



# DISTRIBUTION *In Review*

VOL. 2011, ISSUE 4



## DLA DISTRIBUTION'S SUPPORT TO ARMY CUSTOMERS



# DLA DISTRIBUTION *In Review*

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Cover photo courtesy of Army Staff Sgt. Liesl Marelli

# COMMON PURPOSE: UNITY OF EFFORT, UNITY OF THOUGHT

## AN UPDATE FROM THE DLA DISTRIBUTION COMMANDER



At the recent DLA Distribution 2011 Commander's Conference, themed "Leading Change" the organization's leadership, including commanders, directors and deputies from all distribution sites, gathered to discuss implementation of the DLA Distribution Operational Plan.

I feel that the conversations that took place during this week-long event will reap many rewards for our organization well into the future.

Discussions included initiatives supporting the organization's four operational goals, which will move us forward to meet future challenges, while allowing us to perform our current mission and integrate efforts with our operational customers.

In regard to performance- the first operational goal- leadership discussed supporting initiatives including readiness, quality assurance, safety, security, fleet equipment and vehicle management, standardization, and stewardship. The end state of this goal is to synchronize these initiatives, resulting in effective (right material at the right place at the right time) and efficient (at the right cost) support to the warfighter.

Meeting those performance goals, however, requires a trained and capable workforce. Goal 2, human capital strategy, is under execution by a team comprised of DLA Distribution leadership, functional community managers and human resources

representatives aligned to deliver a diverse, agile and high-performing culture that achieves operational excellence.

Next, we discussed how to optimize the distribution network to provide value-added distribution solutions and services to our customers and workforce while realizing financial benefits- all falling under Goal 3. Throughout the week we took a look at current and future technologies, as well as potential partnerships within the DLA network, to identify the most effective way to lower costs while right-sizing our infrastructure and improving our business processes.

Lastly, we assessed Goal 4, which focuses on integration of DLA Distribution's plans and processes with our customer's and stakeholder's distribution requirements. This will only be achieved through continuous collaboration between organization leadership and customers and mission partners.

Two retired Naval officers were in attendance, RADM Dan Stone and RADM James Eckelberger. Both provided candid feedback on the direction the organization is moving and both have asked me to pass along to you that they continue to be very impressed with the support that the DLA Distribution workforce provides our customers.

John Ripperton, of Radio Shack Corp., also spoke to the organization regarding emerging technologies and how those technologies

continue to drive his current organization to success. We are looking at various types of technologies, such as voice to pick, that will move this organization forward and allow us to optimize the distribution network and become more effective and efficient.

We had two panel discussion sessions that provided opportunities for your leaders to share some of the best practices within your organizations. Those sessions were invaluable. As we move forward, those best practices will be reviewed for possible standardization and implementation across the organization where applicable.

Throughout the week as we dove into the operational plan and exchanged comments and ideas, taskers were recorded and action officers assigned. Bottom line: the initiatives supporting our Operational Plan are moving forward and that's attributable to the hard work and dedication of everyone in this organization.

Ultimately, I believe the conference was a success, and, as a result, I feel certain that DLA Distribution leadership is clear on the direction of this organization and dedicated to the continual pursuit of operational excellence so that DLA Distribution can remain a premier distribution provider.

### DLA DISTRIBUTION IN REVIEW

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# DISTRIBUTION CENTERS



Navy Supply Corps Cmdr. Richard A. Paquette assumed command of DLA Distribution Pearl Harbor, Hawaii, on April 22, 2011. Paquette's previous assignment was as director of contracts, Fleet Industrial Supply Center Jacksonville, Fla.



Navy Supply Corps Officer Cmdr. Christopher M. Rodrigues assumed command of DLA Distribution Puget Sound, Wash., on April 29, 2011. Rodrigues previously served at Fleet Logistics Operations (SUP 04) at Naval Supply Systems Command Headquarters, Mechanicsburg, Pa.



Frank Holobinko became director of DLA Distribution Warner Robins, Ga., on June 5, 2011. Previously, Holobinko previously served as program manager and supply systems analyst at DLA Headquarters Fort Belvoir, Va.



