mission, for instance, a majority of the injuries were orthopedic in nature, so DLA had to work quickly to supply the Comfort with large quantities of supplies for orthopedic surgeries, like bone screws and operating tools, she said.

"The kinds of missions that the Comfort and Mercy go on require items that are outside of the normal day-to-day requirements that a medical facility would use," she said.

When it comes to a large contingency with a lot of variations, like the Haiti relief mission, even more manual intervention is required, said Linda Grugan, contracting officer for the pharmaceutical fleet prime vendor program in DLA Troop Support. She



Air Force Staff Sgt. Alesia Goostic

DLA has been supplying the hospital ships Mercy and Comfort since 2001, and in those years, the agency has built strong relationships with the Navy and the commands responsible for them.

released and ensure the items received are correct, she said.

“With the Mercy and Comfort, it’s a little more out of the box because the quantities are so large with such a quick turnaround that we have to kind of get more involved with making sure that they’re getting the right products,” she said.

Getting the right products is vital when it comes to medical material, and contingency contracts allow DLA to do that, Medora said. The medical personnel who staff hospital ships are used to working with different

kinds of supplies and equipment, so it takes extra work to make sure they get what they need, he said.

“In most cases, doctors want the same equipment they have been trained on, and that’s what the contingency contracts allow for,” he said. “Also, flexibility is built into the contracts to allow for technology changes and new product lines. Very rarely do we turn vendors away from participating in the program. When the services pass us their readiness requirements, we look to source them with as many different vendors as we can. Obviously it keeps the industrial

base warm, but also gives our customers access to a wide range of products that support their clinical needs.

DLA has been supplying the hospital ships since 2001, and in those years, the agency has built strong relationships with the Navy and the commands responsible for the ships. DLA Troop Support personnel meet regularly with leaders from both ships and the Navy to keep requirements up to date and stay in tune with their needs. These relationships, along with partnerships with industry, have enabled the agency to keep the hospital ships supplied and ready for their crucial missions around the world.

“Whenever anything happens, it’s usually teamwork between [our people] here, the prime vendor, our customer support folks and the people onboard the hospital ships,” Grugan said. “We all work as a team.”

Basquill agreed, noting the importance of the missions the hospital ships perform.

“We’re all doing our best here, there’s no doubt about it, but I think you step more up to the plate because the missions the hospital ships support are so visible out there to the media and to the world,” she said. “We have a lot of important customers here that we support, but the two hospital ships, because they rely almost exclusively on us for support, we’re going the extra mile to make sure they have it.” 🌟

Sailors aboard hospital ship USNS Comfort help patients off the ship during Continuing Promise 2011 in Puntarenas, Costa Rica. DLA has contingency contracts in place to ensure medical materials can reach the ship any time, anywhere.

noted that prime vendors provide DLA with 24/7 access to their key personnel and a dedicated inventory manager to help keep requirements up to date and identify lower-cost substitutions for pharmaceutical products. Also, because the ships often use items that are outside the norm, DLA Troop Support personnel sometimes have to engage with manufacturers to get excess products

## Helping Hands



# FREE FOR FIREFIGHTERS

Story by Beth Reece

**V**olunteer firefighters in Floyd, Iowa, needed a new fire truck, but what they got was a tanker truck that was totaled in a rollover accident. Fire Chief Ben Chatfield found the vehicle for sale on a website run by Defense Logistics Agency Disposition Services. The truck was free except for the cost of moving it to his location, and Chatfield thought it had potential.

More than 3,000 hours of labor and \$40,000 in spare parts later, the Floyd Fire Department now has the shiny new fire truck it wanted at a much lower price than the \$500,000 a truck



Members of North Carolina's South Edgecombe Rural Fire Department built the above fire truck by combining an existing fire truck with a 5-ton Army truck the department received from DLA Disposition Services. Volunteers spent nearly 700 hours outfitting the truck with 125 hose and pipe fittings, 350 feet of wire, 75 light bulbs and nine gallons of paint. Images to the left show various stages of construction.

fresh from an assembly line would cost. Chatfield's fire department is like those of most rural areas: poorly funded and desperate for proper equipment. For firefighters who find themselves rebuilding old equipment to offset the high costs of new material, the Defense Department's Firefighter Property Program – or FFP – is a valued resource.

"It's a godsend. There are fire departments that, if they had to give up the property they've received through this program, wouldn't have anything at all to fight fires with," said Melissa Frey, national FFP manager for the U.S. Department of Agriculture's Forest Service.

Frey works with state officials and K-marie Logan, chief of DLA Disposition's Reutilization, Transfer and Donation Branch, to help ensure smooth transfers of excess DoD property from DLA Disposition Services to fire departments in more than 30 states.

FFP was created in 2004 under Title 10 of the United States Code, section 2576, in which Congress authorized DoD to transfer excess property suitable for

fire protection and emergency services to firefighting activities.

More than \$122 million worth of DoD property was issued to firefighters in fiscal 2011, Logan said, adding that fire trucks and other types of emergency or rescue vehicles made up the majority of the equipment. Other material transferred includes vehicle spare parts, tools, generators, safety goggles and breathing apparatuses. Equipment transferred through the FFP is free, though fire departments do have to pay the cost of transporting it to their locations.

In February, a volunteer fire department in Montana City, Mont., received a ladder truck. A new truck would have cost the department more than \$1 million to purchase if not for the FFP, Frey said.

And when firefighters in Putnam County, Fla., began responding to daily brush fires in June, they relied on a Humvee the Tennessee Army National Guard turned in as excess property to the DLA Disposition Services site at Fort Campbell, Ky.

Fire Chief Quin Romay wrote to



DLA Disposition's Pat Rafanowicz to say the vehicle helped firefighters protect citizens' lives and property during a wildfire season so active it left departments throughout northeastern Florida strapped for resources.

"I am attaching a couple of pictures of the Hummer on the front lines. I responded to a brush fire the other day, and it was one of the first units on scene and saved a home," Romay wrote. "I want to say thank you for all that you have done for us in Putnam County, Fla. You have made a difference."

In early 2011, fire departments throughout Minnesota also received 39 pump assemblies worth nearly half a million dollars. The pumps are being used to draw water from surrounding lakes, a practice often used in rural areas where there are no fire hydrants, Frey said.

Material available through the FFP is first offered to military customers. Sharing the unneeded items with fire departments prevents DLA from having to pay to dispose of them and saves taxpayers' money, Logan said.

"Firefighter agencies are part of our

A Putnam County, Fla., firefighter reaches into the cab of a Humvee brush fire truck. The vehicle was turned in to DLA Disposition Services by the Tennessee Army National Guard and then issued to firefighters in Florida.

state and local government system, so from that perspective, our customers are able to save taxpayers' dollars because they're not spending hundreds of thousands of dollars on a brand new fire truck," she said.

Forest Service officials agree, Frey added. "You can't go wrong. There's no downside to FFP." ★

# Giving Warmth

Story by Jonathan Stack

So far in fiscal 2012, DLA Troop Support has issued more than \$2.5 million worth of blankets to organizations across the United States that help those in need.

**T**here are an estimated 3 million homeless people across the United States, and each year Defense Logistics Agency Troop Support gets blankets to organizations that help them.

Last year, DLA Troop Support issued more than 593,000 blankets worth more than \$3 million, said Renee Fromberg, DLA Troop Support Clothing and Textiles program manager.

"The blankets go to individuals

and families that have been displaced from their homes due to a variety of circumstances, [including] natural disasters," she said.

