

SECDEF  
ENVIRONMENTAL QUALITY  
TEAM AWARD



DLA San Joaquin



2011

## INTRODUCTION

Defense Logistics Agency (DLA) San Joaquin, California, with facilities in Tracy and Lathrop, is DoD's Western Strategic Distribution Platform and DLA's primary distribution point to the western United States, Pacific and Indian Ocean regions. We coordinate global materiel distribution and other logistics activities in support of U.S. forces worldwide. We warehouse and manage assigned DLA and Service materiel and optimize downstream supply chain activities to deliver what the warfighter needs on time. The Distribution Center stores over 789,900 different stock numbers valued at over \$8 billion. In Fiscal Year (FY) 2011 alone, 3.2 million line items valued at \$27.35 billion were shipped to customers around the world.

The depot originated in 1942 as part of the Army's Quartermaster system and has supported every major war and many contingency operations over the past seven decades from World War II to the current operations in Afghanistan and Iraq, as well as several humanitarian relief efforts around the world. Today, DLA Distribution San Joaquin is the second largest of 26 distribution centers subordinate to DLA Distribution, headquartered in New Cumberland, Pennsylvania. Our primary site today was previously operated as the Tracy Depot Activity of the Sharpe Army Depot, Lathrop, California. On January 1, 1963, after more than 20 years under the Army as an activity/sub-depot supporting other Army installations, Tracy Defense Depot was established as an independent Defense Supply Agency principal depot.



Top: Ricky Boswell. Bottom L-R Brenda Mahan, Mike Burton, Chris Thornton, Mark Macedo, Robby Angus

## BACKGROUND

The DLA Installation Support at San Joaquin Qualified Recycling Program (QRP) is composed of the following members: Mr. Chris Thornton (Div. Chief), Ms. Brenda Mahan (Recycling Program Mgr.), Mr. Michael Burton (Air Program Mgr.), Mr. Ricky Boswell (Haz. Waste Program Mgr.), Mr. Robby Angus (Motor Vehicle/Heavy Equip. Operator.), and Mr. Mark Macedo a contract employee with HDR Inc. Their mission is to divert as much material as economically feasible from landfill disposal, so that it can be processed and re-manufactured into new reusable products. This saves energy, decreases pollution and ultimately lessens the community's dependence on new raw material.

## POSITION DESCRIPTION

The primary function of the Recycling Team is to provide efficient, reliable recycling service to DLA San Joaquin's civilian workforce, military members and their families and tenants. The materials the QRP recycles consist of metal, paper, plastic, cardboard, toner cartridges, pallets, and scrap wood. The QRP has many bins and services throughout the installation so recycling is accessible to everyone. The program has an option for a direct pick-up service among the Installation offices for paper. There are collection bins outside of warehouses and flatbed's staged for the collection of pallets. There are compactors centrally located throughout the Installation for cardboard compaction. Though each type of recyclable material is processed differently, each one is initially collected and then sold off base to recycling companies. This is done through the use of large machines like a cardboard compactor, forklifts, 20-60 yard dumpsters, bulldozer, front end loader and semi-trucks.

## AWARDS & SERVICES

In the third quarter of FY 2010, Ms. Brenda Mahan and Mr. Ricky Boswell each received Special Act Awards for their contributions to improving the Defense Logistics Agency Recycling Program at San Joaquin. Ms. Mahan received her award for developing a recycle contract for used photo-copy printer toner cartridges that saved the DLA over \$5,000 and resulted in cash payments to DLA of more than \$22,000 for the 3<sup>rd</sup> and 4<sup>th</sup> quarters of 2010. Mr. Ricky Boswell received two Special Act Awards in FY 2010. The first award was granted to Mr. Boswell for diverting 117,600 gallons (470 tons) of “Fog Oil” from the hazardous waste disposal process, which resulted in a savings of more than \$301,000. The second Special Act Award was granted to Mr. Boswell for assisting Ms. Mahan in the development of the printer/toner cartridge recycle process.

## ACCOMPLISHMENTS

The establishment of the QRP at DLA San Joaquin in July of 2011 was a major accomplishment. For the Team to be successful, it must manage: people, time and money. To enable the Team to manage these elements, it developed a good understanding of the project scope (e.g., size, goals, and requirements). The Team defined goals and objectives, analyzed available program information, identified resources, and devised an action plan and timelines. First, the Team researched the regulations, policies and procedures to ensure they established the program in a manner that was not only in regulatory compliance but could be integrated into an Environmental Management System (EMS). During the award achievement period, the Team accomplished the following: (1) writing a QRP Business Plan, (2) integrating the Business Plan into the Solid Waste Plan, (3) revising the Pollution Prevention (P2) Plan, (4) developing a 5-year plan with goals and objectives; (5) identify-



VPP subcommittee member Wayne Brown briefing employees on the benefits of recycling and the correct segregation of materials.

ing disciplinary and business functions to be represented on the QRP Committee to achieve a cross-functional involvement, and (6) established the roles and responsibilities of the Committee and Recycling Team.

