

DEFENSE LOGISTICS AGENCY

LOGGLINES

The Right Solution — On Time, Every Time

September / October 2017



DLA LAND AND MARITIME

MOVING THE FUTURE

Assuming Logistics Support
for Medium Tactical
Vehicle Replacement

Djibouti First

Local Procurement Programs Supply Troops
While Supporting Local Economies

Adept and Adapting

DLA's Workforce Recruitment Program
Helps Talent Overshadow Disabilities

Fit for Duty

Noteworthy Exercise Habits Keep These
Employees Strong — Mentally and Physically



Army Lt. Gen. Darrell K. Williams
Director, Defense Logistics Agency

LOGLINES

THE OFFICIAL FLAGSHIP PUBLICATION OF THE
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From the Director

In this, my first Director's Message, I must thank the DLA employees, customers and other supporters for the very warm welcome my wife, Myra, and I received following my Assumption of Responsibility ceremony June 16.

What a whirlwind it's been, as I continue to visit our primary-level field activities, engaging the outstanding DLA workforce and familiarizing myself with the capabilities of this great organization. At each PLFA, I've shared my appreciation for their great work and what's in store for the agency in the near future: DLA Troop Support, DLA Aviation, DLA Energy, DLA Distribution and DLA Disposition Services — and of course, DLA Land and Maritime, where I was commander from 2010 to 2012. My time there was one of the highlights of my career, and I'm honored to be returning to DLA as director.


During those two years, the workforce did their best to convert me to becoming a Buckeye fan, but having grown up in South Florida, I'm still a die-hard supporter of University of Miami. It's still all about the U!

Despite that minor disagreement, Land and Maritime is doing incredible work supporting one of the most important programs to our troops in the field. It's taking over maintenance support for the Medium Tactical Vehicle Replacement, the five-ton, six-wheeled vehicle capable of carrying tons of equipment over just about any terrain. This asset is relied on in almost every theater of military operations, and you can read about it in this issue of Loglines.

We feature our DLA Europe & Africa employees in a story about a mutually beneficial procurement program called Djibouti First. In that host nation, DLA buys things like fruit, produce and other items from local vendors. This saves money on transportation, cuts down lead times and provides fresher food — while engendering goodwill in that strategically critical country.

We also bring you an article from DLA Troop Support about behind-the-scenes efforts to provide lifesaving medicine to personnel in distant overseas locations. It's a great story about the important work of our employees in the Pharmaceutical Prime Vendor division of Troop Support's Medical supply chain.

You'll also find inspiring stories of personal resiliency, technology innovation and even a history article about World War I distribution — as usual, something for everyone.

Again, thank you for the kind welcome. It's great to be back at America's Combat Logistics Support Agency. Please enjoy this issue of Loglines magazine. 



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Features

Djibouti First 02

DLA Europe & Africa uses local procurement programs such as Djibouti First to supply troops while also supporting local economies.

Doughboy Distribution 06

America entered World War I 100 years ago, and DLA Distribution's cutting-edge support of modern warriors is in stark contrast to the haphazard supply systems of yore.

Moving the Future 11

DLA Land and Maritime now has responsibility for the ongoing logistics support of the Medium Tactical Vehicle Replacement, relied on in almost every theater of military operations.

Adept and Adapting 14

DLA's Workforce Recruitment Program helps recruit employees whose talents overshadow their disabilities.

Saving Lives 18

When military healthcare providers stationed overseas don't have the medication they need in life-or-death emergencies, they turn to a small team of contracting officers with DLA Troop Support.

Innovation Invasion 26

DLA Information Operations uses a novel approach to recruit and develop ideas for improving the agency's information technology services across the workforce.

Fit For Duty 33

Three employees in the agency's headquarters discuss how their noteworthy exercise habits keep them strong — mentally and physically.

Departments

A Conversation with 23

Michael Beaupre

DLA NewsWire 31

I am DLA Back Cover

Kaitlyn Parenti

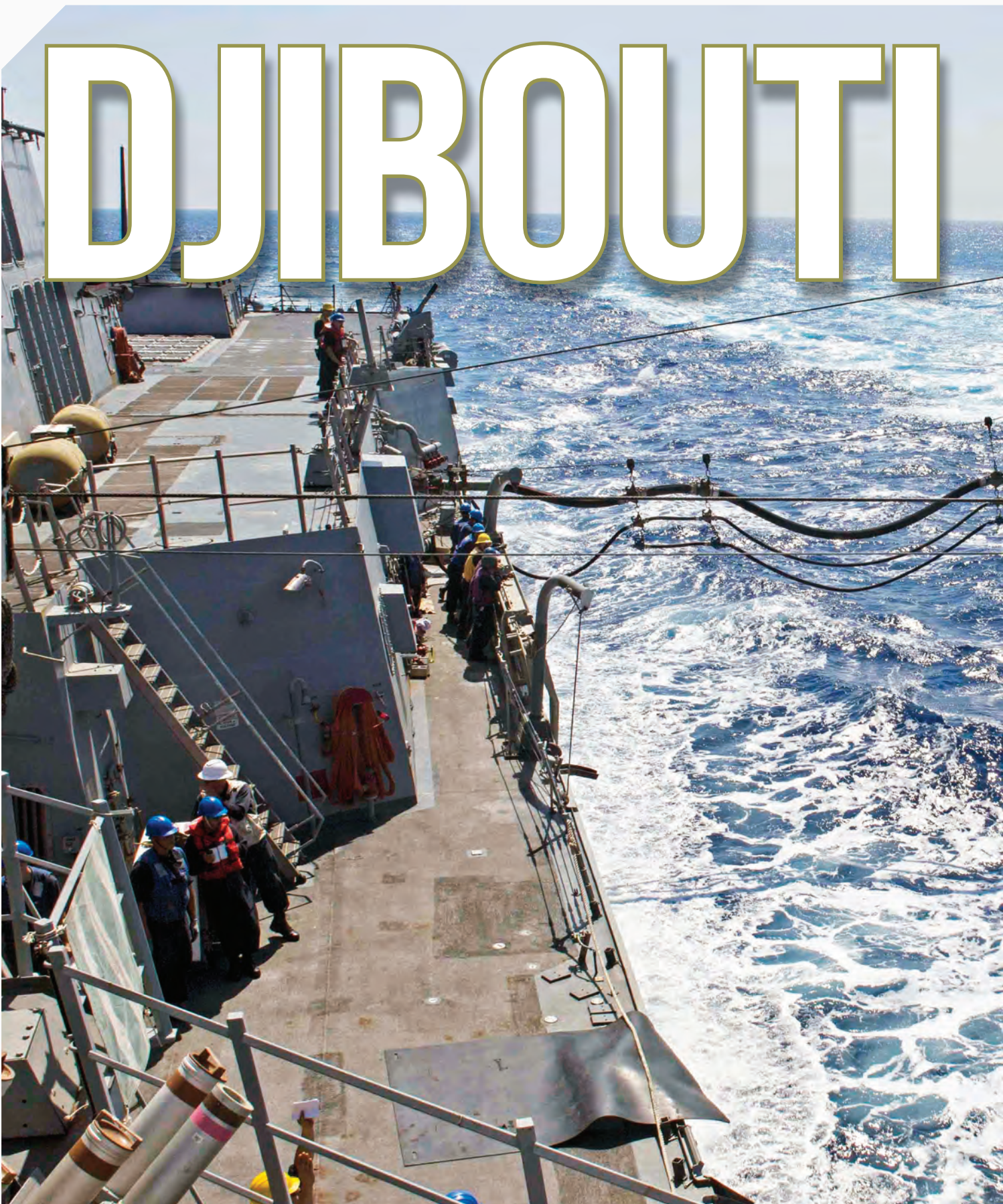


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DJIBOUTI



FIRST

DLA SERVES AS AMERICA'S EXTENDED HAND OF FRIENDSHIP WHILE SUPPLYING TROOPS AND HELPING LOCAL BUSINESSES

Story by Beth Reece

What began as a push to get critical supplies to warfighters supporting the fight against Ebola in West Africa is now a long-term effort to acquire local goods and services for military members across the continent while helping African businesses thrive.

Congress increased the Department of Defense's authority to use local businesses in Djibouti through the 2015 National Defense Authorization Act, creating the Djibouti First Initiative. A new provision in the 2017 NDAA also gave the Defense Logistics Agency and other DoD entities authority to pursue business in other African nations that sign long-term agreements with the United States related to basing and operational requirements.

DLA already uses local procurement to provide items such as fresh fruits

Food and fuel like these being transferred during a replenishment at sea on the African coast are among items DLA buys from African businesses to decrease customers' storage costs and support the local economy.

— Navy Petty Officer 1st Class Tyrell K. Morris

Navy Petty Officer 3rd Class Lonnie Adkins, a gas turbine systems technician, conducts a clear and bright test on F76 fuel during a replenishment at sea aboard the Arleigh Burke-class guided-missile destroyer USS Ross. About 90 percent of the purchases DLA makes via local procurement are for fuel.

and vegetables to troops in places like Europe and the Middle East, so partnering with U.S. Africa Command and the U.S. Embassy in Djibouti to connect local businesses with potential military customers was a logical move, said Tom Lauersen, chief of supplier operations for DLA Troop Support Europe & Africa.

"Buying local just makes sense," he said. "The closer to customers' locations that we can get goods, the shorter our lead times and the better the ability to take care of them. It also saves on transportation costs and limits the need for costly storage, especially in places like Camp Lemonnier, where troops are really jammed in and space is limited."

DLA has local contracts in Africa for ice, bottled water, soda, produce, baked goods, fuel and fuel transportation, distribution services and a broad range of construction materials through DLA Troop Support's Maintenance, Repair and Operations Program. The MRO program in Djibouti is strong due to its success during Operation United Assistance, when DLA officials worked

on the ground to source everything from lumber and gravel to electrical parts needed for the construction of Ebola treatment units, Lauersen said.

"With Djibouti being the biggest base in Africa and plenty of building going on in the area, it was natural for us to connect the vendors we were already doing business with in Liberia to DLA customers in Djibouti," he said.

Contractors in developing countries often have difficulty understanding the intricacies of government contracting, especially in regards to computer systems and regulatory requirements.

"One of the easier ways to deal

with that has been to use the MRO contractors we're already doing business with to help educate other vendors on things like regulations, requirements, currencies, payment terms and conditions," Lauersen said. "And, usually, it's easier for these new vendors to work as subcontractors to our current MRO vendors than it is for them to work with us directly."

DLA representatives attend events like vendor information days held at the Djiboutian Chamber of Commerce, where vendors can learn how to sell their goods and services to military customers, as well as the process of bidding for and winning government contracts.

The success of Le Moulin, a bakery in downtown Djibouti City, is one example of the hard work and time DLA invests in creating long-term partnerships with local businesses.

"It took about a year to get a contract agreement in place with Le Moulin. When we first came together, they didn't understand or have computers; they didn't even have a local bank," Lauersen said, adding that vendors like Le Moulin typically aim for large, one-time sales with the U.S.

DLA ensures troops in Africa get fresh baked goods ranging from pies to donuts and rolls by contracting with local businesses.



Navy Petty Officer 3rd Class Robert S. Price



Army Staff Sgt. Timothy Hughes

Navy Petty Officer 2nd Class James Herrera with Naval Mobile Construction Battalion 1 offloads lumber materials received for construction of a multipurpose building project in Douala, Cameroon, in March. Lumber, gravel and electrical parts are among the many supplies DLA buys locally for troops stationed in Africa.

government rather than continual sales with reasonable prices.

Poor translation skills were also a problem.


"DLA does have people who speak French, which is common across Africa, or other languages like Spanish, but it takes a lot of time to foster trust and develop a relationship where both sides are comfortable," he said.