Congress usually approves between \$3 million and \$3.7 million each year

People in areas ravaged by natural disasters like tornadoes benefit from blankets provided by DLA Troop Support through the Defense Department Homeless Support Program. Many organizations that aid or assist the homeless use the program to provide necessities in times of need.



Army Spc. David Bolton

*Helping Hands*

## Organizations **REQUESTING BLANKETS** Should Submit the Following:

- A request letter including the desired quantity on the organization's letterhead.
- A letter of endorsement signed by a local, state or federal official stating the agency supports the homeless.
- A signed and dated statement of understanding of the program's terms.
- A confirmation form to ensure proper delivery.
- A disclaimer stating the organization will not sell or trade the blankets and that they will be used to help the homeless.

for the Defense Department Homeless Support Program. To date, DLA Troop Support has issued more than \$2.5 million worth of blankets to organizations that help those in need in fiscal 2012.

"To help those displaced due to the recent tornados in our nation's Midwest, DLA Troop Support issued blankets valued at \$520,000 to Gleaning for the World," Fromberg said.

Any nonprofit organization within the United States that aids or assists with the homeless population can participate in the program, she said.

"They can be an organization as large as Gleaning for the World or something as small as a little storefront church," said Mina Bland, DLA Troop Support customer account specialist and program administrator.

Requests are submitted to the DLA Troop Support Clothing and Textiles program manager, who validates them before forwarding them to the program administrator for processing.

Delivery of the blankets is coordinated between DLA Troop Support, the carrier and customer, Fromberg said.

"The program administrator completes the logistical process, including following up with the customer once delivery has been made," she said.

DLA Troop Support involvement with the Homeless Support Program was implemented by the McKinney-Vento Homeless Assistance Act of 1987. The act provides federal money for homeless shelter programs.

The assistance act has created programs that save lives and help hundreds of thousands of Americans to regain stability, according to a National

— Photo by Michael Tuttle

Mina Bland, DLA Troop Support customer account specialist and program administrator, shows off a blanket like those being provided to organizations helping the needy across the country.

Coalition for the Homeless fact sheet.

"It gives us a chance to help individuals who have nothing," Bland said. "All of the people we help are homeless or in some sort of transitional program where they have nothing."

When people think of DLA, they generally think of the agency's combat support, but never really think of it helping the homeless people, Bland said. This program shows the humanitarian side of the agency. 🌟

# Humanitarian Aid

Story by Beth Reece

**P**ictures of other people's children and families adorn Linda Wagner's desk. In one, four smiling orphans pose around an armoire, thumbs up in approval of their new closet. In another, a father and his two sons sit on top of a mattress that will enable his family of five to sleep on two mattresses rather than one. The images are mementos of a job Wagner loves.

"People depend on me," said the Humanitarian Assistance Program coordinator for Defense Logistics Agency Disposition Services Europe.

Nearly \$12 million worth of supplies were reutilized through HAP in fiscal 2011, said Ben Waller, area manager for DLA Disposition Services in Kaiserslautern, Germany. The program provides material to international charities such

as Mission Without Borders and Child's Life, as well as the State Department and its embassies, which in turn give it to hospitals, orphanages, schools and other facilities in need throughout Eastern Europe.

Most of the material ranges from bed frames and book cases to medical supplies and kitchen appliances, all of it in good condition but considered excess by military customers. Almost 50 percent of the material is from Department of Defense schools that are either getting new equipment or are shutting down because of a reduction of forces in Europe, Wagner added.

"A lot of this stuff would end up going through a 42-day screening cycle. At the end of the cycle, if nobody picks it up, one of two things would happen. It would either get sold to a contractor, or we'd break it down and recycle the scraps," said Jeff Livingston, property disposal specialist.

In March, Wagner arranged to have 11 40-foot shipping containers full of desks, drawers and book cases sent to a school in the Republic of Georgia. She has built such a rapport with organizations providing humanitarian aid that

DLA Disposition Services Europe recently donated armoires to an orphanage in Moldova through the Humanitarian Assistance Program.



Courtesy Photo

*Helping Hands*



she typically knows exactly who to call when new excess property is available. When officials at Spangdahlem Air Base inquired about turning in 220 new electric ranges that didn't meet the base's needs, for example, Wagner coordinated their removal and subsequent transportation to Mission Without Borders, a humanitarian organization for impoverished people with projects in Albania, Bosnia-Herzegovina, Bulgaria, Moldova, Romania, Ukraine and China.

"Many of the recipients would never be able to afford something like this in their entire life," Livingston said, adding that many of the recipients are accustomed to cooking their meals over a fire.

Property disposal specialists in Turkey are also providing humanitarian support. In summer 2011, they supplied about \$91,000 worth of furniture for an outpatient clinic in the Republic of Georgia and a school in Azerbaijan, said Steven Herb, supervisor of DLA Disposition Services in Turkey.

"Part of our job is to reutilize property as best as possible. Through HAP, we take it one step forward by providing material to agencies that help those in need," he said.

Agencies such as the U.S. State Department and humanitarian organizations do pay for the property, he added,

"but it's free to whoever they're giving it to."

And most recipients are grateful. "Due to your kindness, I can now offer better sleeping conditions to my children. ... It was a dream that you made real. I never imagined being able to get a better bed," wrote a single mother who received a new bed frame for her three children. Their old bed was broken and supported by bricks.

The director of a boarding school in Moldova that recently received furniture had similar sentiments: "Now we will have [a] place to put our clothing. We are

Air Force volunteers prepare furniture for shipment in the DLA Disposition Services warehouse at Incirlik Air Base, Turkey. The furniture was issued to the State Department to be donated to an outpatient clinic in the Republic of Georgia and a school in Azerbaijan.

very grateful to you for all [the] good you have done for us," he wrote.

Waller said property disposal specialists who support the program feel like they're making a difference in people's lives.

"We're doing everything we can here to make sure everything we have finds a home," he said. "If it goes to humanitarian assistance, it's going to a worthy cause." ✪

Courtesy Photo



Boys at an orphanage in Moldova check out the new sleeping bags they received with the help of DLA Disposition Services and the Humanitarian Assistance Program.

## PROJECT

# G.I.V.E.

Story and Photos by  
Janeen Poulson

Once every two weeks, about 20 Defense Logistics Agency Troop Support employees sacrifice their lunch breaks to support children at Philadelphia's Benjamin Franklin Elementary School. Those employees are tutors for Project G.I.V.E., which stands for Government and Industry Volunteers for Education, DLA Troop Support's longest running community outreach program.

The impact Defense Logistics Agency Troop Support employees have on the students at the school is not just educational, it's personal, the school's principal said.

Roslynn Sample-Green said DLA Troop Support employees have given consistent, reliable support to students at Franklin through Project G.I.V.E.

"It's always refreshing to see [DLA] folks come in the door," Sample-Green said. "Our kids get excited."

For more than 25 years, employees have been donating time to tutor students at neighboring schools in northeastern Philadelphia.

Since 1999, employees have volunteered biweekly, spending an hour assisting third-grade students at Franklin with reading and math comprehension. The DLA Troop Support

Office of Corporate Communications runs this and all community relations programs for the command.

"This partnership with the Ben Franklin Elementary School shows our commitment to the future," DLA Troop Support Commander Navy Rear Adm. David Baucom said. "Today's students are tomorrow's workforce."

Sample-Green said she is very happy with the impact the program has

on the students.