Navy Supply Corps Cmdr. Jeffrey A. Schmidt assumed command of DLA Distribution Sigonella, Italy, on May 20, 2011. Before assuming command, Schmidt was assigned as executive officer, Fleet and Industrial Supply Center, Sigonella, Italy.



Army Lt. Col. Marvin D. Kellem IV assumed command of DLA Distribution Corpus Christi, Texas, on June 10, 2011. His last duty position with the 16th Sustainment Brigade was as the Brigade Support Operations officer.



Marine Corps Lt. Col. Patrick M. Tucker assumed command of DLA Distribution Guam, Marianas, on June 15, 2011. Tucker's previous assignment was at DLA headquarters where he served in the Joint Logistics Operations Center as the plans branch chief, as the program manager of the Integrated Consumable Item Support Program, and as the DLA liaison officer to the Joint Staff J4. He also served as the executive assistant to the director of DLA.

# WELCOME NEW LEADERS



Army Col. Shelia Faye J-McClaney assumed command of DLA Distribution Kuwait, Southwest Asia, on June 28, 2011. J-McClaney previously served as senior national representative/ACOS G/J-4, NRDC-T, Istanbul, Turkey. J-McClaney also previously served as commander, DLA Distribution Corpus Christi, Texas.

Army Lt. Col. Andre J. Baldanza assumed command of DLA Distribution Europe in a ceremony June 30, 2011. Baldanza's most recent assignment was as G5 planner, 82nd Airborne Division, Fort Bragg, N.C.



Army Lt. Col. Jonathan A. Heavner assumed command of DLA Distribution Tobyhanna, Pa., in a ceremony July 8, 2011. Before assuming command, he served as the deputy commander for administration, Bassett Army Community Hospital, Fort Wainwright, Alaska.

Army Lt. Col. Joel E. Warhurst assumed command of DLA Distribution Red River, Texas, in a ceremony July 13, 2011. His most previous assignment was as the assistant executive officer, Commanding General, Army Materiel Command.



Navy Capt. Michael J. Wilson assumed command of DLA Distribution San Diego, Calif., in a ceremony July 15, 2011. He recently completed a tour as the fleet ordnance logistics officer at U.S. Fleet Forces Command.

Navy Cmdr. Carl H. Isett assumed command of DLA Distribution Kandahar, Afghanistan, in a ceremony July 25, 2011. Isett previously served as commanding officer of the Navy Reserve support unit for DLA Distribution Oklahoma City, Okla.





# HIGHLIGHTS FROM THE 2011 DLA DISTRIBUTION COMMANDER'S CONFERENCE

**PERFORMANCE:** Improve distribution performance.



**HUMAN CAPITAL STRATEGY:** Execute a human capital strategy for DLA Distribution.



**CUSTOMER AND STAKEHOLDER ENGAGEMENT:** Engage with customers and stakeholders to ensure plans and processes are integrated with distribution requirements.



**DISTRIBUTION NETWORK OPTIMIZATION:** Provide optimized, value-added distribution solutions and services to our customers and workforce while realizing financial benefits.

# Diving deep into Operational Goal #1: Performance

By Jessica Roman, DLA Distribution Public Affairs

As the first in-depth topic at the 2011 Defense Logistics Agency Distribution Commander's Conference, leaders delved into a discussion on improving distribution performance.

Supporting Defense Logistics Agency Director Navy Vice Adm. Alan Thompson's 2011 Director's Guidance focus areas of Warfighter Support Enhancement and Stewardship Excellence, Performance is DLA Distribution's first operational goal.

The goal includes initiatives, such as readiness, quality assurance, safety, security, fleet equipment and vehicle management, standardization, and stewardship. The end state of this goal is to synchronize these initiatives, resulting in effective (right material at the right place at the right time) and efficient (at the right cost) support to the warfighter.

The first initiative under the

Performance goal is readiness. Brad Bellis, chief, Depot Operations, noted that the first key point to improving readiness is understanding your customer's requirements. "We need to measure the right things to satisfy our customer base, and this may differ site by site depending on the unique customer needs," he said. For example, the Air Logistics Center desires materiel receipt at the maintenance line within one, four, twelve, or 24 hours from the time the requisition is dropped. Other customers may have differing requirements, and the organization's metrics must reflect how well requirements are satisfied.