The partnership DLA now has with Le Moulin was worth the struggle, Lauersen added, because now troops on Camp Lemonnier can enjoy fresh baked goods rather than frozen ones imported from outside. Business varies month to month, but customers purchased \$20,000 in bakery items from Le Moulin in June.

The lack of modern facilities and passable roads in some of Africa's 50-plus countries can also become obstacles. While a big city in the coastal nation of Ghana may have a mature infrastructure and offer goods at reasonable prices, for example, moving those goods beyond 10 miles can be a struggle, if not impossible.

"The price can double in that short distance because transportation is so difficult. And then the political environment and conflicts between some countries can make things even more challenging," Lauersen said.

In fiscal 2016, DLA awarded contracts worth \$46.4 million in Djibouti, plus an additional \$10 million in other African countries.

"Not only are we supporting the AFRICOM mission, we're stimulating the economy and providing employment for people in African countries [who] allow us to operate in their space," Lauersen said. "At the same time, we're providing troops with products that improve morale and build health." 



Navy Petty Officer 3rd Class Alyssa Westrich

DOUGHBOY DISTRI

Story by Dianne Ryder



As a Defense Logistics Agency field activity, DLA Distribution provides global distribution support to the military, to ensure warfighter readiness. Among its services are transportation support; technology development; specialized packaging; and receiving, storing and issuing supplies.

The organization comprises 10,000 military and civilian employees in nine countries and 17 states and territories, including its headquarters in New Cumberland, Pennsylvania.

But 100 years ago in 1917, when the United States had just entered into World War I, there was no unified logistics agency supplying all the services — and thus there was no DLA Distribution.

Supply Not on Track

By 1914, most leading European nations had extensive rail networks. Trains weren't new in 1914, but armies relied on them to a greater extent than they ever had during the "Great War."

In previous wars, armies would clash until one side achieved a breakthrough, consolidating their gains and bringing the war to an end. Sluggish

transportation via horse-drawn wagons or even riverboats often meant troops didn't receive reinforcements until it was too late to avert disaster.

The mature rail networks of the early 20th century changed this dynamic, but it was more practical for defenders, who were usually more mobile, which contributed to the stalemate that preceded the entry of the United States.

Plane Language

Most importantly, WWI was the first war to see large-scale use of a new technological marvel — airplanes. Although early aircraft were initially used

for reconnaissance, both sides began to use them in air battles, to shoot enemy airplanes out of the sky and to drop bombs on enemy cities. A key innovation was the synchronization gear, which allowed pilots to fire a gun at other planes, through a spinning propeller without damaging the blades.

What planes did not do in the Great War was transport materiel to forward operating bases. DLA Distribution is now a key partner with the military services, U.S. Transportation Command and Military Sealift Command in using cargo planes to supply the warfighter and those who support them in-theater.

Mobilization and Storage of Supplies, Ammunition

Lessons learned as far back as the Revolutionary War reinforced the Allies' need for ready availability of warfighting supplies and equipment. But even by 1917, storage, movement and management of munitions and supplies to the armed forces was inadequate for the fight. Because the U.S. had not expected to enter the war, the nation had not planned for the expansion of the industrial base needed to produce more ordnance.

IN ADDITION TO MARITIME
AND RAILWAY SYSTEMS,
ARMED FORCES USED
HORSES, MULES AND
MOTORIZED VEHICLES TO
THE EXTENT THEY WERE
AVAILABLE.

BUTION



Photo Courtesy Library of Congress

U.S. Marines in France head to training camp after a long sea voyage.

General of the Armies John "Blackjack" Pershing, commander of the American Expeditionary Forces, opined in a postwar report to the secretary of war about the already overtaxed railway systems and available ports.

"The tonnage for material of an army three and perhaps four million men would require a mammoth program of shipbuilding at home, and miles of dock construction in France,

with a correspondingly large project for additional railways and for storage depots," the general wrote.

Regarding the issue of storage, Pershing wrote, "Practically all warehouses, supply depots and regulating stations must be provided by fresh construction. While France offered us such material as she had to spare after a drain of three years of war, yet there were enormous quantities of material to be brought across the Atlantic."

Before WWI, the U.S. relied mostly on foreign companies and private supplies to meet ammunition needs, but the scope and nationwide mobilization of WWI led to the establishment of the War Industries Board in July 1917 to regulate military procurement and production. The Board set priorities, fixed prices and standardized products to support the allied war efforts, but it did not survive once the war ended.

Decades before the U.S. consolidated large-scale distribution and used commercial transportation to move materiel, the Allies relied on various modes of transportation. In addition to maritime and railway systems,

armed forces used horses, mules and motorized vehicles to the extent they were available. It would be 70 years before USTRANSCOM was established as the single manager of America's global defense transportation system.

Availability of resources was key to strategic movement, but storage for supplies and munitions was also a tremendous challenge throughout the war.

The New Cumberland Army Depot

It wasn't until February 1918 that President Woodrow Wilson approved the purchase of land for two reserve depots — one near Harrisburg, Pennsylvania, and the other near Schenectady, New York. The former was originally called the Marsh Run Storage Depot, but the official title was the U.S. Quartermaster Interior Storage Depot. On May 14, 1918, the Army first raised the flag over the warehouses in New Cumberland, Pennsylvania.

The warehouses and makeshift storage facilities, on more than 800 acres of farmland adjacent to the Susquehanna River and the North Central Branch of the Pennsylvania Railroad, were the



Photo Courtesy Library of Congress

General of the Armies John "Blackjack" Pershing, outside General Headquarters, Chaumont, France, circa 1918.

birthplace of what would become DLA Distribution headquarters.

Notwithstanding its various names, the installation has been in continuous operation as a supply source since it was built in 1918 for the Quartermaster Department. Initial construction consisted of storage, housing and support facilities, but the farmhouses, barns and associated structures on the property that the depot used in 1918 have been demolished.

The depot's original mission of shipping supplies to troops in the field was short-lived. World War I ended less than three months after receipt of the first shipment of knocked-down wagons and saddles at the partially completed installation. Following the armistice, the depot was inundated with supplies that had been in contractors' factories or en route to ports for overseas shipment. By April 1919, the warehouses served primarily as a reserve or dead storage depot, and only a small number of buildings were used to store quartermaster, signal, medical, engineer, chemical warfare and ordnance supplies.

Little permanent construction took place on the depot during the years before World War II. Between 1934 and 1937, excess warehouse space and open storage areas were leased to federal agencies, including the Department of Agriculture, the Post Office Department, the Forest Service and the Treasury Department.

A New Purpose

In 1940-1941, the 1301st Service Unit Reception Center was built at the depot to process troops entering the Army. World War II brought increased activity to New Cumberland, when it served as a Quartermaster and Army Service Forces filler depot, responsible for channeling supplies to east coast ports. To support this supply mission, the number of storage facilities was doubled between 1942 and 1943. A reception center for inductees and a hospital complex were built. Named the Army Service Forces Depot in 1943, the installation name changed to the New Cumberland General Depot in 1946, and the New Cumberland Army Depot in 1962.

Major construction projects since the war included a considerable expansion of family housing and storage facilities, an enlisted barracks and a new headquarters building constructed in 1952. In 1960, an aircraft hangar, along with maintenance shops, were constructed on the western portion of the site. These facilities served mainly as maintenance and repair facilities for U.S. Army helicopters and other aircraft. During the 1980s, most of those maintenance operations were eliminated, and NCAD's mission was modified to function solely as a supply depot.

The NCAD was deactivated in April 1991 and assigned to DLA as Defense Distribution Region East, a regional headquarters responsible for the



DLA Distribution

Workers refresh paint on a train engine at the New Cumberland Army Depot during the late 1960s.

management of eight depot operations in the eastern United States. At the same time, the consolidation of Defense Depot Mechanicsburg and New Cumberland Army Depot created the Defense Distribution Depot Susquehanna, Pennsylvania, one of those depot operations.

Current Operations and Partnerships

Joe Faris, business development director at DLA Distribution, recalls the challenges that came with the consolidation and how the development of the Distribution Standard System simplified operations.

"When those sites transferred to us, every service had their own version of warehouse management systems, and you had what DLA was using at the time," he said. "The single largest thing that DSS did for us and continues to do today is we can put anybody's inventory — Army, Navy, Air Force, Marines or DLA, in any of our distribution centers around the globe."

Faris's job involves product development and market solutions to help DLA Distribution create long-term value and growth.

The growth of DLA Distribution's mission is due in great part to the agency's joint relationships with its strategic partners, Faris said.

"Today, at least from a [Department of Defense] standpoint, we do a much better job of joint logistics across all of our military services, DLA,

The Army Reception Center at the New Cumberland Army Depot, early 1940.



DLA Distribution

American soldiers from the 324th Field Artillery Regiment assist the 29th Infantry Division, in Cote de Roche, France, in loading the barrel of a camouflaged 155 mm Howitzer (circa 1917 or 1918).

USTRANSCOM and Army Materiel Command — they are further forward on the battlefield than they've ever been," he said.

Faris stressed the importance of combined logistics operations DLA has with foreign partners such as the foreign military sales programs, the agency's logistics capabilities in Iraq and Afghanistan, and how the U.S. has teamed up with the United Kingdom on initiatives like Operations Enduring Freedom and Iraqi Freedom.

"It's a joint storage and distribution network that we didn't have in 1917," he said. "If you look at a map, we easily have a dozen overseas locations to support contingency operations today."

Faris said a primary difference between WWI-era and current operations is the agency's integration with its foreign partners and improved relationships with private industry.

Storage, Receipt and Inventory Innovations

Ed Visker, director of organizational management at DLA Distribution, currently manages leadership and workforce development as a civilian, but he also commanded two different distribution centers during his 27 years as an Army officer, and post-retirement, as deputy commander at the Susquehanna distribution center for several years.



DLA Distribution

"Back in the late '80s/early '90s, when I first started managing distribution operations, the on time performance goals were three days to complete requisition processing for a high-priority item, and eight days for a routine requisition," he said.

By the late '90s, Visker said, the DLA Distribution commander changed that processing time to one day. At that time, requisitions were in paper form; multi-part material release orders with copies to tear off and send with the package.

"The velocity increased dramatically from three and eight days to one-day processing," Visker said.

"Today, we give ourselves one day for a high-priority requisition and three days for a routine requisition, but with DSS, we have the paperless capability and remote label printing. Back in the day, we didn't even have bar codes," Visker said.

Visker noted that DSS is both a

warehouse management system and a transportation management system, but in the late '80s, they were still operating out of WWII "vintage" facilities with no automated systems.

"[They were] long, skinny buildings that were only about 12 feet high and had support posts every 20 feet; very hard to navigate in," he said. "Some were knocked down and replaced through the military construction program and some, through repair and maintenance, had the lighting improved and had automated conveyor systems added."

Visker said the new warehouses are four times the size, with a 26-foot stacking height and bright lighting.

"Our largest warehouse is the eastern distribution center here at New Cumberland — which is 33 football fields under one roof, or 1.7 million square feet," he said. "About 600 people who work in that particular facility now. The entire distribution center consists of 53 warehouses on two different sites — all together it's about 10 million square feet of storage space."

Improved Asset Visibility

"One of the biggest changes in distribution came in 1991 with Defense Management Review Decision 902 [that] consolidated wholesale distribution, and DLA absorbed the distribution centers from all the services," Visker said.

The development of DSS increased visibility of materiel in the depot system,





Jeeps stored in New Cumberland warehouse during the 1940s.

and put it all in one automated system, as opposed to five.

"DSS has been modernized over the years to add Wi-Fi capability and remote processing capability," Visker said. "The radio frequency capability and bar codes improve in-transit [visibility] so we can know where the materiel is at each step of the process."