"It's wonderful, to say the least," she said. "I am pleased to have such a wealth of knowledge come in and assist our students."

Ryan McLeod, a demand planner in the construction and equipment supply chain and the Project G.I.V.E. program manager, has been tutoring students at Franklin for more than five years.

"It is very rewarding to work with the students and to see them grow and improve their reading and math skills over the year," he said.

There has been a huge improvement in the test scores of the children who are in Project G.I.V.E., Sample-Green said.

"Teachers have raved over the years about the progress participating students have shown," she said.

McLeod said he believes the sessions not only have an impact on the students, but on the tutors as well.

"One of the most gratifying moments for me was last year," he said. "A student came up to me, thanked me for working with him, and told me I was like a dad to him. We only work with [the students] once every two weeks, and to know we have that kind of impact reminded me of the importance of the job we do."

Beatrice Ross, a customer support liaison in the DLA Troop Support Customer Operations Office, said she



A Benjamin Franklin Elementary School student reads a handmade thank you card to Beatrice Ross, a DLA Troop Support supervisory customer support liaison, at a Project G.I.V.E. closing program. Ross has been a Project G.I.V.E. tutor for more than 25 years.

Janeen Poulson is a writer-editor for DLA Troop Support Public Affairs.

*Helping Hands*



agrees that volunteering with Project G.I.V.E. is beneficial to her. Ross has served as a volunteer tutor for DLA Troop Support for more than 25 years.

“I love helping any child, ... doing what I can to inspire them to dream and take a step towards reaching their goals,” she said.

Project G.I.V.E. also gives the tutors an opportunity to educate students on the mission of DLA Troop Support.

“The kids often ask us about our job,” Kevin Gleaton, an analyst in the Continuous Process Improvement Office and tutor for four years, said. “They know about Soldiers and are impressed to know we supply all their needs.”

While the tutoring partnership is ongoing during the school year, DLA Troop Support also celebrates the winter holidays with Franklin students.

For the past three years, the organization has invited the school to participate in the annual DLA Troop Support children’s holiday party, which is one of its biggest outreach programs. The children are invited to a day of fun, food and a visit from Santa Claus.

About 150 children attended the 2011

event. Each child received a minimum four gifts, which employees donated, organized and wrapped individually.

Employees also assist on the day of the party, acting as elves, playing games with the children, painting their faces and serving lunch.

“I look forward to the children’s holiday party every year,” Donna White, an inventory management specialist in the clothing and textiles supply chain, said. “It is an opportunity for us as employees to do our part in making the holidays brighter for the children in our community.” White has been an employee volunteer for numerous DLA Troop Support outreach programs for more than 20 years.

Through collaboration with the Philadelphia Phillies, the city’s Major League Baseball team, students, teachers and chaperones who attend the party also receive Phillies giveaways and often a visit from the team’s mascot, the Phillie Phanatic.

“It’s an honor to be a part of such a special occasion and see the happy faces when Santa walks in,” White said.

The benefit of this community

Ryan McLeod, a DLA Troop Support demand planner and Project G.I.V.E. program manager, tutors third-grade students at Benjamin Franklin Elementary School during a Project G.I.V.E. session. Project G.I.V.E. is DLA Troop Support’s longest-running community outreach program.

outreach partnership is twofold for DLA Troop Support.

“Having our employees volunteer at Franklin allows us to not only have an impact on the students, but it gives a face to the organization for the teachers, administration and parents as well,” Baucom said.

Activities like this are a way for employees to give their time, even when they can’t give money to a cause, Ross said.

“We may not have money to help people, but there is always time,” he said. “We can always be there for someone, and that’s the importance of volunteering to me.”

Sample-Green said she is looking forward to the future of this partnership.

“In these financial times, programs to our schools are being cut,” she said. “I am excited that [Project G.I.V.E.] will continue.” ✪



With a little help, most disputes can be settled face to face

# Courtroom to Conference Room

Story by Jonathan Stack

**L**awsuits, complaints to the Office of the Inspector General and anonymous hotline calls don't have to be employees' first option to handle workplace disputes and complaints. Since 1998, the Defense Logistics Agency has used alternative dispute resolution, a structured process in which disputing parties use a mediator to help resolve their issues and concerns.

Of the 18 different ADR processes, mediation is favored within DLA, said Beth Lagana, a DLA associate general counsel for dispute resolution.

Mediation has many benefits, said Lynne Enfield, a DLA mediator in San Joaquin, Calif. It is nonadversarial, quick, free to those involved, private, and allows for creative solutions and for those involved to be in control of the outcome.

"ADR allows employees to restore their working relationships, resolve their disputes and eliminate the need for costly, time-consuming lawsuits," Enfield said.

Mediators do not have any decision-making authority and do not impose resolutions, Lagana said. Instead, they assist those involved in disputes with their negotiations, helping to keep

discussions moving. Depending on the circumstances, mediation can be conducted face to face, over the phone, or by video teleconference. Statistically, parties reach resolution 70 to 80 percent of the time, Lagana said, and if that doesn't happen, the parties do not lose their formal rights.

"The DLA policy is to use ADR to the maximum extent possible," Lagana said. "Consequently, a management decision not to use ADR can only be made after its possible use has been fully evaluated and discussed. At a minimum, discussions need to take place between the deciding official and the activity ADR specialist.

*"People who engage in the mediation process develop a better understanding of each other's interests and are able to resolve issues that arise between them in the future."*

*— Stephanie Credle*

ADR specialists are located in each of the field activities' legal offices. A decision not to use ADR must be documented in writing by an official within the activity who is at least one level above the deciding official."

DLA's Equal Employment Opportunity Office tries to use ADR in most of its cases. Stephanie Credle, DLA EEO director, and the DLA EEO staff use ADR for all types of disputes.

"There are some situations that don't lend themselves to ADR, but for the most part, we feel 95 percent of the complaints we see could be resolved using ADR," Credle said. "Our philosophy is that a lot of times workplace disputes happen because of lack of communication. Mediation provides a means to do that. We want to be able to see ADR used extensively in the EEO process."

When EEO personnel started moving toward alternate methods to resolve disputes, they instituted mediation as the primary method for doing so.

"Individuals who come to EEO have the option of whether to elect traditional counseling, or they can choose to have their issues addressed using ADR," Credle said. "We find [ADR] much quicker than

using the traditional counseling process.”

In September, EEO achieved its goal of offering ADR in 90 percent of its EEO complaints.

“We saw a tremendous result from doing that,” Credle said.

From fiscal 2007 to fiscal 2010, Credle said, her office saw a steady increase in personnel contacting EEO with informal complaints, and in fiscal 2011 there was a decrease in formal complaint filings.

“We attribute that to our marketing and use of ADR,” she said. “More complaints were resolved during the informal stage, and we are very excited about that.”

Credle said she wants DLA employees to know ADR does work, and it is an effective way to resolve complaints much more quickly.

“Our goal is to resolve concerns before they escalate,” she said. “So if there is a workplace concern, then certainly there is a viable means to address those concerns and get them resolved.”

ADR is helpful because it can resolve matters brought to EEO and help build relationships, she said.

“People who engage in the mediation process develop a better understanding of each other’s interests and are able to resolve issues that arise between them in the future,” Credle said.

ADR allows the involved parties to get the workplace back to an environment where people can have meaningful relationships and DLA’s overall mission can be achieved, she said.