In addition to tracking performance, DLA Distribution has executed a "Deep Dive" process that drills into not only its key performance indicators, but also key performance components such as People, Financials, Facilities, Equipment, and Training/Compliance. The Deep Dive also peels back the health of various leading indicators to include inventory management metrics,

suspended stock status, backlog and work in progress, labor/management relations, and other areas that impact the distribution center's ability to achieve performance standards.

"As the enterprise continues its progress toward 'getting to green,' we have seen exceptional improvement over the past 12 months," said Bellis. "However, several areas still require additional focus, to include STO/RDO performance and denial rates." DLA Distribution's denial rate is currently 0.54 percent, exceeding the DLA standard. How can this be improved further? "We need to do things right the first time," said Bellis. "There is no cost to doing it right the first time."

Another area of focus includes aligning metrics with type of materiel. For example, the Navy's Consumable Asset Reutilization Program (which includes excess items that the Navy offloads to DLA Distribution normally in surge quantities) has a Navy expectation of a 12-day induction,





and a 40-day stow. “We should look at our metrics to meet the customer’s expectations, rather than fitting the same mold to all, which is a one day induction, and nine day stow,” said Bellis.

The Quality Assurance initiative identifies, reviews, and assesses current quality programs in order to design and implement an integrated strategy that builds quality into the way work gets done.

“We are building a management system so we can document and monitor quality assurance, said Patty Myers, chief, Integration Division. “This will help to foster a culture of quality at all levels.”

Navy Rear Adm. (Ret.) James Eckelberger, former senior aviation logistician in the Navy, who attended as DLA Distribution Commander Navy Rear Adm. Thomas Traaen’s mentor and logistics expert, noted that “Part of creating a culture of quality is recognizing success. A culture of quality celebrates successes, both small and large.”

“Across the enterprise, we need to move back to embedding quality assurance into the process,” said Traaen.

The safety and security initiatives go hand-in-hand. “Safety and security are part of the foundation upon which an efficient and effective organization is built,” said Bellis. “If you don’t have a solid foundation, the operation begins to fold.” Both of these initiatives set and enforce standards to reduce

vulnerabilities and risk.

Part of the safety and security initiatives includes the Occupational Safety and Health Administration’s Voluntary Protection Program which recognizes those who have implemented effective safety and health management systems and maintained injury and illness rates below national Bureau of Labor Statistics averages. DLA Distribution San Joaquin, Calif., recently was the first distribution center within the network to achieve its VPP star-certification. The Norfolk distribution center is scheduled to follow in the fall.

The fleet management initiative sets and enforces operational equipment and vehicle requirements. Out of 26 distribution centers, currently seven have already reset or right-set their material handling equipment inventory via the Deep Dive process, instituted by a joint Distribution Operations and Distribution Process & Planning initiative.

“With this initiative, we are anticipating a 20-25 percent potential reduction in our current MHE inventory, while we establish the correct types and quantities within each facility throughout the network,” said Bellis.

Traaen noted that fleet management is not just about reducing the number. “We need to get the inventory set right and look to the future in terms of technology.”

The next initiative involves standardization, which establishes standards across the DLA Distribution processes to set

overall productivity and staffing requirements. “Standardization produces the results that tie us all together,” said Scott Rosbaugh, director, Distribution Operations and Planning.

“At the end of the day, we need to get to reduced operational variances,” Rosbaugh continued. “This includes better use of resources as we get to a more discrete model.”

The final initiative under the Performance goal – stewardship – identifies and programs costs reduction opportunities, ensuring the maintenance of effective and efficient warfighter support.

“As we start to look at further opportunities to reduce costs, where else do we find stewardship efforts?” asked Perry Knight, deputy director, Distribution Operations. “The key piece is being able to rationalize our own processes and our own metrics, and recovering costs from resource consumption.”

Knight noted that several opportunities may present themselves in the areas of environmental and data stewardship, as well as in other focused efforts.