This affords DLA Distribution's customers, the military services and other federal agencies, better customer service.

"We've got an emergency supply operation center capability — a customer can actually pick up the phone and call and say, 'I need this immediately, shipped by the fastest traceable means,'" Visker said. "Within a matter of hours, it's picked, packed and shipped out of the distribution center and on its way."

Visker pointed to the advances in equipment such as forklifts, mobile carts and barcode scanners.

"Just like you see in the grocery store — the clerk walking around with the handheld barcode reader that's wireless ... we have that handheld remote capability," he said. "We have remote carts that are a complete computer suites sitting on a mobile cart — operated by automobile batteries so that you can move to the work as opposed to hauling materiel around. It saves steps and makes the process more efficient."

Before these innovations, there were multiple employees manually moving

back and forth from a fixed workstation to the materiel.

When It Has to Be There On Time

A small commercial airfield sits next to DLA Distribution in New Cumberland. Visker provided an example of its use.

"Say the Presidential Air Unit has a part that they need. They'll send an aircraft up here to New Cumberland to that small commercial field," he said. "We'll run the part over to them, so that within a matter of hours, we can fill a high-priority requisition in an emergency."

Supporting the warfighter is DLA's primary mission, and large amounts of supplies — sometimes in 10,000-pound increments — need to be transported. Visker said DLA Distribution sometimes does this by using multiple shipments, in contingency operations, and by using what DLA calls "pure pallet" schemes.

"Materiel can be assembled here in a nice, pristine environment on a big 463-liter air pallet that would go in an Air Force aircraft or chartered commercial aircraft, and could be taken all the way to Iraq," he said. "By improving that process, we shortened the delivery response time from 35 days to 15 days."

Visker has seen DLA Distribution transform exponentially over almost three decades. From changes in infrastructure and equipment to


transportation storage. Included in the storage aspect is something the average DLA employee might not guess is part of DLA Distribution's mission: Meals, Ready-to-Eat.

"We do have some of the combat rations that we store — MREs — and we do have an assembly operation out in our distribution center in California that does unitized group rations, which are tactical meals," Visker said.

A unitized group ration is a meal for 50 people put together in a box. The box typically contains an entrée, all the fixings that would go with it, plus fruit or dessert.

"They come in heavy trays that you can heat up and serve," Visker said. "It's not five-star restaurant stuff, but it's primarily used for forward operating bases where they don't have the luxury of a dining facility operation [that serves] freshly prepared food."

Visker said the UGRs are for remote locations that have some sophisticated means of heating up food — "as opposed to out in a foxhole, where your access to food is what you were able to carry."

Rations those WWI soldiers could only dream about out there in the trenches. 



New Cumberland, Pennsylvania, Warehouse #1, Depot Headquarters from 1918-1952.

MEDIUM TACTICAL VEHICLE REPLACEMENT

MOVING THE FUTURE

Story by Craig M. Rader
DLA Land and Maritime Public Affairs

I want my MTV."

If you're old enough to have watched cable TV in the 1980s, that phrase may mean something to you.

But if you're a U.S. military service member, MTV means Medium Tactical Vehicle, the five-ton, six-wheeled vehicle capable of carrying tons of equipment — over unpaved terrain if needed. And its replacement, the MTVR, has been built since the late 1990s.

The MTVR and its precursors have been built by three different defense contractors since 1996. Since then, the platform has come in

more than 25 variants with different wheelbases and body styles, some built to hold ground-to-air missile launchers, others built just as wreckers, and some just for hauling equipment.

And now, a Defense Logistics Agency Land and Maritime program has logistics control over this very important asset, relied on in almost every theater of military operations.

For nearly two decades, the MTVR system has been the standard group of cargo trucks used by the U.S. Marine Corps and Navy. With a standard

chassis, MTVR variants can undergo production modifications to meet tactical or practical purposes. Since the first

MTVR trucks rolled off the assembly line in 1998, Wisconsin-based Oshkosh Defense has delivered more than 11,000 of these vehicles to Marines and Navy Seabees across the world, including extensive deployments in Iraq and Afghanistan. Until recently, the bulk of logistics functions, such as spare and repair parts replacement, engineering support, and materiel and equipment management, were all coordinated through contractor logistics support.

CLS allows for technical and logistics support for a product throughout its lifecycle, and can see its greatest impact during initial fielding while the product support package is being deployed and customers are becoming familiarized with their new equipment. However, it comes



Marines use a dump-truck variation of the Medium Tactical Vehicle Replacement at Camp Bastion, Helmand Province, Afghanistan, to level the ground and create a staging area for their equipment.

Marine Corps Sgt. Gabriela Garcia



Courtesy Photo

at additional costs that add to a product's total costs over time.

In November 2015, leaders from DLA Land and Maritime's Strategic Acquisition Programs Directorate and Land Customer Operations coordinated with Marine Corps Logistics Command in Albany, New York, to determine DLA's options for assuming responsibility for the ongoing logistics support of the MTVR. At the time, Oshkosh Defense's CLS agreement called for contractor support of approximately 3,400 individual replacement parts for the vehicle system.

After much discussion, SAPD and Land Customer Operations leaders reviewed the data and determined they could provide long-term direct government support for the MTVR once the contractor agreement expired the following year. The Marine Corps agreed.

"The transition was implemented through three phases," said Sherry Wellmer, Strategic Sourcing division chief in the SAPD. "Ultimately, we were able to negotiate a 10 percent price reduction from the existing CLS pricing, resulting in an overall cost savings to the Marine Corps."

Wellmer added that throughout the process, the SAPD team held regular

meetings and conference calls with all involved parties to track progress, share updates and resolve any mitigating issues that developed. This allowed for a positive, ongoing partnership between DLA and the Marine Corps.

The diligence paid off. In January 2016 the Marine Corps modified its contract for the MTVR to add DLA Land and Maritime as an ordering entity. By using the CLS contract, DLA Land and Maritime was able to procure one year of stock for all necessary national stock numbers.

The first phase of the initiative involved the transfer of 400 NSN items

Members of DLA Land and Maritime's Strategic Acquisition Programs Directorate receive the 2017 Red Ball Express Award from the National Defense Industrial Association in a May 2017 conference, for their critical support of the Medium Tactical Vehicle Replacement logistics program.

to DLA, followed by the second phase that included the acquisition of 1,400 high-demand NSNs. Ultimately, DLA Land and Maritime would take control over all 3,400 NSNs in the stock pipeline required for the MTVRs.

SAPD works to support its customers and promote supply chain efficiencies through long-term contracting. The MTVR program



Marines with Combat Logistics Regiment 35, 3rd Marine Logistics Group, III Marine Expeditionary Force, ground guide a High Mobility Multipurpose Wheeled Vehicle and a Medium Tactical Vehicle Replacement prior to participating in a convoy field training exercise with Philippine Transportation and Maintenance Marines during Balikatan 2013 at Camp O'Donnell, Philippines.

represents nearly 6 percent of the directorate's total stock of 52,000 items. SAPD actively engages and plans strategies two to three years ahead to maintain momentum in producing cost savings throughout the procurement process. For this program, the directorate anticipates completing contract awards by the end of fiscal year 2017.

"With the MTRV program, we're seeing the biggest benefit through cost savings for the taxpayer," said Navy Capt. Justin Debord, director of Land and Maritime's Strategic Acquisition Programs Directorate. "We also realized that by being able to work directly with third party manufacturers, we can develop better contractual relationships, manage obsolescence during diminished supply periods and facilitate long-term platform support."

SAPD's primary mission is to maintain and increase the number of long-term contracts for consumables and depot-level repairable items, while building and developing supplier relationships with key industrial partners. This strategic engagement promotes supply chain efficiencies



Navy Lt. Cmdr. Brian Wierzbicki

and provides enhanced support to the warfighter, while adhering to the Defense Department's Better Buying Power initiative.

Since 2010, BBP has incorporated specific acquisition principles and best practices to achieve greater efficiencies through cost controls and the elimination of unproductive processes and bureaucracy. BBP initiatives also call for the promotion of government and industrial innovation strategies.

DLA Land and Maritime Commander Navy Rear Adm. Michelle Skubic said SAPD's work on the MTRV project has had a significant impact on warfighter support.

"The diligence and collaboration efforts of the SAPD team resulted in seamless, continuous cooperation with both our Marine Corps customers and anyone else using these NSNs," Skubic said. "DLA's support of the MTRV pipeline has played a phenomenal role in the agency's ability to sustain the tactical wheeled vehicle community."

The success of Land and Maritime's MTRV support initiative also garnered recognition from outside the agency. The Strategic Acquisition Programs Directorate received the 2017 Red Ball Express Award from the National Defense Industrial Association in a conference earlier this year.

The award is presented annually to an industry or government individual or team who makes significant contributions that led to the strengthening of national security by

developing, procuring or supporting Tactical Wheeled Vehicles, or enabling critical technologies that contribute to the same.

"Each day I see the outstanding work that everyone on this team does, and I know how committed they are to their mission," Debord said. "It's a great honor to receive this kind of recognition on a national level, because they really have worked hard and put a lot of effort into making this project successful." 



Air Force Tech. Sgt. Jerome S. Tayborn



ADEPT AND ADAP

Story by Nancy Anthony, Mohammad Fawaz, Colin Grigg, Olivia Kortuem and Ephraim Ungar

Almost one-fifth of Americans have some type of disability, according to the U.S. Census, and even more will become disabled at some point.

Although many people with disabilities fear they won't find or regain employment that makes the most of their abilities, the Defense Logistics Agency makes sure it actively recruits and develops these

workers, for the benefit of the agency, the warfighter and the nation.

DLA does this through the Workforce Recruitment Program, jointly managed by the Department of Defense and the Department of Labor.

A few WRP participants agreed to share their stories here.

Mo Fawaz

It all started when I was accepted to intern at the Equal Employment Opportunity Commission in Dallas, Texas. Initially, I was terrified of disclosing my visual impairment, out of fear the EEOC would find an excuse to rescind my acceptance.

I only did so with a few letters of recommendation, to assure the staff I could do the work. And they were so great. They just asked about the reasonable accommodation I needed,

and everything else remained the same. I later learned that they had a visually impaired investigator there, too.

My experience at the EEOC was so wonderful, I resolved to work for the federal government if possible. However, the EEOC has few openings, they don't take attorneys right out of law school, and the other EEOC jobs are so competitive, it would've been difficult to find employment there via the competitive hiring process.

I decided that working in the field of EEO, at any federal agency, would be a more attainable dream. Around that time, my law school sent out an email about the Workforce Recruitment Program. I applied and had my phone interview with the WRP recruiter.

My fear was always that an employer who learned of my disability would find a way to get rid of me. You have to experience it to believe it, but people fear blindness more than the plague. They're usually reluctant to give us, individuals who are blind, a chance. This fear is increased when the job is in a different state, requiring the new hire to relocate.

However, because this is the federal government, and because the WRP is a program for individuals with severe disabilities, my worries were alleviated.

Once I was set to come on board, I disclosed my impairment to Eric Spanbauer, the disability program coordinator. He asked about my need for accommodations and promptly ordered screen-reading software and PDF-to-word software before I arrived. And because some documents involve handwriting or are poorly scanned, I occasionally needed a person to read documents to me.

My position was as an equal employment opportunity assistant. My supervisor was Carl Downey. He treated me like he would treat my coworkers, because he wanted me to succeed.

Nearly two months into the program, Carl introduced me to my mentor, Becky Polansky, accounting manager in Human Resources. She met with me on a short notice and spoke with me nearly an hour. She volunteered to share my resume with the various offices under Schedule A hiring authority. Because I'm licensed to practice law and was interested in personnel law, Becky introduced me to Troy Holroyd at the Office of General Counsel.