DLA initially used ADR in EEO complaints, and that evolved into including workplace disputes and any other kind of dispute between employees, between managers and employees, and even those between managers. DLA also uses ADR processes to address disputes between the government and contractors, disputes between different offices or sections, labor and management issues, and environmental concerns. The agency

has about 60 trained “neutrals” who help facilitate the ADR process, Lagana said.

Enfield, the mediator from San Joaquin, said she is an impartial facilitator of conversations between employees. She said she gets involved parties to explain what their disputes are and tries to get them to engage in honest and open discussions to identify issues, clarify their needs and try to resolve them.

“I don’t have a say in what the settlement is going to be, but I help them craft the settlement,” she said.

Enfield, who has been involved in hundreds of mediations, said mediators draw up settlement paperwork, which is reviewed and signed by involved parties. Following that, the EEO complaint, workplace grievance or other complaint is considered resolved.

“I get with the people beforehand and talk to them on the telephone, ... figure out what the issues are and send them

some premediation guidance,” she said. “I ask them before we get into mediation to jot down their important issues and think about their ideal resolution.”

Employees also need to think about the resolution they would be willing to accept, because they’re not always granted everything they want, Enfield said. She encourages them to be future oriented, put the past behind them, come in with an open mind, and be prepared to solve problems by trying to reach resolutions everyone can live with.

“I would encourage people to give ADR a try,” she said. “There are a lot of people who want to right away call their congressman or hotline, but it’s always best to start at the lowest possible level and bring a third party in to talk about your problems.”

Enfield said people often just need an opportunity to talk to managers and tell them how they are feeling. ☺

## ALTERNATIVE DISPUTE RESOLUTION

within the Defense Logistics Agency

2008

187 Cases

2009

139 Cases

2010

140 Cases

2011

198 Cases



The Defense Logistics Agency has adopted the use of alternative dispute resolution, a structured process in which disputing parties use a mediator to help resolve their issues and concerns. Of the 18 different ADR processes, mediation is favored within DLA.

# President's Printer

Story by Sara Moore

**D**ocument production may not seem like a high-pressure mission, but when the customer is the most powerful man in the country and urgent orders can come at any moment, it can seem almost like working in a fire station.

That's the case for the DLA Document Services White House production facility, which has functioned as the "President's Printer" for more than 30 years. The small staff located in the Eisenhower Executive Office Building next to the White House works long hours producing all documents the president and his staff need, including everything from daily forms and reports to proclamations, badges and nameplates.

"Most of the jobs we get are not things that can be planned in advance for," said Louis Rager, manager of the White House production facility. "We use the firehouse analogy: We never know when the fire alarm will sound but when it does, we are on it like it's three alarms."

A 1979 executive order from President Jimmy Carter assigned the Navy Publishing and Printing Service, what DLA Document Services was known as then, to provide printing and duplication services to the Office of Administration at the White House. Through 30 years and several name

changes, the organization is still known as the President's Printer and provides a full range of services to the nation's chief executive and his staff. The White House production facility is the main source of this support to the president, but DLA Document Services locations around the U.S. and overseas also support him and his staff when he is travelling.

The staff at the White House production facility, which consists of Rager, David Canada, Isayas Alignay and Donald Bilbrey, also supports other Defense Department customers on a daily basis. The shop supports local military installations, like Joint Base Andrews and Aberdeen Proving Ground, Md., and is also one of the sole providers of lamination and wide-format printing in the area, Rager said. Naturally, any outside work grinds to a

halt when a high-priority job from the president comes in, but employees, who work in staggered shifts from 5 a.m. to 9 p.m., always manage to balance the workload, he said.

"My employees are great," said Rager,

President Barack Obama speaks to service members in Denver in January. The DLA Document Services White House production facility acts as the "President's Printer," producing the documents the White House staff needs to function.

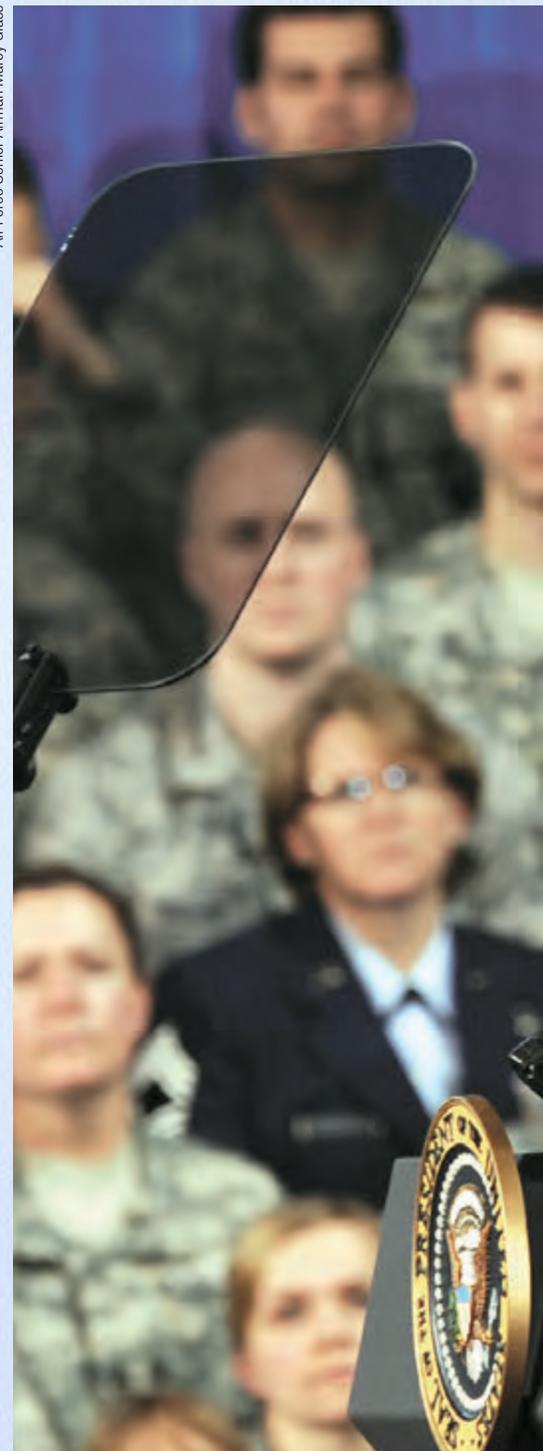
who has managed the facility for six years. "I don't need to tell them what to do; they already know what to do. And with the equipment we have and the man hours that we do every day, we can usually handle it that way."

Because it is supporting the president, the work that DLA Document Services does is often highly visible. The White House production facility routinely prints copies of the State of the Union address, which are given to everyone who attends the annual joint session of Congress. The president often signs copies of it as

*"After six years, I still walk up to the building with a smile on my face, thinking, 'This is the coolest job I've ever had.'"*

*— Louis Rager*

Air Force Senior Airman Marcy Glass



he leaves. The shop also prints copies of major speeches, like the February 2009 speech President Barack Obama gave to a joint session of Congress. In that case, the White House production facility received a digital copy of the speech at 5 p.m., four hours before the speech's 9 p.m. start time. The file was loaded into the production equipment, and hundreds of copies were produced, folded, stapled and trimmed. The pamphlets were ready by 6:35 p.m., when they were loaded into a van and taken by White House staff members to Capitol Hill.

Normally, Rager and his staff handle all the work themselves. The only exceptions are when the White House sends interns or staff members to help with hand folding trip books or other documents.

To keep the work flowing efficiently, Rager maintains a close relationship with the White House staff. While most projects do not come with advance notice, having a relationship with the staff allows for quick communication and coordination when projects come up, he said.