The QRP committee now meets on a quarterly basis to discuss problems, review progress, and formulate suggestions for improvement. Actions that resulted from the QRP Quarterly Committee meetings contributed to the success of the Recycling Team, including equipment acquisition (bulldozer and forklifts), financial record keeping and updated vendor contact maintenance. One of the major goals of the Team was to pay off the recycling expenses of \$505,129 for FYs 2007-2010. To accomplish this remarkable feat, the Recycling Team continuously improved processes to make them more efficient, implemented innovative ideas, and focused on the desired outcome and employee involvement. The program has now reimbursed all monies owed for past years, including expenses for FY11, with a positive balance of \$49,286. This is a direct result of the management and technical merits of the program.



The Recycling Team facilitated recycling of more than 3,114 tons of material in FY11. By promoting and expanding the recycling program, DLA San Joaquin improved its waste diversion rate from 58 percent in FY07 to 66 percent in FY11, exceeding by 16 percent the Executive Order 13423 ultimate 2020 sustainability goal of 50 percent. The Recycling Team enabled the QRP to achieve this high diversion rate and contribute to preserving much needed natural resources as well as reducing the environmental footprint on the Depot along with the inherent benefit to our surrounding communities by preserving needed landfill space. The Recycling Team was also responsible for saving the Depot \$742,238 in waste disposal fees, which meets an EMS objective to minimize disposal costs.

The Recycling Team achieved this year's high diversion rate by looking beyond our fence line to research what happens to our material once given to a recycler and found a new vendor with an innovative process of recycling 100 percent of the scrap wood rather than merely grinding and sending wood-chips to the landfill. During FY11 DLA San Joaquin recycled 1,057 tons of scrap wood that was ground up and converted to particle board and gardening additives. Wood pallets were directly reused; scrap metal was melted down and reused; and cardboard, paper and

plastics were recycled into new products. The Recycling Team also inspired a DLA San Joaquin Occupational Safety and Health Administration Voluntary Protection Program (VPP) Subcommittee to integrate many of its practices into mission activities. The Subcommittee briefed distribution personnel on the benefits of recycling and the material separation requirements and processes. In addition, the VPP and the Recycling teams together launched a visible media campaign that included bulletins, signs and banners to promote recycling. The Recycling Program Manager, who is a member of the Team, provides continuous feedback to Supervisors as well as QRP Committee Members (consisting of representatives from the Recycling Team, the Environmental Office, Distribution – Materials Management & Operations, Community and Family Services, GSA, DLA Disposition Services and Business Management) on the quantity and quality of material being recycled.

### **JUDGING CRITERIA**

The recycling process is a difficult and often unprofitable business. Since it is or should be the desire or purpose of any business to make a profit, the Technical Merits of the DLA San Joaquin Recycling Program/ Team may best be demonstrated by looking at our fiscal performance for FY11. In this one



Excess scrap wood from distribution operations in the recycling yard - before processing



Same wood being chipped for reuse as landscaping, pet bedding, particle board etc.

year when the Qualified Recycling Program was officially recognized, the program not only repaid a labor deficit of \$505,129.00 for FY07 through FY10, but finished FY11 with a \$49,286.00 surplus and a cost avoidance of \$742,238 in disposal fees, putting the program in the black for the first time since October, 2006. More important is the fact that the diversion rate continues to increase, preserving much needed natural resources as well as reducing the environmental footprint of the Depot and benefiting our surrounding communities by preserving needed landfill space.

**Program Management** - The adequacy of the Recycling Team's management is exemplified by considering the key elements of the program:

(1) Policy and procedures communicated to all depot personnel, military families, and tenants, and endorsed by the Depot Commander and Site Director.

(2) A QRP Committee that meets regularly to provide management and regulatory compliance review, as well as track the progress of program goals and objectives.

(3) Employee involvement through VPP Subcommittees.

(4) Function and business responsibilities properly segregation.

(5) Successful incorporation of suggestions and ideas to expand and improve the recycling program.

**Technical Merit** - With a mission to divert as much material as economically feasible from landfill disposal, the Recycling Team saved energy, decreased pollution and ultimately lessened the community's dependence on new raw material. This is demonstrated by the following:

(1) Recycling Diversion rate went from a 58 percent to 66 percent exceeding the Presidential Executive Order 13423 goal of 50 percent by FY 2020.