My 14-week WRP appointment was extended by two months to find me a position. Troy, Becky, Janice Samuel and others at the EEO Office, and others at the Office of General Counsel, worked hard



Courtesy Photo

TING



Colin Grigg

My experience as a WRP participant has changed my life. Before WRP, I worked long hours for a moving company, lifting heavy furniture up and down stairs. By chance, I stumbled on the WRP when I saw a sign for an information session at a community college.

My diagnosis is Attention-Deficit/Hyperactivity Disorder. I've been taking medication for it since elementary school. Often, my mind races, and I'm unable to focus — which can make me unable to perform my duties.

After an interview with a WRP recruiter in September 2015, I was told employers might contact me again in the summer. My plan was to get my foot in the door with the government and accept the first position I was offered.

to help me become a paralegal specialist for DLA.

Before coming to DLA as a WRP intern, I had applied for hundreds of positions, many with federal and state governments. Unfortunately, employers often assume individuals with disabilities are helpless and unable to do the work — rather than giving us the opportunity to prove ourselves. In fact, I've been to job interviews that were concluded before they even began because of my white cane.

WRP gave me the chance I needed and deserved, to prove my abilities as a productive part of society. The program gives us, individuals with disabilities, the chance we would not otherwise get.

I came to DLA nearly a year ago, and I love every minute of it.

(But all told, I was contacted by at least five different agencies that year.)

DLA called me in May for a position in the Equal Employment Opportunity Office. After a conversation with the supervisor and a follow-up phone interview with the team, I started work in June 2016.

The DLA EEO Office was the ideal start in the federal government. I was provided great leadership and mentorship. I was given complex assignments that required research skills. I learned the process to create policies, regulations and procedures. I used creativity to implement new means of collecting and displaying information.

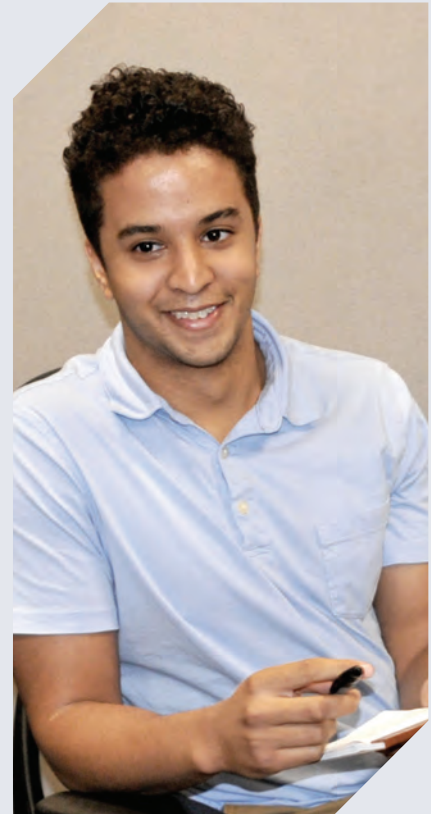
My position was extended, and I got hired back through the program the following April. This gave me time to complete my bachelor's degree in Computer Information Systems and General Management.

My supervisor sat me down in the beginning and asked me what I wanted to do. I told her it would be nice to learn about the information technology field at DLA.

I now work with a variety of IT teams. I help with troubleshooting, setting up and configuring voice over internet protocol phones. I help set up video teleconferences. I shadow the local-area network team to learn more about how networks operate. Sometimes I work with the asset management team, keeping inventory. I work with great people while learning more daily.

From my perspective, the WRP gives people who wouldn't normally have the opportunity a chance to gain experience in the federal government. And then it's up to the individual to shine and make a name for themselves.

If you might be eligible, I recommend



Courtesy Photo

you apply for the program. Wayne Gretzky said, "You miss 100 percent of the shots you don't take." The program is designed to open doors for participants; it gives you at least 14 weeks of opportunity to network, learn and grow.

If you get into the WRP, ask about training you can take advantage of. Ask about rules and regulations you're unsure of. And most importantly, ask your supervisor to get you in contact with a mentor in the field you're interested in. Nurturing those types of relationships is how you will succeed in the WRP.

The DLA WRP has been wonderful in providing a structured program that has boosted my confidence and elevated my career potential.

ADEPT AND ADAPTING



Teodora Mocanu

Olivia Lynn Kortuem

When I was six years old, I was diagnosed with dyslexia, a learning and cognitive disability also known as a hidden disability.

A person who is dyslexic uses the brain differently to decode information. This means the typical academic abilities like reading, writing and math are difficult and may take more time. Despite this, dyslexia does not affect general intelligence.

Dyslexia has had a profound effect on my belief in myself. Throughout my basic education, I was in special education classes, and my peers were much further ahead in reading, writing and math. I did not learn to read on my own until I was in the 8th grade and almost did not graduate high school.

As a young adult, I could not drive or read a book out loud to my son unless I memorized it. I could not even write out the simplest of things, like a shopping list. Despite how I felt about my abilities and myself to do anything academic, my

husband helped enroll me at the local community college at age 26.

In the fall of 2008, I saw an email advertising the Workforce Recruitment Program. Normally, I would talk myself out of trying, because I was convinced there was nothing I could offer in an office environment. But one of my college teachers helped me to "own" my disability and stop trying to hide from it.

With this new perspective, I had the confidence to interview and was hired for a summer WRP internship at DLA, as a law clerk in the Office of General Counsel.

At first, there was little I could do, but whatever task I was given, I did my best and made sure to show how grateful I was to be there and to help.

It turned out to be the perfect environment for me. The people were so understanding, kind, and helpful that I was able to flourish. They asked me to come back for a second WRP internship in the summer of 2010.

After the second internship ended, they helped me get an internship in a

Ephraim Ungar

It may be cliché, but it's true: I owe everything to the Workforce Recruitment Program.

I graduated from college two years ago. I figured with my degree, office experience, and even a few published pieces of fiction, landing a job would be easy.

Instead, nearly every place I applied to turned me down. However, I was able to land a WRP internship with the Army Equal Employment Opportunity office in Wiesbaden, Germany.

Those three months were some of the best of my life. I gained experience in my first real full-time position with two highly experienced EEO specialists as my mentors. They gave me a crash course in what an EEO office does, and then had me assist in a variety of tasks, including updating training spreadsheets, reorganizing

the office filing and supply cabinets and, most importantly, launching, editing and contributing to an EEO newsletter sent to EEO offices across Army Europe.

Not only that, but the people I worked with were very understanding of my autism spectrum disorder. Because I sometimes don't understand when I make social mistakes, my co-workers took the time to explain why something I did was a mistake and how I could avoid repeating it. It was comforting to have people who understood my needs and took the time to help me, rather than assuming I was rude and refusing to speak to me.

In addition, I was able to immerse myself in the culture of my host country, improving my language skills, traveling to places I'd only read about and learning what it's like to live day-to-day as a German. Those were some of the

happiest days of my life, and I owe that all to the WRP.

After I returned from Germany, I set out on a job search again, hoping to find something soon before I had to start paying student loans off. Unfortunately, I faced the same problem that had beset me prior to Germany: I was considered too inexperienced, even for positions considered entry level.

Luckily, I was able to apply again to the WRP, and after a number of interviews and applications, I was offered two internships. One was an EEO position with DLA in the city I live in. I took that position, and in two months I was converted to full employment, something I'd been hoping and praying for since graduation.

A year later, I'm still in that position, and I love it. I'm helping employees with disabilities gain accommodations that



An Asset for Managers

The WRP is not just a great thing for participants; it also offers managers several unique advantages, said Eric Spanbauer, the former manager of the program, who is now DLA's program manager for special emphasis programs & affirmative employment.

Spanbauer said he's seen managers who had been resistant to hiring WRP participants become enthusiastic about the program after trying an employee for 14 weeks and seeing the person contribute beyond expectations.

Many supervisors have asked participants to come back. In fact, DLA has hired over 950 WRP participants since 1995, when the program began.


WRP is also a fast way to hire a qualified candidate, he noted.

"Among many pluses is the ease of using Schedule A authority to hire noncompetitively after 14 weeks of satisfactory performance," Spanbauer said.

He added that the program also brings a significant amount of DoD funding to DLA, since DoD funds each WRP internship entirely.

Spanbauer noted DLA offers free assistive technologies available through the Computer/Electronic Accommodation Program and job accommodations through the Job Accommodations Network.

In addition, "We have excellent EEO WRP coordinators providing great support and guidance for both supervisors and employees," he said.

He concluded: "I cannot emphasize how important and advantageous the WRP is to the DLA workforce." 

position that fit my skills and abilities perfectly in Corporate Events. I was later hired full-time into Logistics Operations. I was very fortunate that people in the OGC saw such potential in me and believed in me far more than I believed in myself.

I have worked for DLA for over seven years and have been promoted several times. In that time, I found myself taking on new tasks, projects and roles that help me realize how capable I am and how much I have to contribute to the agency.

My disability remains difficult; there are things I cannot do, but I've learned to adapt. Technology, like software issued by the Computer/Electronic Accommodations Program, helps with writing and reading. I can do budgeting and math by using Excel.

When I tell people that I have a disability, they seemed astonished. I believe that dyslexia and other cognitive disabilities, where a person thinks and learns differently, can be

very valuable to an organization or team because of how our minds work. Our approach to problem solving can be the innovative thinking that is needed. There have been times that my ideas and strategy were used to solve complex issues. I am a big-picture, deep thinker, always thinking of how to solve problems. In my opinion, I have these abilities because of my dyslexia and not despite it.

I owe my career to the WRP. It opened a door that would not have been there, and gave me and others an opportunity to see how capable and valuable we are if only given a chance.

I have learned to talk about my disability as a struggle not be ashamed of, as vulnerable as it makes me feel. I now know that if kind people are listening, I can use my experiences to build awareness for others with hidden disabilities in hopes that they will be accepted, understood and given opportunities to thrive in a federal career.

help them do their work, something I find very fulfilling. I'm surrounded by a great team of people who love to laugh and are passionate about the work we do. And they're understanding of my autism and give me the guidance I need when I ask for help. I'm able to pay my bills and live comfortably thanks to the pay and benefits I earn. I go into the office every day grateful for the opportunities the WRP has sent my way.

In an interesting twist, this year I was made the WRP coordinator for DLA Land and Maritime, which has been challenging, but rewarding. For the students I work with, there's a chance the WRP could do for them what it did for me, and I'm happy to be part of that.

Because the WRP works. And if it can work so well for me, I want to make sure it works for everyone who comes after me.



Courtesy Photo

SAVING LIV

DLA TROOP SUPPORT PROVIDES URGENTLY NEEDED MEDICATIONS NO MATTER WHERE



VES

ERE ON EARTH THEY'RE NEEDED

Air Force Staff Sgt. Benjamin W. Stratton

Story by Shawn J. Jones
DLA Troop Support Public Affairs

While relaxing at home on the evening before a long weekend, Lorinda Ferraiolo noticed an urgent message pop up on her work cellphone. She logged onto her laptop, read the message and learned her expertise was required in a life-or-death medical emergency at an Air Force base in Japan.

Ferraiolo isn't a doctor, a nurse or a medic.

She's a contracting officer at the Defense Logistics Agency and a vital cog in the Defense Department's ability to take care of its patients anywhere on the globe.

"Our employees play a critical role in our support to the warfighter, especially in our response to overseas life-or-death requirements," said Army Col. Alex Zotomayor, the director of DLA Troop Support's Medical supply chain.

Ferraiolo serves with the supply chain's Pharmaceutical Prime Vendor. She and her teammates connect more than 6,000 military healthcare providers with about 1,000 commercial manufacturers and distributors of more than 25,000 pharmaceuticals.