"We all know each other well enough that they just say, 'Hey we have this

coming,' and we know what needs to be done," Rager said.

While it is a fast-paced mission that can be stressful, the importance of the work and the customer make the job not just worthwhile, but exciting and fulfilling, Rager said.

"After six years, I still walk up to the building with a smile on my face, thinking, 'This is the coolest job I've ever had,'" he said. "I'm very proud to have the job, and I'm proud of my employees for the great work they do to represent DLA as the President's Printer." ✪



# A Conversation with . . .

# Ted Case

DLA's Vice Director Talks About How He Sees His New Role

***You recently assumed new responsibilities as DLA's vice director. What do you see as your role in the agency?***

I see myself in several roles. Most important is that I am second in command and DLA Director Navy Vice Adm. Mark Harnitchek's alter ego. The director has many demands on his time. Whenever he is unavailable due to travel or other commitments, I follow through on direction he has given, provide guidance on what I believe is or would be his position on emerging issues, and coordinate agency actions in his absence. I also link with my peers at key customer or partner organizations on issues of mutual interest. Second, as the senior civilian in the agency, I have a major role in ensuring the health and posture of our most valuable asset: the workforce. Third, I see myself as something of a historian



Defense Logistics Agency Photo

Ted Case

for the DLA enterprise, since I have been here nearly 20 years and have been an increasingly significant part of its evolution to the forward-serving, warfighter-focused agency it is today. Thus I can help address new issues in terms of the culture and capabilities of the agency.

***You're the second civilian vice director. What added value does a civilian vice director bring to the agency?***

The biggest value I see is continuity for the workforce and a deep background in all aspects of DLA's mission. Our directors are usually appointed for two- or three-year tours. Some have prior DLA experience and some don't. All come in with great ideas and a mandate for change, since each meets new logistics support challenges and opportunities and strives to make a good agency even better. A civilian vice director provides the director with additional perspective on the capabilities of DLA's workforce and a reach back into DLA's culture and history in assisting the director to accomplish what he or she desires. This helps ensure a committed team across DLA to execute the director's goals and visions.

***You and Vice Adm. Harnitchek came into your current roles within months of each other. How have the two of you worked together to get a handle on all of DLA's diverse worldwide operations?***

First some background on both of us. I will have been in

DLA 20 years this June, so I have had a chance to see most facets of DLA up close and personal. The director has been a customer of DLA many times, has had multiple Navy inventory control point tours, and served in several joint billets, including working closely with DLA during his last tour at U.S. Transportation Command. He has a strong grasp of most facets of logistics and acquisition and, equally important, a quick mind. And since his arrival in mid-November he has traveled extensively to see DLA's operations literally across the globe

Now to your question: I have followed the lead of my predecessor, Mae DeVincentis, whom I worked for over the past 11 years. She was the first civilian vice director for Admiral Harnitchek and his predecessor, Navy Vice Adm. Alan Thompson. She and I both believed the onus was on us to make the relationship work and use our experience to offer the best possible counsel and support to the director, the director's leadership team and the whole workforce. So as Admiral Harnitchek reaches conclusions about ways to enhance DLA's ability to, as he puts it, "significantly improve performance for the warfighter

while dramatically reducing costs," I have to keep up, help fill in any gaps from a workforce and historical perspective, provide the best advice I can, and ultimately help ensure his decisions are appropriately documented and well executed.

***Coming from an information technology background, how crucial is the Enterprise Business System and its further refinement to both delivering efficient warfighter support and furthering the agency's goals?***

I'll answer you, but first a little more history on me, for while IT was and remains a key element of DLA's overall logistics support capability, I have had many backgrounds besides IT. I started in the Navy Supply Corps in 1974, and yes, there was IT back then! I was supply officer of the USS Robert E. Lee, where I was on three back-to-back patrols. We did a refueling overhaul at Mare Island Naval Shipyard, Calif., where I learned maintenance planning and operations. Next, I was control division and contracting officer at Sub Base Pearl Harbor, Hawaii, which involved inventory management, requisition processing, procurement, warehouse management and disposal.

Then I was assistant supply officer, which added more financial and human resources management background. From there, I had several assignments where I developed, deployed and operated various modernized supply chain-related IT systems. I then came with Navy Vice Adm. Edward Straw to DLA in June 1992 and for over nine years worked numerous technology, resource management and program manager projects, ultimately as the deputy chief information officer. I retired from the Navy in 2001 as a captain and initially became the J6 civilian chief of staff. I then served over 10 years in the Senior Executive Service, first as the deputy J6/chief technology officer and then as CIO for the past two years.

I share the above just to outline that I have background in essentially all aspects of DLA's mission. And for every one of those aspects, I am convinced the Enterprise Business System is absolutely critical to achieving the agency's goals. EBS is our backbone for supply-chain management in support of warfighters and maintainers and will be soon for our procurement function as well. EBS will assist us in auditability and executing

# A Conversation with . . .

retail operations at the services' industrial sites. It's the core of the future IT system supporting DLA Disposition Services.

It's our planning and asset visibility tool. EBS will allow DLA Energy to modernize its operations. EBS links closely with our Distribution Standard System. I could go on and on. But it's not just the technology and the force-level multiplier that good IT provides, it's the re-engineered business rules that we have incorporated and documented in EBS that make it so critical to delivering efficient support and furthering the agency's goals.

## ***What do you see as the agency's biggest strengths?***

Thanks for the softball question. There is one resounding response: Our biggest strength is our workforce. We have a superb and diverse workforce that has unlimited energy, robust capabilities and a demonstrated can-do, patriotic attitude that I have seen no one exceed in the Defense Department. Tie that to our strong business practices and supporting IT systems, and

I think DLA is ready for any challenges and opportunities that come our way.

## ***What are some of the immediate challenges the agency is facing?***

The director often talks about "self speak." What he means is it matters how you approach and talk about change. If you talk about challenges when faced with change, you will create and have to address challenges. He and I discuss opportunities. They may be tough and demanding, but they are opportunities since we have the ability and tenacity to succeed at just about anything at DLA. And while we believe we are viewed favorably overall by our customers, partners and overseers, we have numerous immediate opportunities to improve. These include sustaining our food, fuel, spare parts and disposal support under difficult circumstances in Afghanistan and other forward locations, enhancing our support posture at the services' industrial sites, and meeting current cost-constraint targets during the next 12 to 18 months. We are also rolling out complex upgrades to our IT

systems and initiating actions to meet Secretary of Defense Leon Panetta's requirements for audit readiness in fiscal 2014.

## ***What about longer-term challenges?***

Again, not challenges: opportunities. We will support the drawdown from Afghanistan and any emergent warfighter needs anywhere in the world. We will continue to optimize our distribution support network. And we are just initiating an array of actions under our "10 in 5" effort to improve customer satisfaction while reducing the costs of DLA's material and services by a cumulative \$10.3 billion for the five years ending with fiscal 2018. We will make major changes to better support our customers and help them survive the fiscal constraints facing DoD in the years ahead.

## ***Is there anything you'd like to add?***

Just how honored I am to be DLA's vice director and my commitment to all of DLA and to our many stakeholders that I will serve and support you as best I possibly can.