Improving distribution performance in the areas of readiness, quality assurance, safety, security, fleet management, standardization, and stewardship will help to implement enduring solutions to support DLA initiatives and provide maximum customer support. “We are making great progress in continually improving our distribution performance,” concluded Traaen.

# Executing a human capital strategy

By Emily Tsambiras, DLA Distribution Public Affairs

Integral to the realization of operational goals and achieving operational excellence, DLA's human capital strategy is laying the foundation for change at DLA Distribution, where leadership is hard at work on the design and implementation of the plan.

The execution of this effort is being managed by a team of distribution center leadership, functional community managers and human resource representatives who have aligned to deliver "a diverse, agile and high-performing culture that achieves operational excellence." Leading the team is Kevin Cummings, DLA Distribution culture champion.

Through a collaborative effort, the team created the framework for an integrated human capital strategy aligned to the overall strategy of operational excellence. This strategy is based on three interactive components: defined process requirements; defined culture, people, and organization requirements; and aligned HR processes to deliver the requirements.

"The first component, 'defined process requirements,' serves as the voice of the customer," said Cummings. "Broken into three processes- management, work, and enabling- it aligns resources, communicates expectations, monitors the operation and incorporates feedback to transform the product and create value for the customer."



Ultimately, the process requirements shape capability requirements of the culture, people and organization. "This lays the foundation for leadership and workforce accountability," said Cummings.

Elaborating on this first component, Scott Rosbaugh, Distribution Process and Planning director, said "Not only do we need to establish process requirements, we need to be standardizing what makes sense, and document the best known methods out there. It's a collaborative effort. This is going to be the key to our success."

Team member Ed Visker, DLA Distribution Susquehanna, Pa., deputy commander, adds, "This step is about leadership, teamwork and communication. It's about respect for people and providing them the knowledge, skills, expectations, and resources to do their jobs and then providing feedback on their execution."

The second component, "Defined

culture, people, and organization requirements," is driven by four capabilities: cultural, organizational, leadership and workforce in pursuit of operational excellence.

In regard to cultural capabilities, Rosbaugh said the organization needs to design and operate work to reveal problems. "By doing so, we solve those problems close in person, place, and time, detect them before they get big, and widely share the knowledge learned from these issues."

Organization capabilities are achieved by building quality into each level of the organization, said Perry Knight, Distribution Operations deputy director. "We all have a responsibility for quality control, planning, improvement and assurance. Ultimately, everyone should have quality built into their job. It starts at the lowest level," he said.

Leadership and workforce capabilities define the roles,



responsibilities and competencies within an organization, while also laying the foundation

for aligning DLA HR processes. The end result is established expectations and accountability.

Sonya Gish, Distribution Process and Planning deputy director, who serves as a DLA functional community manager for Distribution Operations, elaborates on the third component, “Aligned HR processes to deliver the requirements.” “Part of my responsibility as a FCM is aligning HR requirements with the identified skills necessary to fit those requirements, and defining a plan to aid employees in developing those skills,” she said.

One way management is leading the charge in providing employees with the requisite skill sets to meet the mission is through regional training centers, Gish said. With a mission of “providing high-quality, timely, and standardized training to ensure safe, quality, efficient, and compliant distribution operations,” these centers are integral to reducing competency gaps within the workforce.

The regional training centers create the opportunity for instructor-led training, but, also, by bringing together employees from different environments and distribution centers, employees in like jobs create a network of information, effectively carrying forward tips and best practices. This vision is being actualized through DLA Distribution’s partnership with the Defense Training Center.



Concurrently, training is necessary on the supervisor level, Gish said. “This new generation of workers creates a requirement for a training program to teach leaders on why we do things a certain way, and how to effectively standardize our processes. Supervisors need to be familiar with the processes we will expect everyone to operate under,” Gish said.

Visker concurs and adds that job instruction training certification is the best methodology for aligning skill sets with mission requirements. “We need to operate under a process of ‘prepare, present, try out and follow up.’ Standardization is the key foundation for continuous improvement. There are better, faster, and cheaper ways to remain the quality provider of choice for our customers. This program is effective in encouraging our leaders to become coaches,” he said.