The division supports all military customers, regardless of location. But the level of support becomes much more sophisticated when working with customers outside U.S. borders.

In a stateside critical pharmaceutical emergency, the prime vendor can shift its massive distribution network to meet the demand. But

Pharmaceuticals are refrigerated at the 35th Medical Operations Squadron clinic at Misawa Air Base, Japan. Military healthcare providers at Misawa and other installations throughout the world rely on acquisition professionals at DLA Troop Support's Medical supply chain to provide pharmaceuticals in life-or-death emergencies.



Air Force Staff Sgt. Benjamin W. Stratton

Air Force Senior Airman Taryn Mendoza, right, prepares a syringe at Misawa Air Base, Japan. DLA Troop Support's Medical supply chain provides more than 25,000 pharmaceuticals to military healthcare providers around the world. Mendoza is a medical technician with the 35th Medical Operations Squadron.

when the emergency is overseas, thousands of miles from the prime vendor's distribution hubs, getting the right drug to the military healthcare provider calls for a complex system. It's a system that involves acquisition professionals, distributors, logisticians and transportation specialists from various government and commercial organizations.

This complex system is held together by the Pharmaceutical Prime Vendor division. Its people manage the contracts and processes that enable the flexibility to rapidly provide lifesaving emergency medications. And while a lot of planning and coordination goes into awarding effective contracts, life-or-death emergencies require more than just a set-it-and-forget-it approach.

As Ferraiolo learned while supporting the customer in Japan, these emergencies take over the Pharmaceutical Prime

Vendor division's workday, or in her case, an entire long weekend.

As the contracting officer in charge of supporting customers in the Asia-Pacific region, which is about a half-day ahead of Philadelphia, she's accustomed to receiving email while off duty. Most can be addressed briefly, but a life-or-death emergency requires her complete attention. So instead of kicking back for the weekend, Ferraiolo kicked it into high gear.

First, she coordinated with DLA's Customer Pharmacy Operations Center to validate the emergency as life-or-death, meaning that if the patient did not receive the medication, the risk of death would increase significantly.

She then contacted the prime vendor to ensure it had the medication on hand. Next she coordinated with Army Maj. Christopher Spichal and Marie Boggs of the Medical supply chain's customer support team, which is responsible for managing the coordination between the vendor, courier and customer.

"Maj. Spichal was running back and forth between the CPOC and transpor-

tation folks, coordinating the discussion between the vendor and the courier," Ferraiolo said. "We communicated that whole entire weekend to make sure the customer got the medication."

While Ferraiolo helps keep the Asia-Pacific region stocked with pharmaceuticals, her colleague Nicole Accardo handles military customers in Europe.

Since many military patients who are injured in Afghanistan are evacuated to Germany, Accardo has seen her share of pharmaceutical emergencies.

She said that during these emergencies, her other work grinds to a halt so she can focus on providing the best support.

"You have to ignore all the emails and other stuff you have going on and immediately contact the prime vendor," Accardo said. "You need the right item, the right quantities and the right delivery location. Gathering all that information quickly is critical."

"I think the process works well," Accardo said. "Of course, if anything unexpected happens, we're right on top of it to smooth out any issues."

**“YOU NEED THE RIGHT ITEM, THE RIGHT QUANTITIES
AND THE RIGHT DELIVERY LOCATION. GATHERING ALL
THAT INFORMATION QUICKLY IS CRITICAL.”**

— NICOLE ACCARDO

“DLA’s Troop Support process of ensuring life-or-death pharmaceuticals are delivered on time has proved successful,” said Ruth Herman, chief of the Pharmaceutical Prime Vendor division.

The success, she said, is due to her division’s strong relationships and open communication inside and outside of Troop Support.

Internally, Herman said her division especially relies on the Medical supply chain’s customer support team.

“Without their knowledge and support, the program would not be as successful as it is,” she said.

Externally, Herman said her division is responsible for understanding the people and processes that drive their suppliers.

In one emergency, a military customer required an unusually large quantity of a medicine the prime vendor couldn’t supply through its usual processes.

She could have accepted the circumstances, but that would have put military patients in greater jeopardy. So Herman, who has built a network of relationships with her prime vendor counterparts, reached out to identify alternative methods to meet her customer’s needs.

Through that collaboration, Herman said they solved the logistics puzzle by rerouting an order intended for another customer.

“If they had put it into stock, it would’ve gone out to their regular commercial customers, and we would never have caught it in time.”

Army medical supply specialists Spc. Tevin Beaty, Spc. Brittany Griffie and Sgt. Lorrence Wilder sort materials for packaging at U.S. Army Medical Materiel Center Europe in Pirmasens, Germany. DLA Troop Support’s Medical supply chain employees work with USAMMCE personnel to connect U.S. military healthcare providers with more than 1,000 pharmaceutical manufacturers.

When Herman talks about the importance of open and frequent communication, she means it.

“From about 11 a.m. on a Friday to 8:30 Tuesday morning, I had 125 emails related to one emergency,” she said.

One large customer the Pharmaceutical Prime Vendor team communicates with frequently is the U.S. Army Medical Materiel Center, Europe — especially in life-or-death emergencies.

“With DLA Troop Support’s assistance, USAMMCE routinely makes the impossible possible, enabling our medical providers to give our service members and beneficiaries top-notch medical care,” said Army Maj. Derek Stranton, the chief of USAMMCE’s clinical advisory branch.

Stranton said USAMMCE relies on DLA’s support during medical emergencies that are uncommon and difficult to forecast.

Earlier this year, healthcare providers deployed overseas encountered a military patient with a life-threatening bacterial infection that was resistant to common antibiotics. The providers looked to USAMMCE for a rarely used antibiotic, but it wasn’t available in Europe.

So they placed a life-or-death emergency order.

“We reached out to DLA Troop Support for assistance. And within



Army 2nd Lt. Nicholas Molinelli



a few hours on a Friday night, they were able to locate and purchase the medication from a vendor in Maryland," Stranton said. "They coordinated with a commercial carrier to ensure the product was delivered to USAMMCE in Pirmasens, Germany, the very next day."

The event made an impression on Stranton.

"I have 100-percent confidence in DLA Troop Support's ability to respond to a medical crisis anywhere in the world," he said.

Stranton said it takes a team effort of military medical professionals from DLA, USAMMCE and other military and civilian agencies to ensure service members receive the best emergency care available in deployed environments.

The idea of providing lifesaving medications to service members overseas may conjure visions of battle-hardened warriors wounded in action. But some patients are as harmless as infants in the womb.

This was the exactly the case for Ferraiolo, who spent a weekend coordinating the acquisition and delivery of emergency pharmaceuticals to help save the lives of unborn infants of military service members in Japan.

Air Force Maj. Rohin Kasudia, the pharmacy flight commander for the 35th Medical Group at Misawa Air Base, Japan, said the base was experiencing a shortage of a medication that lowers the risk of pre-term birth and infant mortality. Demand for the drug was quickly outpacing supply, so Kasudia reached out to Ferraiolo to help expedite the delivery.

He said he was pleased with how quickly DLA responded to the request and how their continuous communication benefited healthcare planning at Misawa Air Base.

"This was very nice because we usually don't have eyes on shipments and movements," he said. "This gave our staff and providers confidence that the drug will be coming and the ability to plan for any contingency strategies if a new pre-term risk mother was identified."

Kasudia said that DLA's Pharmaceutical Prime Vendor team does more than help save lives; its members also enable the overall mission of their military customers.

"If we can't get drugs to our overseas bases, then it affects our ability to project air power, deploy forces and meet the trusted care mission of the Air Force surgeon general," he said. "The fact


that they have the ability to push our vendors to make things happen is critical to the warfighting mission, because it ensures our warfighters and their families are taken care of."

The warfighter can continue to count on DLA Troop Support's Medical supply chain to provide excellent support for life-or-death requirements, Zotomayor said.

"Medical employees are committed to their jobs and take pride in their support to the warfighter — moreso if that support involves a life-or-death requirement," he said. "They will go the extra mile to make sure a medication is delivered as quickly as possible."

Ferraiolo's weekend support was just one example of Medical supply chain employees going the extra mile to ensure success.

Within a few days of placing the emergency order, Kasudia received the shipment, and mothers-to-be received the medication they needed, boosting the chance of a healthy birth for the sons and daughters of American service members at Misawa Air Base.

"I was very happy, extremely happy. We did our job and we got the customer the product they needed," Ferraiolo said. "It almost feels like we save lives." 

A Conversation with ... Michael Beaupre

DLA's Human Resources Services administrator discusses the many ways in which DHRS supports DLA leaders and employees.

Can you give us an overview of what DLA Human Resources Services does and how it aligns with DLA Human Resources?

Sure, I know the different terms sound similar and can get confusing. In a nutshell, DHRS is the operational arm of DLA Human Resources. DHRS falls under DLA Human Resources and is by far its largest organization. We provide the actual HR services — benefits and retirement processing, employee relations, promotions, reassignments, hiring actions, etc. — for DLA's 25,000 federal civilians. We also provide personnel services for the agency's more than 500 active military personnel. And many people don't know we also provide staffing and benefits support, among other services, to roughly 45,000 employees of other Defense Department agencies on a fee-for-service basis.

The other DLA Human Resources teams — Policy, Labor and Employee Relations Policy; Human Capital Program Development; and Human Capital Business Integration — deal more with the "big picture"-type stuff, such as policy guidance, workforce planning, strategic planning internal controls, and audit support. We all work closely together on our shared goal of making DLA the best-managed organization in the federal workforce.

Providing HR support to 45,000 DoD employees outside DLA sounds like a huge job. Can you tell us more about how that came about and how it works?

Our mission to provide HR support to other DoD agencies stemmed from the 2005 Base Realignment and Closure legislation, which called for consolidation of HR assets in the defense agencies. Our DoD Customers team has been fully operational since 2011 and operates like a business, with operating funds coming from customer payments for services rendered.

Dedicated personnel work with agencies — including the Office of the Secretary of Defense and Joint Staff, DoD Education Agency, Missile Defense Agency, Defense Media Activity, Defense Commissary Agency and Defense Threat Reduction Agency — to customize support to fit those agencies' needs. Formal military service-level agreements with agencies outline specific support that could encompass everything from staffing, in-processing, personnel actions processing, and managing benefits and retirement actions.



John Bell

Michael Beaupre, administrator of DLA Human Resources Services.

Fewer than 300 people make up this team, but they've saved our customers tens of millions of dollars. We already provide workers' compensation management, drug-testing management, and audit support to some customers, and we hope to soon be able to provide our customer agencies access to our electronic Learning Management System to deliver training and track completions.

What are some of the greatest challenges facing DHRS?

As is often the case, things outside our control can pose the greatest challenges. But we're lucky to have forward-thinking leadership in DLA Human Resources and staff members adept at brainstorming effective solutions. The recent example that immediately comes to mind is the temporary hiring freeze enacted in January this year. We couldn't effect an earlier end to the hiring freeze, but we took several concrete steps to help DLA recover from the hardships imposed by the hiring freeze once it was lifted in early May.

Throughout the freeze, we worked closely with all of our customers to prioritize critical hiring actions and request waivers from DoD when appropriate. We also carefully prioritized actions to take after the freeze ended. We began by immediately assigning start dates for those new hires who had already completed all the necessary steps and accepted tentative offers before the freeze took effect. Then we moved on to issuing tentative offers in cases where the hiring manager had previously made a selection.

Simultaneously, we worked with hiring managers with valid vacancies to expedite finalizing position descriptions and job announcements. Two weeks after the hiring freeze was officially lifted, DHRS had cleared a full 75 percent of the staffing backlog that had accrued over three months — something we're pretty proud of!