## DLA Troop Support: Philadelphia

Story by Michael Tuttle

Philadelphia has been a key national defense supply location since 1800, when gunpowder and other supplies were stored at southern Philadelphia's Schuylkill Arsenal. From there, the long history of supply support in Philadelphia weaves through several name and location changes during peace and war: equipping the Lewis and Clark Expedition in 1803, 10,000 local seamstresses making uniforms for Union troops during the Civil War, outfitting 600,000 men in the Civilian Conservation Corps during the New Deal, and producing more than 2,000 desert camouflage uniforms a day for Operation Desert Storm.

Michael Tuttle is a writer for DLA Troop Support Public Affairs.

The logistical support mission continues to thrive. Defense Logistics Agency Troop Support accrued \$14.5 billion in sales in 2011 while supplying boots, bolts, medicine, meals, bulldozers and more to the U.S. military and other federal agencies around the world.

DLA Troop Support is now collocated in northeastern Philadelphia with one of DLA Document Services' largest offices. Providing a full portfolio of document services to the Defense Department, the former Navy Publication and Printing Service and Defense Printing Service migrated to DLA in 1996.

DLA Document Services and DLA Troop Support share a common denomi-

An artistic rendering of DLA Troop Support Headquarters in northeastern Philadelphia.

nator in their customer-driven missions: supporting American warfighters.

### DLA Troop Support

DLA Troop Support provides supply solutions to warfighters and other customers in their global missions. The primary-level field activity also supports humanitarian relief efforts for natural disasters. It does all this through four supply chains: subsistence, medical, clothing and textiles, and construction and equipment.

"DLA Troop Support is a high-performing, customer-focused, global enterprise that is well postured to provide even greater support to our military



# We are DLA



DLA Troop Support's predecessor organization moved into the Philadelphia Quartermaster Depot in 1926.

services and to our nation's warfighters," said Navy Rear Adm. David Baucom, DLA Troop Support commander.

The subsistence supply chain ensures service members around the world can have three square meals per day.

In the continental United States, subsistence supply chain employees manage contracts to ensure commercial food delivery to dining facilities for all

four military services as well as some Coast Guard and non-DoD customers. Dining facilities outside the continental U.S. are also supported, including at forward operating bases in Afghanistan and aboard ships. The subsistence supply chain also provides individual and group rations to troops in the field, including ready-to-eat meals.

The medical supply chain provides

pharmaceuticals and medical and surgical products, equipment and readiness support to warfighters. Having integrated commercial best practices from the health care industry, team members provide products and services to military medical facilities in peacetime and support the sustainment of operational field medical logistics around the world. Medical supply chain personnel arranged for the delivery of more than 4.3 million doses of flu vaccine to service members and their dependents worldwide in 2011.

More than 31,000 different items are managed in the clothing and textiles supply chain, from uniforms and field gear to tents and personal protective items. C&T personnel are involved with every aspect of the uniform life-cycle management process. One of their primary missions is outfitting all new military recruits at training centers located around the country, including fitting for 140 different sizes of combat boots.

The construction and equipment supply chain consists of a diverse group of products in more than 300 different stock classes. C&E acquires force protection items such as barriers, concertina wire and sandbags, energy-efficient lighting, heavy equipment like bulldozers, and lumber for the construction of forward operating bases around the globe. C&E manages the Fire and Emergency Services Program, which includes a wide range of equipment, incidental services and training for first-responder and domestic-preparedness units.

A new directorate, hardware, was added to DLA Troop Support's lineup of

Maria Martins, a fabric worker at DLA Troop Support, hand embroiders a flag in the primary-level field activity's flag room, the only government hand-embroidering operation in the United States.

Michael Turtille



Kemberly Groue

supply managers in October. Hardware manages industrial items including screws, bolts, studs, nails and fastening devices.

### DLA Document Services

Documents are a common denominator and key enabler to any business, including DoD. At the DLA Document Services office in Philadelphia and in other locations, DLA team members are fighting the perception of just being a printer.

“For more than 20 years we’ve been at the forefront in digital output, conversion and storage,” said Brett Hutchins, deputy director. “We’ve been evolving with technology faster and more successfully than we’ve been able to change perceptions of who we are and what we do.”

DLA Document Services in Philadelphia not only provides copying and binding, but a full range of document services. What distinguishes Philadelphia from most other locations, according to Hutchins, is its emphasis on document automation.

The automated programs managed from Philadelphia account for the majority of all document automation initiatives within DLA Document Services, Hutchins said. And the programs managed there impact other locations within the organization. Those locations continue to contribute much to their success.

“DLA customers worldwide utilize our Electronic Document Management Solution because of the support we give to [DLA Distribution],” Hutchins said. “EDMS works because of the cooperation Philadelphia receives from 19 DLA Document Services locations. So while there are clear geographic distinctions among our locations, most initiatives require support from many corners.”

As printing budgets decrease, document automation may become a



Electronic duplication specialist Deborah Johnson uses a hole-punching machine to prepare a packet of papers. DLA Document Services in Philadelphia provides a full range of services, including copying and binding.

more attractive option for DLA Document Services customers.

“The challenge for us is getting the customer to communicate and share resources internally,” Hutchins said. “Customers have to consider how certain initiatives benefit end users and combine

budgetary resources from [information technology], printing and other traditionally separate entities.

“We are no longer just the print shop,” Hutchins continued. “We are document managers capable of providing a much broader range of services.”

## DLA Brings Fresher Food to U.S. Warfighters in Afghanistan

Defense Logistics Agency Troop Support Europe & Africa personnel in Afghanistan are helping improve food and beverage delivery and quality for warfighters while saving taxpayers millions in transportation costs, a DLA food service supervisor said.

Todd Lutz said locating the new Helmand Regional Distribution Center in Helmand province reduced perishable food transportation time by two to four days for each of the more than 3,700 average monthly shipments.

The HRDC, the second such center to be located in the province, also helped the vendor shift its transportation methods from air to road. Shorter trips to U.S. bases and the lower cost-per-mile of ground transportation have dropped transportation costs by about \$28 million a year, Lutz said.

The food distribution center in Kabul, Afghanistan's capital, is about 350 miles from the HRDC and was previously the only one in eastern Afghanistan, he said. HRDC serves about 37 percent of warfighter locations in Afghanistan.

Tim Schmidt, a DLA Troop Support Europe & Africa lead contracting officer representative at the Kabul food storage facility, said DLA Troop Support Europe & Africa's efforts are helping to develop sustainable, desirable Afghan businesses that support U.S. warfighters.

The prime vendor contracts for locally bottled water and canned soda have employed hundreds of Afghans who

## New 'Direct Channel' Blog Connects DLA Director, Employees

A new blog available to Defense Logistics Agency employees inside the agency's firewall gives them a direct connection to the agency's director.

DLA Director Vice Adm. Mark Harnitchek uses "Direct Channel: Straight from the Boss to You" to write about everything from what's happening across DLA activities and developments in logistics to topics that interest him personally.

"Vice Adm. Harnitchek is a strong believer in two-way communication. He likes to give DLA employees his unvarnished opinion and thoughts on our mission and the activities associated with it. But, he is equally

interested in hearing from the men and women who work for and with DLA. That's where the blog comes in," said Deborah Parker, chief of DLA Strategic Communications' New Media, Plans and Analysis Division.

Readers can leave comments, but blog moderators will remove or edit remarks that violate certain tenets of behavior, such as obscenity, hate speech or spamming, Parker added.

The blog will also feature occasional guest bloggers who bring new perspectives.

"We think this is a good idea and will help keep the blog fresh and interesting to readers," Parker said.