The first prototype of this integrated and aligned systems approach has been launched at DLA Distribution’s west coast Strategic Distribution Platform, located in San Joaquin, Calif. Built on a foundation of leadership, the distribution center’s Floor Management System encourages effective professional leadership and a professional workforce based

on knowledge of the mission and individual job responsibilities coupled with the ability to solve problems, lead, teach and develop employees.

DLA Distribution San Joaquin, Calif., commander Marine Col. Adrian Burke describes the system saying “The goal of the system is full inter-relationship of actions, metrics and accountability alongside work designed and operated to reveal problems, which are ultimately solved close in person, place and time. This is accomplished through process standardization, visual management and disciplined complex problem solving.”

Cummings added that the system is based on the values of respect for people, continuous improvement, and customer focus and the principles of operational excellence, with a goal of increasing productivity without diminishing quality, all while empowering the workforce.

Ultimately, Cummings concluded that the collaborative efforts across the organization will aid its pursuit of operational excellence.

“These plans will move us toward establishing required cultural capabilities and roles, responsibilities and competencies,” said Cummings. “They will identify those skills sets required to perform the mission and standardize processes and embed them in the organization through aligned HR processes ultimately resulting in empowering the workforce as problem solvers, while building in quality, and adding value to our services.”

# DLA Distribution Commander's Conference discusses aligning processes with customer and stakeholder requirements

*By Emily Tsambiras, DLA Distribution Public Affairs*

As part of the recent discussion of Defense Logistics Agency Distribution initiatives supporting effective Warfighter support delivery at optimal cost, leadership discussed customer and stakeholder engagement during the recent 2011 Commander's Conference.

The objective of this goal, aligned with the focus area of Warfighter Support Enhancements, is to properly align strategies with customer requirements, a result of continuous collaboration between organization leadership and customers and mission partners.

Joe Faris, Strategic Plans director, began the discussion with a focus on the supporting initiative of Geographic Combatant Command Integrated Distribution Strategies. The initiative, with the purpose of reshaping the distribution network based on customer requirements, began in the Central Command Area of Responsibility, he said.

Building COCOM integrated distribution strategies arose out of a need to maintain customer wait time/effectiveness, reduce costs, right-size fixed base infrastructure, and to exercise distribution capability into Continuity of Operations/Operations Plans. "We looked at each COCOM's

requirements, and theater posture plans to gain a vision of what was needed up to five years into the future so that we could reinforce their short and long-term needs," said Faris.

Acknowledging that many COCOMs will be operating under a reduced force structure in the future, Faris said the solution became clear: utilizing the organization's facility in Germersheim, Germany, as a primary storage hub, effectively enabling support to EUCOM, CENTCOM, and AFRICOM, with other forward distribution points in Rota, Sigonella and Bahrain servicing their local areas of responsibility.

Another level of support to the COCOMs, Faris mentioned, is the organization's expeditionary capabilities. Created with the purpose of providing support to humanitarian missions or capacity loss within the distribution network, the capability is also utilized to support contingency operations throughout the CENTCOM AOR, and could be expanded in the future to support growing requirements throughout other COCOMs. "We are working with the COCOMs to lay out those requirements, ensuring we are written into their respective



operation plans and accounted for where we're needed," said Faris.

Furthering the discussion on customer support, Distribution Process and Planning director Scott Rosbaugh addressed the organization's progress in service engagement; specifically, pinpointing opportunities for process improvements with customers to resolve issues related to suspended and dormant stock. In regard to suspended stock, Rosbaugh said the urgency is great. "We've reduced our suspended stock by 25 percent. This is good progress, but the real success comes from preventing unissuable stock from coming in the door. This will occur through communication with vendors as well as customers."

In the end, both leaders concluded that visibility is key in meeting emerging requirements. "We must be clear on what the customer's requirements are, how we are going to execute, and how our items will move through the distribution network," said Rosbaugh.



# The United States Army: A look at DLA Distribution's largest customer

The United States Army's mission is to fight and win our Nation's wars by providing prompt, sustained land dominance across the full range of military operations and spectrum of conflict in support of combatant commanders. They do this by: Executing Title 10 and Title 32 United States Code directives, to include organizing, equipping, and training forces for the conduct of prompt and sustained combat operations on land and accomplishing missions assigned by the President, Secretary of Defense and combatant commanders and transforming for the future.