Similarly, last year we were dealing with mandatory personnel cuts to major headquarters activities and DoD's "delaying" initiative. But here in DLA, where we have engaged leadership and a quality workforce, we prefer to look at these issues as opportunities to clarify our mission priorities and renew our focus on culture and accountability.

Over the past year, the implementation of the DoD Performance Management and Appraisal Program was a major HR focus for the whole workforce. What role did DHRS play in that implementation?

DPMAP is obviously a really big deal in the DoD. In all, roughly 630,000 employees will be covered by the pro-

gram when it's fully launched throughout the department, including nearly all DLA civilian employees. DHRS was responsible for several significant aspects of implementing DPMAP in DLA. I'll run through them one at a time.

Training: DoD mandated all affected personnel be trained on the program prior to implementation. DLA Training tailored the DoD curriculum materials to the DLA workforce, then offered that curriculum in two phases: an hourlong computer-based course that was delivered through our LMS, and an eight-hour classroom course delivered in person to the extent possible. We knew early on we wouldn't be able to deliver this training to the entire workforce with existing personnel, so our training team developed an innovative solution: training facilitators provided by DLA organizations who were certified as subject-matter experts by DLA Training to deliver this classroom curriculum in their respective locations. This worked even better than we imagined. Over just five months, 26 instructors from DLA Training and 105 facilitators from other DLA organizations delivered in-person training to more than 24,000 DLA team members throughout the United States and in roughly 20 other countries.

MyPerformance: Civilian employees and their supervisors manage all steps of the performance management process — creating performance plans, tracking performance discussions and accomplishments, and writing and receiving appraisals — in an automated system called MyPerformance. The DHRS information technology systems team worked closely with DLA Information Operations and DoD personnel officials to test and troubleshoot implementation and ensure all DLA employees and supervisors had access to the system. They also set up a mailbox to answer employee questions about using this entirely new HR system.

Customer Account Managers: In DLA, DHRS customer account managers are assigned to all DLA field activities and headquarters organizations as our face to the customer. CAMs interact daily with their serviced organizations' leaders by participating in daily standup meetings, staff meetings and larger venues such as town halls. They are integrated into the organizations to provide advice and support from the initial stages of any workforce issues. When it came to DPMAP, they were instrumental in socializing up-front issues that were brought up and in communicating every phase of the implementation (e.g., training, systems, performance plans, etc.).

How does DHRS help support the 21st century workforce?

We continually work to keep up with trends in technology, in terms of delivering training, electronic HR systems, and data aggregation and security. It's a challenging field, and the teams we have working in these areas are top notch! We've worked for years to deliver training via blended technologies. Why send people on expensive temporary duty for training when we can deliver content via computer online, via tablet or via video teleconference? Delivering training electronically has the added benefit of being environmentally responsible by reducing our use of paper and ink, and we can make updates to content instantly.

Our next major IT project is migrating our electronic Learning Management System for assigning, delivering and tracking training to a cloud-based environment, which will make the system less costly and allow faster updates. DLA employees register nearly 600,000 training completions in topics such as IT, logistics, project management, safety and other business-related topics each year. Much of DLA's leadership training, which is aligned with the Office of Personnel Management's executive core competencies, is also delivered through the LMS.

We've mostly discussed DHRS's role in managing and supporting DLA's civilian workforce, but the agency also has over 500 assigned military personnel. What is your organization's role in supporting DLA service members?

DLA Military Personnel administers the full range of military human resources programs to support the readiness, mission and well-being of DLA service members around the world. This team of both military and civilian personnel ensures DLA follows applicable service and DoD guidelines and standardizes procedures across DLA. It also manages military training, access to service data systems and assignments.


Managing military assignments in a joint agency brings with it specific challenges, which our DHRS military team members are especially adept at overcoming. They must start planning for a replacement a full year before the expected departure of a military member assigned to DLA to make sure the military services are aware of our upcoming requirements. As a joint agency, DLA gets notification of an incoming military member, and then leaders in the specific DLA organization with the vacancy review the individual's records and concur or non-concur with the assignment. While rare, managing non-concurrences

and negotiating with DLA field activities and the military services for assignment of replacement personnel can be a sensitive issue and takes careful oversight. DLA leaders rely on our DHRS Military Personnel team to handle this and other aspects of HR management and support to the agency's uniformed team members.

What else does DHRS manage that we haven't discussed yet?

DLA Human Resources follows a "Hire to Retire" business model, known as H2R, in which we support our team members from the hiring process, training and internships, all the way through career and leader development and retirement planning. We had come to realize that payroll services and travel management were an integral part of this H2R function, so in June 2017 a team of 43 employees was transferred from DLA Finance to DLA Human Resources to provide better coordination of critical functions, improve audit support and minimize financial risk.

Part of helping DLA employees remain productive and resilient is making sure their benefits elections are up-to-date and that they understand what benefits they're entitled to. Earlier this year, the DLA Benefits Center undertook an extensive reorganization to better meet the needs of our valuable customers. Dedicated phone numbers now provide a direct line of communication to a DLA benefits specialist to help answer questions and resolve issues pertaining to retirement and phased retirement, medical or life insurance, the Thrift Savings Plan, and flexible spending accounts. This highly trained staff processed more than 3,000 benefits actions, which they tracked in a state-of-the-art Web-based system, in one six-month period in the past year.

DLA has a strong reputation as an employer of choice within the federal government. Over time, our directors have placed a high priority on programs to support our workforce in a variety of ways, and DHRS administers and oversees several of these programs. The Employee Assistance Program, Sexual Assault Prevention and Response program, the DLA awards program, and the workers' compensation program all fall under the purview of DHRS. Dedicated teams support each of these important programs that go a long way in helping meet the DLA Strategic Plan goal of maintaining a workforce that is valued and resilient. 

INNOVATION I



At Fort Belvoir, Virginia, senior leaders in DLA Information Operations listen as a team presents its project via video teleconference.

— Photo by John Bell

INVASION

UNLEASHING INNOVATION IN THE WORKFORCE

Story by Sara Moore
DLA Information Operations

A contest that features crowdsourcing, workforce voting, a judging panel like television's "Shark Tank" and pilot projects isn't typical for a government organization. And it certainly isn't standard fare for federal information technology organizations.

But Defense Logistics Agency Information Operations used just that approach to recruit and develop ideas for improving the agency's IT services across the workforce.

The division began with a contest in which groups of employees suggested an array of creative ideas for improving their services. From there, winning ideas were developed into pilot projects, which the employee innovators continue to flesh out in periodic real-time reviews with senior leaders.

The project is not only meeting the goal of devising solutions and increasing



INNOVATION PILOT PROJECT



Software-Defined Networking

A network solution that allows the network appliances (routers and switches) that traditionally move data to be programmed remotely to control data dynamically. This eliminates the need to locally configure the appliances.

INNOVATION PILOT PROJECT



Information Operations Wiki

A resource website where employees could post information about known IT problems, solutions, workarounds and best practices. This knowledge-sharing community would give users a place to look for quick answers and potential

solutions, as well as collaborate with peers, share best practices, increase communication across the organization and broaden their skillsets.

efficiency. It's also showing the agency's IT leadership how employees think and what they value.

"We knew that engaging our workforce and tapping into their collective genius was the key to making innovation work for our organization," said Kitty Eisler, leader of the DLA Information Operations Innovation Team. "So we simply asked folks for their ideas, designed a way to make it easy and fun and, most importantly, gave them permission and incentive to think out of the box."

The contest started when DLA opened an online portal where employees could submit ideas. DLA Chief Information Officer Kathy Cutler established "hunting grounds," areas she views as ripe for improvement, with goals focusing on each one: Improve End-User Experience, Improve Connectivity/Reduce Latency, Mobile Platform Applications, and Quick Development/Deployment.

"I wanted employees to focus on areas that would have a near-term positive impact for our customers," Cutler said.

It was clear early in the two-week submission period that the workforce was very interested in contributing innovative ideas. In total, employees submitted 93 ideas covering all four hunting grounds.

That strong engagement continued through the voting period, when employees could choose the top three ideas they thought would have the greatest impact. Employees cast more than 1,000 votes, a number that demonstrated the power of directly involving the workforce, said Craig Gravitz, the partnerships and contracts lead for the Innovation Team.

"The most exciting outcome of the challenge was workforce engagement," Gravitz said. "The number of idea submitters and voters showed that our organization is full of people who want to contribute to our mission beyond their everyday jobs."

In addition, many of the ideas were about increased collaboration.

"People are proud of DLA Information Operations, and want to work together to further improve things," he noted.

Adam Price, the inventor of the contest, noticed the same thing as he evaluated every idea and communicated with each submitter. Most ideas focused on improving ways for employees to communicate and collaborate to make the organization better.

INNOVATION PILOT PROJECT



DLA Blip

A user-friendly mobile application for DLA devices to identify customer issues and network or application performance. It would provide a "blip" of data that allows employees to be aware of IT or network issues without accessing a desktop client.

"That was the 'a-ha' moment," Price said. "When we finished going through all the ideas, we saw that people really want a way to communicate with each other, help each other, and learn from each other. We got great ideas, but we also learned a lot about what was really important to our workforce and what was going to make our organization a more effective and innovative place to work."

Being part of meaningful change was a motivating factor for many employees who submitted ideas. Tim Braxton is an information technology specialist on the four-person team whose idea won the second-most votes. He said

INNOVATION PILOT PROJECT



Employee Task Tracker

A task management program that would allow employees and supervisors to organize tasks, collaborate, increase productivity and measure analytics.



DLA Information Operations already promotes teamwork and listens to employee concerns, so innovation can come from any level in the organization.

"The answer to the question never asked is always, 'No,'" Braxton said. "If we want to improve our organization, we must use our voices. Our leadership definitely supports open channels for process improvement."

Communication and collaboration became a theme during the submission and vetting process as well. As the Innovation Team noticed similar ideas coming in, its members encouraged the submitters to form teams to strengthen their idea and move it along in the process. That's how Braxton's team was formed, along with several others, and the process of working together on an idea was rewarding, said Gordon Parker, one of his team members.

"The team effort has been amazing," Parker said. "I've been amazed by the productivity and willingness of the team to work together to achieve a centralized goal in the development of our idea."

During voting, DLA Information Operations employees chose the top

three ideas they believed would have the greatest impact on the organization. Those ideas, along with several others, were chosen by senior leaders to move on to face an in-person judging panel of DLA senior executives.

The panel consisted of Cutler, Eisler, and Deputy Chief Information Officer Robert Foster. Idea submitters had 10 minutes to present their idea, how it would be implemented, resources needed and potential roadblocks.

"We told them to get creative, and they did," Foster said. "We had traditional presentations, but we also had live demonstrations and videos with music. The idea submitters really went the extra mile."

Several teams presented their ideas to the panel at the same time and, in the spirit of the contest, used that

Sara Moore, right, explains the proposed benefits of her team's project as the judging panel listens and asks questions.

opportunity to collaborate even further, Foster said.

"It was really fantastic. In the middle of these presentations, right on the spot, people were forming their own teams, across ideas, offering to help each other," he said.

Cutler said she and the other leaders were impressed enough by the presentations to allow all nine ideas to move forward to research and development.

"We saw some great thinking that really showcased the creativity and knowledge of our employees," Cutler said. "We're going to engage people to help us completely revamp our collaboration, communication and knowledge management systems as

INNOVATION PILOT PROJECT



Guest Wireless

Provide a secure guest wireless network at major DLA installations for visitors (vendors and mission partners).

INNOVATION PILOT PROJECT



Use Local Cache for Remote Locations

Implement an environment where end users could work primarily from their local cache to access their desktop, documents and Internet Explorer, reducing the burden on the DLA network and improving the customer experience.

a result of what we learned from this contest, and that will generate more great ideas."