— By Beth Reece

produce and transport the products. Lutz said this contract supports the mission of the International Security and Assistance Force.

"(The vendor) understands and supports the political and economic imperative of ISAF to develop sovereign capability," Lutz stated.

Schmidt agreed.

"Security doesn't always come in the form of [Mine Resistant Ambush Protected vehicles] or Humvees, sometimes it comes from the loyalty of individuals to whom you've provided the means to provide for

their families," he said.

Indirect benefits for warfighters include improving the climate between Afghans and Americans, Schmidt said.

"It's been my experience that treating Afghans well, in part by giving them employment opportunities to deliver food and water under our [vendor's] contracts, is reciprocated by them in kind," he said.

— By Larry Levine  
DLA Troop Support

Marines of the 4th Light Armored Reconnaissance Battalion receive their first salad delivery while stationed at an austere location in Afghanistan. The vegetables were supplied through DLA Troop Support Europe & Africa contracting and logistical efforts.

Courtesy Photo



# Demand for Excess Military Equipment Increasing in Puerto Rico

Law enforcement organizations in Puerto Rico are taking a keen interest in procuring excess military equipment from Defense Logistics Agency Disposition Services.

Puerto Rico sits about midway between the major cartels in South America and the lucrative U.S. drug markets to the north. The island's natural draw for drug runners is long established, and the influence of the criminal element there seems to be growing. According to published studies, the U.S. territory's narcotics trade-related income is now estimated to be \$9 billion, or potentially a fifth of the commonwealth's gross domestic product.

Against this backdrop, Disposal Support Directorate East's Denise Ribot, Law Enforcement Support Office representative Dan Arnold, and others within DLA secured agreements to share the resources of DLA Disposition Services and LESO with Puerto Rico's law enforcement community for the first time in summer 2011. In the short time since those agreements were signed, interest in DLA's used and excess equipment inventory in Puerto Rico has exploded.

"Word is spreading like wildfire," disposal services representative David Morgan said, adding that he's hearing from several potential new customers each week.

What started as four or five law enforcement customers has quickly become more than 40, he said.

Morgan has issued more than \$12 million in property to law enforcement customers on the island since September, with \$3 million in equipment requisitioned just in February. He said he attributes the demand to the high quality of the property available.

"[We've sold] brand-new toolsets worth \$78,000, brand new generators with four hours' use, Humvees with seven miles on them," Morgan said.

Humvees, popular with law enforcement offices throughout the U.S., have already been licensed and put into service in Puerto Rico, allowing police to keep an eye out for suspicious watercraft while conducting beach patrols and penetrate jungle environments where narcotics operatives stay hidden.

"Any police department on the island that wants (Humvees) is going to get them," Morgan said.

The seeming glut of high-quality equipment and vehicles is not an indication of U.S. wastefulness, but rather a byproduct of several force adjustments – the re-designation of units

in the Virgin Islands, the elimination of local Air National Guard units, and the determination that certain equipment and technologies have become obsolete – that have created a perfect storm of unneeded equipment and a great opportunity for qualifying customers on the island, Morgan said.

"There's lots and lots of work down here," he said. "There's lots and lots of property being turned in. It definitely keeps me busy. I think it will go on like this for a long time."

While Morgan said he figures the pace to remain hectic, it's worth it. He added that he hopes that the services DLA is providing in Puerto Rico will positively impact the island's ability to fight back against the powerful criminal groups at work there.

"To think that I'm helping those efforts in some way, that part makes me very happy," Morgan said.

— By Jake Joy  
DLA Disposition Services

Courtesy Photo



Officers in the Isabela, Puerto Rico, Police Department use this Humvee for beach patrols and to visit hard-to-reach jungle sites where illegal narcotics operations thrive.

## GETTING IT RIGHT

Story By Sara Moore and Jacob Boyer

**T**he Defense Logistics Agency's quest to achieve audit readiness is not a new one. Officials have been working for the past five years to improve the agency's financial practices and make its business processes ready for audit. But a new push from the secretary of defense has increased interest throughout the Defense Department on audit readiness, and DLA now finds itself with more support as it faces a crucial juncture in this process.

An Oct. 13 memo from Secretary of Defense Leon Panetta to senior DoD

leaders emphasized the importance of audit readiness and set deadlines for certain areas to be audit-ready by 2014, in advance of the department's deadline of 2017 to achieve full audit readiness. The secretary's interest in this topic brought it to the attention of the leaders below him and members of Congress, noted Tony Poleo, director of DLA Finance. This interest has increased pressure on all DoD agencies to get themselves ready for audit, but for DLA, this pressure is really a benefit, Poleo said.

DLA has already made progress toward audit readiness, Poleo said, but

having direct interest from leaders in DoD and Congress when it comes to changing policies or coordinating with the military services will help move the process along more quickly.

Audit readiness will help the agency achieve four goals, said Simone Reba, deputy director of DLA Finance and program manager for audit readiness.

"Audit readiness helps us stretch the budget, make more informed decisions, increase confidence and public trust, and it's just good business," said Reba, who took charge of the agency's audit readiness efforts in March.

Being able to look deeper into DLA's financial data and ensure it is correct is a best practice that is crucial to private firms, she said.

"We want to make sure the numbers we're reflecting in our financials are accurate," Reba said. "In the private sector, if you don't do this, you go out of business, because investors lose confidence in the company. What's the difference between us and the private sector in that regard? Don't we owe it to the taxpayers to give them that same level of confidence?"



DLA's level of auditability goes beyond ensuring the agency's financial data is correct, she said.

"We must also prove that we have good controls in place to mitigate risk and to ensure our data cannot be easily manipulated," Reba said. "Financial data can often be used as a key indicator to determine whether something is amiss in our processes."

Reba used DLA Distribution as an example. If inventory losses there increase sharply in a given month, DLA management will be able to prove why the losses occurred, know whether inventory quantities are accurate, and better understand what can be done to ensure those losses do not recur, she said.

"A lot of people think audit readiness is just a financial exercise, but it's not," Reba said. "It's about understanding the health of the business."

Audit readiness will also help DLA's leaders make better decisions as looming budget constraints compel the agency to do more with less, Reba said.

"When agency leaders understand how much the agency's processes cost, they can make more informed

decisions on what costs can be eliminated without sacrificing mission performance," she said.

Reba pointed out that DLA often provides its customers with similar services using unique business processes. Each process has enduring costs associated with its uniqueness, including training, information technology and auditability.

"As we are able to streamline and standardize our processes, auditability will become more achievable and overall costs will be reduced," she said.

To meet the 2014 deadline for the selected areas, DLA leaders and employees will put in a lot of work in the near term, Poleo said. While the effort will be new to many employees and may seem intimidating, Poleo stressed that

the goal is to ensure business processes are being performed consistently and that DLA's documentation reflects what the agency is actually doing.

"This is not about trying to catch employees doing the wrong thing," he said. "It's really about finding issues, servicing them and fixing them, and putting employees in a position to succeed. And then the agency will succeed."

Ensuring all these areas are audit-ready by 2014 will be a challenge, especially since the majority of DLA's work will have to be done in the next year or so to allow for review by auditors and evaluation by DoD senior leaders, Poleo said, but the amount of work the agency has already put in will be a big benefit. ♻️





# DOUBLE TIME

Story by Jacob Boyer  
 Photos by Air Force Capt. Bryan Lewis

Service members with the DLA Joint Reserve Force maneuver an ammunition box across an obstacle as part of the leadership reaction course during the Joint Reserve Training Readiness Exercise at Fort Eustis, Va., in 2011. About 750 Soldiers, Sailors, Airmen and Marine reservists make up the JRF.