As one of the military departments reporting to the Department of Defense, the Army is composed of two distinct and equally important components: the active component and the reserve component. The reserve components are the United

States Army Reserve and the Army National Guard.

Regardless of component, the Army conducts both operational and institutional missions. The operational Army consists of numbered armies, corps, divisions, brigades, and battalions that conduct full spectrum operations around the world.

The institutional Army supports the operational Army. Institutional organizations provide the infrastructure necessary to raise, train, equip, deploy, and ensure the readiness of all Army forces.

The training base provides military skills and professional education to every Soldier- as well as members of sister services and allied forces. It also allows the Army to expand rapidly in time of war.

The industrial base provides world-class equipment and logistics for the Army.

The Army installations provide the power-projection platforms required to deploy land forces promptly to support combatant commanders. Once these forces are deployed, the institutional Army provides the logistics needed to support them.

Without the institutional Army, the operational Army cannot function. Without the operational Army, the institutional Army has no purpose.

## Army Command Structure

### Army Commands:

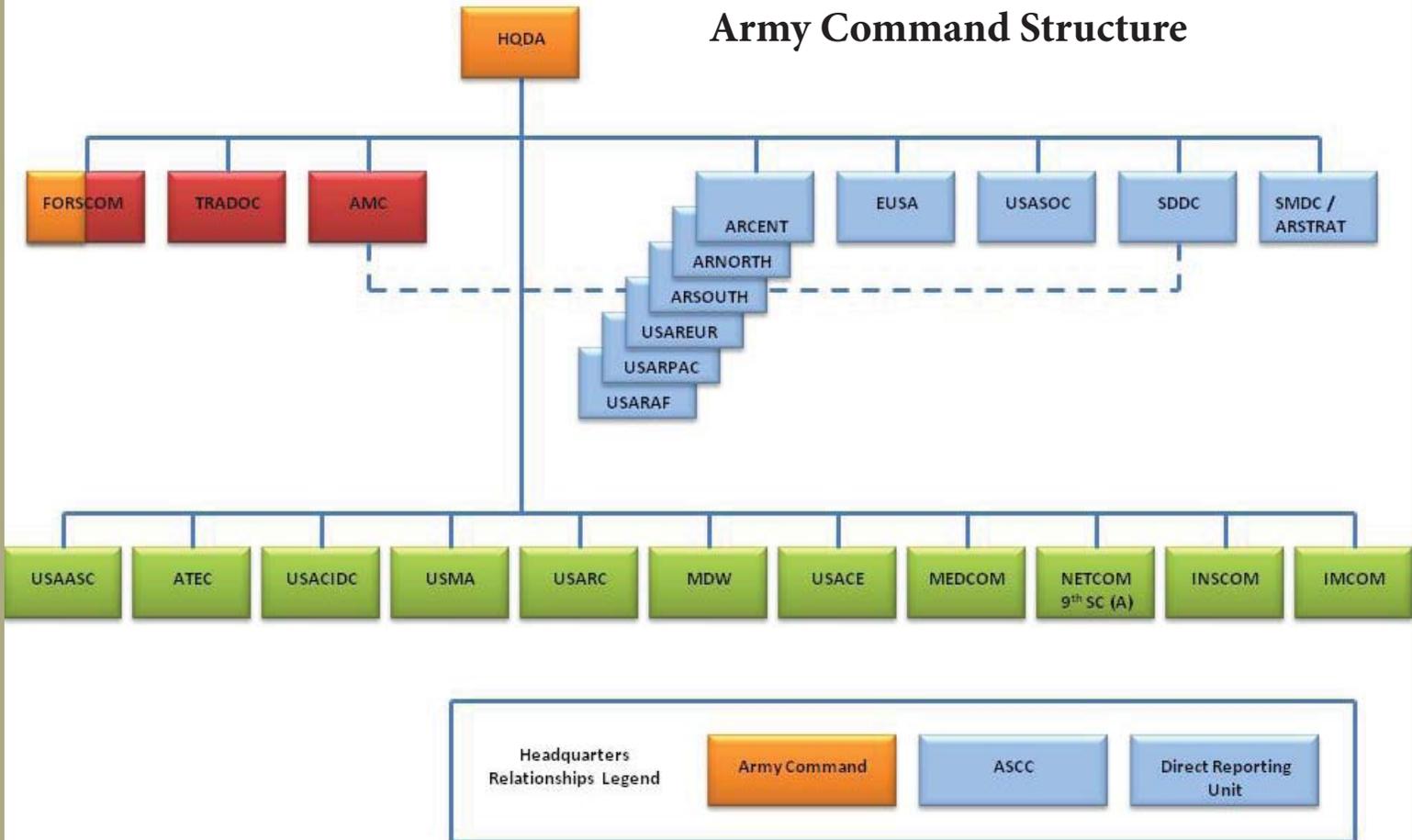
**U.S. Army Forces Command (FORSCOM)** – Trains, mobilizes, deploys, sustains, transforms and reconstitutes conventional forces, providing relevant and ready land power to Combatant Commanders worldwide in defense of the Nation both at home and abroad.