The nine pilot projects that came out of the contest are very different, so the first stages of implementation are also different. The submitter or team of submitters will lead each idea, with the help of executive mentorship.

"We want employees at all levels of the organization to participate, so we insist on mentorship to take some of the 'fear factor' away, and to make sure folks get the resources they need to succeed and a safe place to fall if their idea just doesn't pan out," Cutler said.

Accepting and embracing failure as an opportunity for growth is a key tenet

of the entire innovation effort in DLA Information Operations, Eisler said, but one thing is not acceptable:

"We can't use the status quo to combat these new ideas," she said. "In a government organization, employees are taught to follow certain rules, which have a useful and sometimes vital purpose. But this contest was designed to let employees think outside the box and imagine solutions without constraints."

"It's important to give people permission to come up with big ideas and from there to figure out how to work those ideas into our system — as opposed to avoiding those ideas because of the system," Eisler continued. She noted some ideas may be stockpiled for later use or modified so they can be put in place.

DLA Information Operations senior leadership is staying involved during the pilot process, providing resources and sponsorship and keeping submitters accountable by requiring regular updates. The most recent panel judging event was in July. Because many teams are scattered around the country, many presented their updates via video teleconference.

"Innovation is a priority for this organization, and we're all committed to keeping ourselves relevant and ready as new technology advances," Cutler said. "While it's only one aspect of our innovation efforts, this idea contest


INNOVATION PILOT PROJECT



Employee 360

Create a customizable interface that gives employees access to information they need to manage their careers and benefits, including human resources, healthcare, finances, retirement, training, performance management, news, wellness, IT, etc.

proves our employees are enthusiastic about innovation and have the skills necessary to keep us ahead of the cutting edge of technology."

The goal is to have all the pilot projects implemented within six months. The Innovation Team plans to host another contest, and the team members are excited to see the results, Eisler said. 

INNOVATION PILOT PROJECT



Tiger Teams

Create a website that will allow for the dynamic creation of teams across

Information Operations for specific projects. The workforce will be able to post projects, describe the skills needed to complete them, and volunteer to work on them.

INNOVATION PILOT PROJECT



J6 Peer On-the-Job Training

Develop a website where Information Operations users can ask and answer questions, provide resources, and create a profile to highlight their skills and promote collaboration.

SEPTEMBER IS NATIONAL PREPAREDNESS MONTH

**FOLLOW DLA ON FACEBOOK
AND TWITTER TO LEARN WHAT
YOU NEED TO DO TO BE PREPARED**

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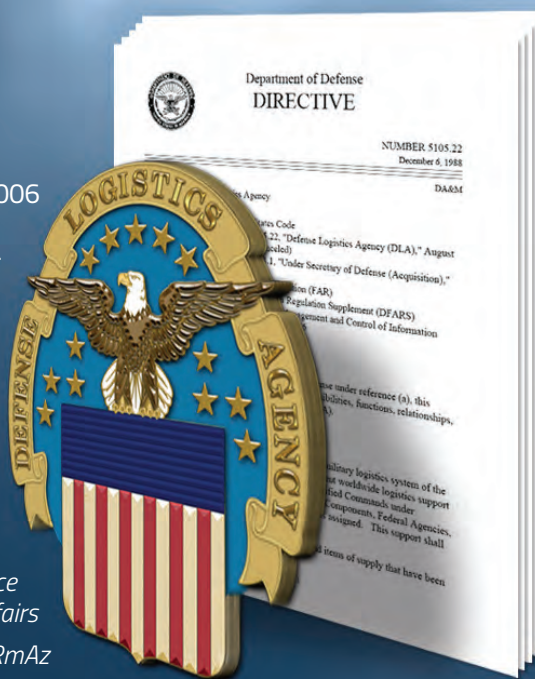
NEW DLA CHARTER OUTLINES AGENCY'S AUTHORITIES

A new Department of Defense document outlines the Defense Logistics Agency's mission as assigned by law. The charter, DoD Directive 5105.22, is an update to the 2006 version and identifies DLA as the department's executive agent for numerous classes of supply and includes newer authorities, such as nuclear enterprise sustainment and retail support at military industrial sites.

"Many of our customers look to this document when they want to learn about what DLA can offer them and what DLA has the authority to do, so it's an important way of keeping them informed," said Mike Perozziello, chief of DLA Transformation's Strategic Initiatives and Governance Division.

— Beth Reece
DLA Public Affairs

More Online: go.usa.gov/xRmAz



ENGINEERS IMPROVE TRAINING CENTER IN ROMANIA WITH DLA-PROVIDED MATERIALS

Military engineers are improving the Joint National Training Center in Romania with materials largely provided through the Defense Logistics Agency.

"Behind me you can see what I think will be soon known in the Romanian army and throughout the Black Sea Region as the best mounted gunnery range in this part of Europe," said Lt. Gen.

Ben Hodges, U.S. Army Europe commander, while visiting the JNTC in Cincu July 14.

Hodges referred to the non-standard live-fire range at the JNTC, which will allow a tank platoon to conduct shoot and move live-fire exercises on five lanes, according to a release from the 926th Engineer Brigade.

The work is underway as part of Resolute Castle 2017, an exercise to

strengthen NATO forces' capability to train and respond to threats within the region.

The stones, lumber, rebar, concrete, hardware and other materials used to improve the training center's infrastructure were provided through DLA's Maintenance, Repair and Operations program, said Ada "Cathy" Torres Vega, a contracting officer with DLA Troop Support Europe & Africa in Kaiserslautern, Germany.

— Mike Tuttle
DLA Troop Support Public Affairs
More Online: go.usa.gov/xRE9m



Army Capt. Colin Cutler



DLA Disposition Services at Warner Robins

MILITARY COMPUTERS GO TO SCHOOL

Computers once used by the U.S. military are now in the hands of Georgia middle and high school students thanks to a program administered by Defense Logistics Agency Disposition Services.

Irwin County Schools in Georgia has received 45 computers through Computers For Learning. The computers were first turned over to DLA Disposition Services at Warner Robins from Moody Air Force Base personnel.

The program allows DLA to pass on excess computers no longer needed by the military to school districts for use by their students.

Jose Perez, a disposal specialist at Warner Robins, helped the transfer take place.

"Any time cutting-edge technology in serviceable condition can be legitimately transferred to an educational institution is a win," Perez said. "The schools get computers at no cost and DLA avoids any associated costs with additional required disposal actions."

— Jeff Landenberger
DLA Disposition Services Public Affairs
More Online: go.usa.gov/xREXZ

DLA-PROCURED POLICE- PRESENCE KITS DELIVERED TO IRAQI SECURITY FORCES

On the verge of victory in Mosul, Iraqi security forces received police equipment that they'll use to protect their citizens.

The first Police Presence in a Box kits were transferred to Iraqi security forces July 3 during a ceremony in Baghdad. The Combined Joint Task Force – Operation Inherent Resolve transferred the kits after procuring them through Defense Logistics Agency Troop Support.

The kits are "temporary stations that provide a local police force with the equipment necessary to establish

themselves in areas where [Islamic State group] has destroyed their infrastructure," said Canadian Brig. Gen. David Anderson, the multinational task force's director of partner force development and ministerial liaison team, during a press briefing July 6.

The kits in this batch are the first of 100 that will be transferred this summer.

"The imminent liberation of Mosul rids Iraq of ISIS and sets conditions for political reconciliation," Anderson said. "The coalition's role in preparing for what comes after ISIS is to train and equip hold forces and area security forces so stabilization can occur."

— Mike Tuttle
DLA Troop Support Public Affairs
More Online: go.usa.gov/xREXv



Courtesy Photo

FIT FOR DUTY

DLA EMPLOYEES PADDLE, RUN, RIDE AND SWIM FOR PHYSICAL AND MENTAL RESILIENCY

Story by John R. Bell

Bicycling 20 miles to work in the snow. Full-length triathlons in foreign countries. Marathons run on aircraft carriers. Paddling a kayak to the office.

They're all just a few ways employees of the Defense Logistics Agency stay fit, focused and motivated while keeping stress at bay.

Riverboat Colonel

Army Col. Wil McCauley lives in Maryland and works for DLA at the McNamara Headquarters Complex in Fort Belvoir, Virginia. Unlike many in the greater Washington, D.C., area, he usually enjoys his trip to work and back.

McCauley, chief of the Military Service Support Division of DLA Logistics Operations, shares the "road" with herons, bald eagles, fish and other creatures as he paddles his kayak

across the Potomac River about three days a week, even in winter.

He begins by driving from his home in Maryland, on a bay just across the water from George Washington's Mount Vernon estate, to Marshall Hall Landing, a public dock. From there he paddles across the Lower Potomac to Fort Belvoir's small marina on Dogue Creek, a wide inlet on the northeast side of the post. The paddle takes 22-30 minutes, he said.

Once at the marina, McCauley stows his boat and then rides a mountain bike another 20 minutes across Fort Belvoir to the HQC. His total commute by bike, boat and car is about an hour and a half.

McCauley respects the danger that comes with being on any body of water, especially one like the Potomac, which has currents and tides that can be deadly. He always wears a life vest, in addition to a headlamp so the motorboat drivers can see him. He uses

a spray skirt to keep water out of his 17-foot sea kayak, which is much more stable in waves than a sit-on-top kayak.

Generally, he won't paddle if there's a wind greater than 10 knots.

"If the tide is coming in and you have the wind with it, it can make for some really big waves," he said.

But he does paddle through the winter.

"The only thing that stops me in the winter is if Dogue Creek ices up," he said. Or if the need for a car during the day requires him to drive the whole way to work — a trip that takes at best 45 minutes and at worst an hour and a half.

Seeing nature up close is one of the best parts of his commute, McCauley explained.

"One of the primary nesting sites for bald eagles is right here on Fort Belvoir," he said. "I get to marvel at the fish jumping and the osprey catching the fish. I get to see the cycle of the



John Bell

Army Col. Wil McCauley paddles his sea kayak out of Dogue Creek, a tributary of the Potomac River, on the way to his home in Maryland from Fort Belvoir, Virginia.

seasons, the migration of birds, the different types of birds and fish, whether snakeheads or perch, long-nosed gar or shad. I get to either look at tail lights, or I get to see fox, beaver and cormorant," he said. He also sees herons and small diving ducks known as grebes.

And being on the river so early in the morning lets him see natural phenomena many don't get to witness.

"There's something amazing about a flock of 100 tundra swan taking off, which most people have never heard — the amazing thundering of their wings beating on the water," he said. "Or the sound of a grebe or a cormorant taking off, as they run across the top of the water.

"You get to see what happens after a rainstorm. You get to see the stars and their movement in the sky and their effects on the water. You feel like you get to understand what's going on in

the world around you."

McCauley has commuted by bicycle and/or kayak for about 22 years, since he was a young Army captain. So he naturally thought about alternative commutes when he was first assigned to Fort Belvoir, he said. He had to adapt at first.

"There's a bit of conditioning. I hadn't used those [paddling] muscles," he said. "And then there's figuring out winds and weather. But then it becomes second nature."

Being on the water definitely reduces his stress, he said.

"I know I personally need the time and space mentally to think, to pray, to mediate. My family knows when I've paddled. They can tell things are a little better," McCauley said.

Being the sole vehicle on the "road" has practical benefits as well.

"Sometimes, I'll talk to somebody on the telephone," McCauley said — a task one can't safely do while driving.

"Or sometimes I'll literally close my eyes and paddle for a minute and just completely zone out."

"It centers me and is relaxing — and fun."

McCauley retires from his Army career this year and looks forward to spending more time in nature — whether on the water or in the mountains.

The decision to commute this way grew out of a lifetime spent outdoors, McCauley noted.