(2) Recycling Team researched and implemented innovative processes of converting 1,057 tons of scrap wood into particle board and gardening additives.

(3) Team Members facilitated recycling 3,114 tons of waste material and through reuse that resulted in a cost avoidance of \$742,238 in disposal fees.

**Orientation to Mission** - Many hours of educating and promoting the benefits of recycling and the material separation requirements and processes added to the success in enhancing environmental awareness and community involvement from all. Substantive involvement of individuals included:

(1) Establishment of a QRP whose Committee Members consist of representatives across the Installation to include tenants.

(2) Recycling program integration with VPP Subcommittee members within the Mission functions to optimize outreach.

(3) Establishment of Supervisor Forums.

(4) Conducting Family Housing Forums.

**Transferability** - The establishment of the QRP at DLA San Joaquin in July of 2011 was a major accomplishment. Policies and procedures were implemented to ensure they established the program in a manner that was not only in regulatory compliance, but could be integrated into an EMS and provide continuous improvement. This is exemplified by the following key elements:

(1) The QRP meets regularly to provide management review, regulatory compliance as well as progress of program goals and objectives.

(2) Finalizing a 5 year plan with objectives and goals in place.

(3) The QRP Business Plan is integrated into the Solid Waste and the P2 Plan.

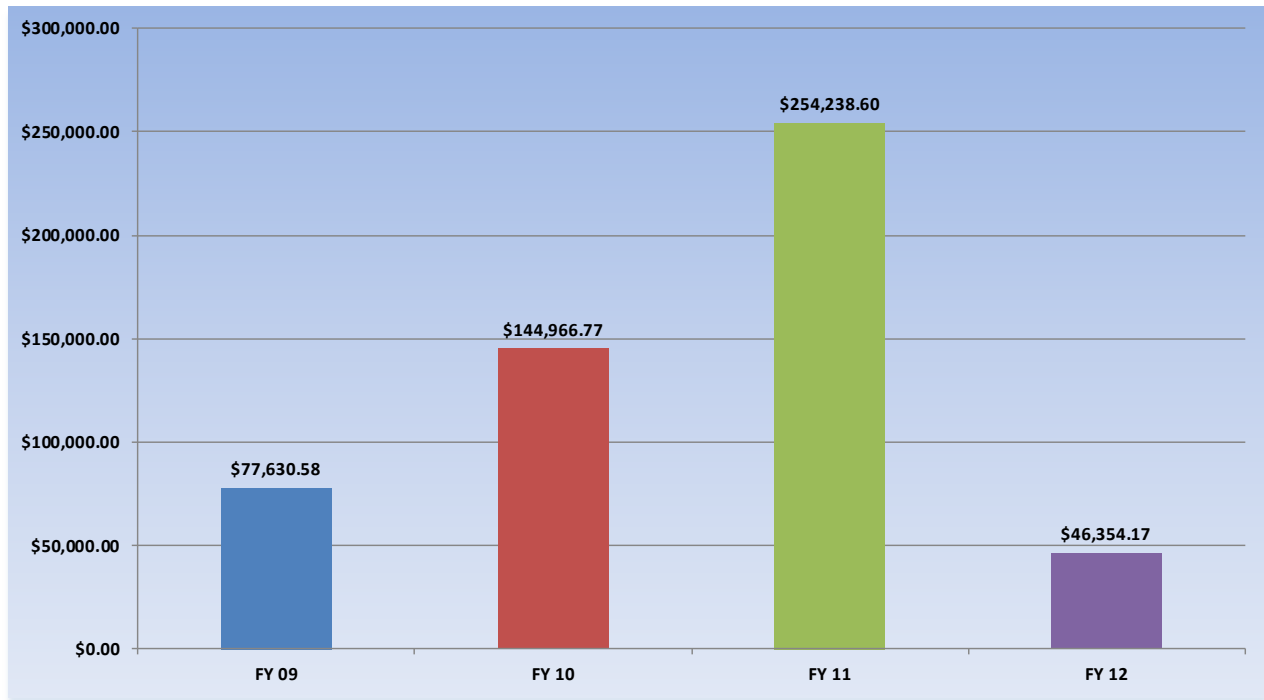
**Stakeholder Interaction** - Enhancing environmental awareness and community involvement for all personnel requires buy-in and ownership by all. The Recycling Program outreach has achieved success and is demonstrated by the following:

(1) An increase in suggestions regarding the recycling program.

(2) Increased requests for additional recycling containers.

(3) Increased diversion of waste to recycling as a direct result of heightened program-awareness.

(4) Expanded recycling commodity list as a direct result of employee involvement and inquiries.



Revenue generated through the recycling program FY09 to January 2012