**U.S. Army Training and Doctrine Command (TRADOC)** – Develops the Army's soldier and civilian leaders and designs, develops, and integrates capabilities, concepts and doctrine in order to build an Army that is a versatile mix of tailorable, adaptable and networked organizations operating on a rotational cycle for full



An M1 Abraham tank provides front security for a convoy bringing construction material to a traffic control point near a brick factory in Narwan, Iraq. U.S. Army photo by Spc. Teddy Wade

# Army Command Structure



spectrum operations. Additionally, TRADOC supports the Army's human capital core enterprise and sustains the all-volunteer force.

**U.S. Army Materiel Command (AMC)** – is the Army's provider of materiel readiness – technology, acquisition support, materiel development, logistics power projection, and sustainment – to the total force, across the spectrum of joint military operations.

## Army Service Component Commands:

**U.S. Army Africa (USARAF)** – As the Army Service Component Command for U.S. Africa Command, enables full spectrum

operations while conducting sustained security engagement with African land forces to promote security, stability and peace. As directed, deploys a contingency headquarters in support of crisis response.

**U.S. Army Central (USARCENT)** – USARCENT stands ready to organize, plan and on order, command and control joint/combined operations anywhere in the USCENCOM area of responsibility. Its Soldiers remain focused on global agility, strategic and operational imperatives, and war fighting leadership required in joint and coalition operations.

**U.S. Army North (USARNORTH)** – As the Joint Force Land Component Command and

the Army Service Component Command to U.S. Northern Command, conducts homeland defense, civil support operations and theater security cooperation activities in order to protect the American people.

**U.S. Army South (USARSO)** – As the Army Service Component Command for U.S. Southern Command, conducts theater security cooperation in order to enhance hemispheric security and stability. On order conducts contingency operations as directed by U.S. Southern Command.

**U.S. Army Europe (USAEUR)** – Provides expeditionary force capabilities to fight the global war on terror while simultaneously conducting theater security



**U.S. ARMY**

cooperation activities to maintain NATO and other coalition partnerships; training for and conducting joint and combined operations; and providing theater logistic support in order to achieve the combatant commander and national strategic objectives.

**U.S. Army Pacific (USARPAC)** – As the Army’s largest Service Component Command to U.S. Pacific Command, USARPAC provides forces, commands assigned forces and enables full spectrum operations to deter aggression, advance regional security/cooperation, responds to crises, and fights to win. On order, USARPAC provides command and control for small scale contingency operations or serves as combined or joint headquarters to support humanitarian assistance/disaster relief and peacekeeping operations.

**Eighth Army (EUSA)** – Eighth United States Army (EUSA) supports deterrence of North Korea aggression against the Republic of Korea. Should deterrence fail, Eighth United States Army supports Non-combatant evacuation operations, transitions to hostilities, generates combat power to support CINC UNC/ CFC’s campaign, and provides combat support and combat service support to assigned, attached, and other designated forces within the Korea Theater of Operation and on order, conducts combat operations.