"I've paddled since I was a little kid," he said. "Some of my earliest memories are in a canoe. So being on the water's normal for me.

"As a kid, my dad didn't buy me a car; he bought me a bike," McCauley recalled.

So his choice as an adult to take the more physically arduous but spiritually rejuvenating route to work?

"It's probably his fault."



Courtesy Photo

Navy Lt. Cmdr. Ryan Stickel wipes the sweat from his brow during an Ironman triathlon.

Iron Manager

Navy Lt. Cmdr. Ryan Stickel also spends time around the water. But for him, that can mean swimming 2.4 miles just before a 112-mile bike ride and a full 26.2-mile marathon.

Stickel, the military deputy for Order Management in DLA Logistics Operations, is a triathlete. He's done seven full-length triathlons in six countries, along with more than 30 marathons. And he swims every morning at a pool on Fort Belvoir.

But he wasn't always so serious about exercise, he said. In fact, the 42-year-old considers himself to be just an average athlete.

Stickel, who's also the Navy fitness lead at DLA Headquarters, grew up in Los Angeles, playing youth sports. But he kept getting injured. So he began focusing on endurance sports like running and swimming.

At age 22, he enlisted in the Navy, where he became a search-and-rescue swimmer. He served two deployments on a submarine, one on a destroyer and one on an aircraft carrier. But that didn't

stop him from running on the ship's treadmill. He even ran in a shipboard marathon, the Marine Corps Forward, joined remotely by warfighters in Iraq and Afghanistan. Another time, he and a group of shipmates did a treadmill relay run around the world.

"I kind of started off with baby steps," he said. "I was doing 5Ks and 10Ks back when I was enlisted, and that morphed into doing half marathons in college. And it's kind of grown from there."

After three years as an enlisted sailor, he was accepted into the Navy's Broadened Opportunity for Officer Selection and Training Program. BOOST allowed him to earn his degree while participating in the Reserve Officer Training Corps Program.

That's when he got serious about fitness, he said. During college summers, he worked as a beach lifeguard in the Outer Banks, rescuing swimmers from the rough Atlantic Ocean.

"It exposed me to a different caliber of athlete," he said, including a coworker who was on the U.S. National Lifesaving Team. So Stickel began doing shorter-length "sprint" triathlons and marathons. His first full marathon was in 2005.

"I was totally unprepared," he said, explaining that he ran the first half in good time but had no energy for the rest of the race and finished in about six hours.

He now runs one or two and has done as many as six marathons in one year. And just like McCauley and Price, Stickel and his family planned their choice of residence around the idea of staying fit.

"When we moved to Norfolk, I drew a radius around the pier where the ship was docked, and I said 'Let's live within five miles. We'll sell the second car when we get there.'

"So we sold the car, and I was forced to run to work every single day. I ran five miles to work, and then ran five miles home every single day," he said.

He did this for two years except for deployments, before the family was transferred to Germany. Again, Stickel drew his radius around the base — but this time for 10 miles.



Navy Lt. Cmdr. Ryan Stickel competes in the cycling portion of an Ironman triathlon.

"I rode my bike every day for three years straight, because we only had one car."

The German motto is, "There's no such thing as bad weather, only bad clothing," Stickel recalled. So he bought cold-weather riding gear and installed tires with metal studs on his bike so he could ride even through the German winter.

He and his wife now plan family vacations to coincide with triathlons. While in Germany, they arranged a three-week vacation around an Ironman triathlon in Copenhagen, Denmark. Another trip involved a race in the Canary Islands.

Why does he do it?

Part of it is the desire to stay fit, Stickel acknowledged. But he also enjoys the challenge of increasing his performance.

"I'm always learning more about myself — the nutrition, the training, reading, training plans," he said.

Exercise also helps him reduce stress, he noted.

"I'm kind of a high-energy, action-oriented person," Stickel said. "So I think it mellows me out."

It also keeps him in the habit of fighting through adversity.

"I think it's a mental thing, breaking through those barriers," he said. "If you're struggling with something at work, it gives you confidence you can turn to your work environment."

And starting the day with an achievement is a great mental motivator.

"You've heard that old saying, 'If you win the morning, you win the day.' If you're in a good mood because you got up in the morning and didn't hit that snooze button, but you instead said 'I'm going to go to the gym,' — whatever your job is, it sets you up for success the rest of the day," he said.

His training also sets an example for his four young sons, Stickel noted.

"They know Daddy set a goal, and that's what he's training for," he said. "They know that Daddy can be back in time for breakfast

Courtesy Photo

after running 15 or 20 miles. So it's a life lesson for them. It's goal setting, it's leading by example, it's showing my boys that you can decide you want to do something and work toward it."

Just setting a goal and sticking with it is the key to getting started, Stickel said — even for those who

will never do a marathon but just want to be more active.

As for Stickel, his next challenge is qualifying for the Ironman World Championships in Kona, Hawaii.

Whether it's two miles or 20; whether on a bike, in a boat or in a pair of shoes, becoming more active is something almost anyone can benefit from.

TIPS FOR BEGINNERS

Stickel suggested the following for those wanting to get active.

ASK FOR HELP

"Get with someone who's done it before," whether it's getting in a running club or hiring a coach. In many DLA locations, there are fitness facilities with staff who have training in exercise.

START SMALL, SET ACHIEVABLE GOALS

"Take baby steps and build momentum. You don't have to start with an hour workout session. Get on there for 10 or 15 minutes and see how you feel."

ENJOY THE PROCESS

"Don't just focus on the end result or the goal. You have to enjoy every single time." That means you won't get overly discouraged if you don't meet every single goal."

GIVE YOURSELF CREDIT

"Enjoy your small successes, because those will lead to bigger successes. And it builds on itself. Fifteen or 20 years ago, I was happy to have completed a 10K. If you'd told me what I'm doing now, I'd have said 'No way.'"

"When I was at Navy Postgraduate School, I was part of 12-person team that did a 200-mile relay race from Napa, California, to Santa Cruz. We thought we were awesome. We had some Marines, Naval Special Warfare operators, Air Force — we had some really good runners. We did three legs with about 20 miles for each person. And then I read that [author and renowned ultramarathoner] Dean Karnazes ran the same race by himself, 200 miles nonstop. But he didn't start off that way."

SEARCH YOURSELF

"Figure out why it is you want to do it. The 'how' will come to you. Are you wanting to feel better? Is it your health? Is it for your job performance? Are you just getting ready for the summer, to fit into a bathing suit? Then just get in there for 15 minutes and call it good. And build from there."

— Navy Lt. Cmdr. Ryan Stickel



Craig Price on his morning bicycle commute from Alexandria, Virginia, to Fort Belvoir, along the Potomac River and the George Washington Memorial Parkway, which links George Washington's Mount Vernon estate with Washington, D.C.

Wheels In Motion

Rain, snow, dark of night — none of it is enough to keep Craig Price from using his bicycle to commute every day to and from his job at DLA, also in the McNamara HQC.

Price began life as a bike commuter nearly 20 years ago, when he was working in the Pentagon. He was a casual cyclist and runner, but then a co-worker pointed out the nearby bike and running path that runs through the woods along the Potomac River next to the George Washington Memorial Parkway, to Mount Vernon and just next door to Fort Belvoir.

So he took the plunge. Already a regular runner and marathoner, Price said it wasn't a big adjustment to cycle to and from work every work day. And he discovered it was faster than driving, as well as less stressful.

Now he's the deputy director of the Program Integration Division, in DLA Logistics Operations' Joint Contingency Acquisition Support Office. His current 14-mile one-way commute on a path along the George Washington Memorial Parkway takes a bit longer than his ride to the Pentagon did — an hour and 20 minutes.



John Bell

Barring an off-site meeting, Price still bikes to and from work each day — putting in just over the distance of a full marathon.

"It's a great way to start and end the day," Price said, also noting he enjoys seeing the change of seasons.

That includes winter, when he has the trail pretty much to himself.

"The only thing that'll stop me is ice or a really heavy snow," he said. "If it's just a couple of inches, I know where the turns are," he said with a laugh. "I just take it slow."

Price also enjoys sharing the commute with local Virginia wildlife.

"I've actually found five bald eagles' nests along the way," he said, in addition to deer, fox, raccoons and groundhogs. "Oh, and a beaver lodge in one of the Potomac tributaries; in early spring the newborn beavers are out splashing, learning to swim and reinforcing their dams — amazing to watch."

"I listen for the birds. If I'm hearing them, I'm not concerned about some meeting that might or might not go well. It's a way to detach from that sense of control."

Thanks to his daily rides, "My heart rate is lower, and I think that helps me during the work day to just focus," he added. "It provides a sense of, 'Let's get

beyond the chaff and the thrashing. What are we trying to do here?'"

He noted that the time away from problems can actually help the unconscious mind come up with solutions.

"I find I come to most of my clear thinking when I get away from that," Price said.

"And I might not actually be thinking about [the particular problem] at all. Something will just come into my mind. And I probably would never have come up with that thought sitting at my desk, reading the next email."

Price praised the HQC for offering conveniences that make it easier to be a daily bike commuter.

"The gym is one of the best facilities that DLA has. Plus, a while back, they added the free towel service, which is great."

He recalled other HQC employees who have seen him with his bike and said something along the lines of, "Gosh, I wish I could do that, except I live in X community, and it would be dangerous." But one option is to take the bus or rail transit part of the way and then finish the commute by bike, Price noted.

"The idea is to experiment a bit and see if the car keys can become optional for a day or two — or more — and that opens up more chances for adventure. It's terrific to see fellow bikers along the way," Price said. "And talk about convenient parking at the HQC — it just doesn't get any better!"

Like McCauley, Price factored in his alternative commute when searching for his current home, making access to the bike paths a priority. He finds that the commute actually benefits his mental outlook. By staying out of the traffic and getting exercise before and after work, he said, he avoids a great deal of stress and tension.


"It helps you slow down, gain some perspective and take in the beauty of the creation," he said. "It's a way to see the hand of the 'Great Artist' and connect with our spiritual nature."

He recalled a small waterfall on his route, fed by a tributary of the Potomac.

"Sometimes I'll stop there to just get some perspective and think about all the things I'm thankful for. Like a bunch of us who have been deployed ... It makes you appreciate that there are places where there's no rule of law, per se."

Compared with driving each day, "I just have a much healthier perspective about the whole idea of coming to work," Price said.

"The DLA Resiliency concept is helpful," he noted, "and reminds us there's a physical dimension to our overall wellness — as long as we're doing something, even taking the stairs."

"I'm really blessed," he added. "It's just a dream experience to have this option to be able to bike in — and have a great job." 



John Bell

Craig Price uses his bicycle to commute every day to and from his job at DLA Headquarters.

I AM

DLA



My name is:

Kaitlyn Parenti

I am:

A lead general supply specialist for the Clothing and Textiles supply chain at DLA Troop Support.

Describe your job in a sentence:

As a team lead, it's my job to train and lead my team to research and identify the root cause of transaction errors in DLA's enterprise business systems.

How long have you worked at DLA?

I've worked at DLA for a little more than six years.

What is your favorite thing about working for DLA?

First, I like knowing I'm helping take care of our customers and troops. Second, I've developed relationships with some wonderful people who have become my friends and/or mentors.

What are your best memories of working here?

The best recent memory would be receiving recognition from DLA Troop Support Commander Army Brig. Gen. Charles Hamilton after eight months as a team lead for C&T.

How do you make a difference?

I think the biggest difference I make is with my inventory team, whom I've trained and worked closely with the past year and a half. I've set reasonably high standards, and to have my team meet those standards has made me proud. I believe that will make a difference when the day comes that they need to train new general supply specialists.



Kaitlyn Parenti