**W**hile many Defense Logistics Agency team members come in Friday looking to wrap up the week's work before enjoying a weekend off, John Dreska comes in some of those Fridays just starting work that will carry his team through the weekend.

Dreska, the acting deputy director of land customer operations at DLA Land and Maritime, pulls double duty as a member of DLA's Joint Reserve Force, where the army lieutenant colonel serves as the deputy joint team leader at the primary-level field activity.

"On the Army side, we drill Friday through Sunday so we can be with our active-duty counterparts and civilians to get missions on Fridays that we work through on Saturday and Sunday," Dreska said. "Some of the other services do it a bit differently."

About 750 reservists spread across the agency make up the JRF, said Navy Rear Adm. Patricia Wolfe, JRF director. On any given day, she said, a little more than 10 percent of those Soldiers, Sailors, Airmen and Marines are on active-duty orders worldwide, with about 60 of those serving on deployed teams in Afghanistan and Kuwait. Over the past 10 years, more than 860 DLA reservists have served 1,100 tours of six months or longer to support the agency's mission.

"The JRF gives us that surge capability that is so important to DLA accomplishing its forward-deployed mission," Wolfe said. "There are more military personnel in the Joint Reserve Force than there are in DLA proper, and without those reservists, we would not be able to put forward the DLA support teams that we have without asking people to do yearlong deployments. DLA could not do that mission without the reserve component."

DLA reservists serve a variety of roles while deployed, Wolfe said. About one-third of the agency's DST personnel and nearly all of its expeditionary disposal remediation team personnel are reservists.

DLA's Joint Reserve Force

# AT A GLANCE

- About 40 percent of DLA's workforce in the U.S. Central Command area of operations is made up of reservists.
- From Sept. 11, 2001, to September 2011, more than \$47 million in costs were avoided through deploying DLA reservists instead of civilians.
- In fiscal 2011, the military services paid \$17 million in pay and allowances to DLA reservists, about 60 percent of which went to direct operational support.

Source: DLA Joint Reserve Force



A photograph showing three DLA Joint Reserve Force Sailors participating in a leadership reaction course. They are standing on a wooden platform, working together to maneuver a large metal barrel over a yellow obstacle. The background features a white fence and tall pine trees under a clear blue sky. A text box in the upper left corner provides context for the activity.

DLA Joint Reserve Force Sailors work together to maneuver a barrel over an obstacle at a leadership reaction course at the 2011 Joint Reserve Training Exercise at Fort Eustis, Va. The annual exercise give JRF members a chance to hone the skills they need in a deployed environment and learn how to better function as a joint team.

They and others typically serve six-month tours, she said.

Those who deploy reap a great benefit to their reserve careers, said Navy Chief Petty Officer Charles Nellist, head of the operations department for the DLA Logistics Team at DLA Aviation. His three deployments with his fellow reservists gave them all experience and opportunities for mentoring they don't get when they aren't on active duty.

"Admiral Wolfe came down here, and one great thing about deployments I explained to her was great mentoring and professional development for Sailors," said Nellist, who works at DLA Aviation as the weapons system support manager for F/A-18 avionics when he's not in uniform. "I was able to spend a lot of time with these folks instead of two days a month. Most of the folks I was with came from my unit. Just the experience they gained on that six month deployment is more than they'll get in six years of drilling."

Dreska, who has deployed twice as a member of the JRF, said his experience on those deployments has been invaluable to him in his civilian role.

"My deployments and experiences on the reserve side have helped me many times over," he said. "They allowed me to gain the experience to function better within DLA and know more about what we do in supporting the director's requirements for warfighter support. It's been phenomenal to get that type of experience."

Although many DLA reservists do active-duty tours in Afghanistan and Kuwait that can take them away from home for up to nine months – including training before the six-month deployment and leave after they return – plenty of them support missions for the field activity they answer to.

"Whatever's important to the commander, we can translate it and put certain reservists against it," Dreska said. "For example, DLA Land and

Maritime has a lot of our Navy enlisted folks working on back orders. Well, material orders and availability are key to [DLA Director Navy Vice Adm. Mark Harnitchek] right now. We have our Navy reserve enlisted folks working back order reports and expediting things as best they can. They're making some terrific progress chasing down those things that are important to the commander and the DLA director."

Having service members who may do something different in their civilian lives has benefits for the agency, Wolfe said. Their dual careers offer a breadth and depth of experience that goes beyond their uniformed careers.

"In my own experience, you may have a petty officer first class logistics specialist who in his civilian life is a graphic artist. You're able to take advantage of that skill," she said. "In 99 percent of those cases, they're thrilled to be able to do that for you. As I talk to component commanders who have these Soldiers, Sailors, Airmen and Marines working for them, they will often bring up that extra skill set those people brought with them as part of the value of what they've seen our DLA Joint Reserve Force give them."

In addition to attending 24 drill days



Sailors from the DLA Joint Reserve Force maneuver a barrel over an obstacle as part of a leadership reaction course during the 2011 Joint Reserve Training Readiness Exercise at Fort Eustis, Va.

a year and performing up to a month of active-duty time, many of the JRF's personnel attend a yearly Joint Reserve Training Exercise at Fort Eustis, Va., Wolfe said. In April, more than 230 JRF team members spent a week there honing their combat skills, conducting their services' versions of physical training, and learning to better work as a joint team.

"My predecessors started it up in response to realizing that as some of our DLA reservists deployed, they had no experience with some of the combat training skills," she said. "It's developed as a means to make ready our reservists. From my perspective, it's not just about mobilization and wartime deployments.

It's to make sure we have reservists who are prepared and ready to go on contingency operations like Haiti. I don't want to put a reservist out in an austere environment where they don't have the proper skill sets and training to support themselves."

Wearing two hats has its challenges and benefits. Dreska, who is taking classes through the U.S. Army War College, said finding enough time to commit to both his careers while not saving some for his family is a challenge, but that it's worth it to those who take pride in wearing the uniform.

"That's the one thing I haven't mastered completely," he said. "It's not one weekend a month and two weeks a year. I do five to 10 hours a week beyond that. You have to really love that uniform to do that stuff. Any reservist can attest to that. It's a matter of pride for most of us. We all want to be here."

Nellist said periodic separations from his wife and two children are tough, but his love of service makes it worthwhile.

"To be in the reserves nowadays, you really have to love it, because it's a trial," he said "There's a lot of hard work and separation from your family. I think the level of dedication of a reservist is pretty impressive." ✪

Members of the DLA Joint Reserve Force fire their weapons on a range at Fort Belvoir, Va. Twenty-seven members from the Army, Air Force and Navy participated in the training, which also involved a simulated weapon-training program.





# I AM DLA

**My name is:**

Army Staff Sgt. Meleny D. Cotton

**I am:**

The training noncommissioned officer for DLA Energy Headquarters.

**Describe your job in a sentence:**

I ensure DLA Energy members meet their training and professional development requirements.

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

Two and a half years.

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

I love the joint environment. I've developed a deep understanding, appreciation and respect for our sister services and Department of Defense civilians.

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

Hands down, my best memory was definitely my deployment to Kandahar, Afghanistan, with a DLA support team. It felt great to be a part of such a widely recognized and respected team.

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

I make a difference to warfighters by working in an organization that ensures they have everything they need to be successful on and off the battlefield.

Meleny Cotton