**U.S. Army Special Operations Command (USASOC)** – Is the largest of the service components that make up U.S. Special Operations Command and

provides about 70 percent of the special operations in personnel in Central Command’s theater. On any given day, dozens of USASOC elements are deployed around the world. Made up of 26,000 personnel, USASOC combines a vast range of warfighting skills, from raiding and airfield seizures, to human terrain mapping and cultural analysts.

**U.S. Army Military Surface Deployment and Distribution Command (SDDC)** – The Military Surface Deployment and Distribution Command is a unique Army command that delivers world-class, origin-to-destination distribution solutions. Whenever and wherever Soldiers, Sailors, Airmen, Marines and Coast Guardsmen are deployed, SDDC is involved in planning and executing the surface delivery of their equipment and supplies. SDDC is the Army Service Component Command of the U.S. Transportation

Command and is a major subordinate command to Army Materiel Command. This relationship links US Transportation Command’s Joint Deployment and Distribution Enterprise and AMC’s Materiel Enterprise. The command also partners with the commercial transportation industry as the coordinating link between DOD surface transportation requirements and the capability industry provides.



Soldiers from the 173rd Airborne Battalion Combat Team fire a Gary I. Kieffer.

**U.S. Army Space and Missile Defense Command / Army Forces Strategic Command – (USASMDC/ ARSTRAT)** – Conducts space and missile defense operations and provides planning, integration, control and coordination of Army forces and capabilities in support of U.S. Strategic Command missions (strategic deterrence, integrated missile defense, and space operations); serves as the Army force modernization proponent for space, high altitude and global missile defense; serves as the Army operational integrator for global missile defense; and conducts mission-related research and development in support of Army Title 10 responsibilities.

### Direct Reporting Units:

**U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) (NETCOM/9thSC(A))** – Plans,



Here is a live Javelin medium anti-tank missile. U.S. Army photo by

engineers, installs, integrates, protects and operates Army Cyberspace, enabling Mission Command through all phases of Joint, Interagency, Intergovernmental and Multinational operations.

**U.S. Army Medical Command (MEDCOM)** – Promotes, sustains and enhances soldier health; trains, develops and equips a medical force that supports full spectrum operations; delivers leading edge health services to America’s warriors and military families.

**U.S. Army Intelligence and Security Command (INSCOM)** – Conducts intelligence, security and information operations for military commanders and national decision makers.

**U.S. Army Criminal Investigation Command (USACIDC)** – As the Army’s primary criminal investigative organization and DoD’s premier investigative

organization, CID is responsible for conducting criminal investigations in which the Army is, or may be, a party of interest.

**U.S. Army Corps of Engineers (USACE)** – Provides vital public engineering services in peace and war to strengthen the Nation’s security, energize the economy, and reduce risks from disasters.

**U.S. Army Military District of Washington (MDW)** – The U.S. Army Military District of Washington serves as

the Army Forces Component and core staff element of the Joint Force Headquarters National Capital Region to conduct operations that deter, prevent, and respond to threats aimed at the National Capital Region; and conducts world-class ceremonial, musical and special events in support of our Nation’s leadership.

**U.S. Army Test and Evaluation Command (ATEC)** – plans, conducts, and integrates developmental testing, independent operational testing, independent evaluations, assessments, and experiments in order to provide essential information to decision makers.

**U.S. Military Academy (USMA)** – Renowned as one of the world’s preeminent leader development institutions, West Point’s mission is to educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader

of character committed to the values of Duty, Honor, Country. The student body, or Corps of Cadets, numbers 4,400 and each year approximately 1,000 cadets join the Long Gray Line as they graduate and are commissioned as second lieutenants in the U.S. Army.

**U.S. Army Reserve Command (USARC)** – U.S. Army Reserve Command (USARC) mission is to provide trained and ready units and individuals to mobilize and deploy in support of the national military strategy. USARC is responsible for all of the operational tasks involved in training, equipping, managing, supporting, mobilizing and retaining Soldiers under its command. USARC is comprised of over 20 offices, each with an individual mission and function that contributes to the accomplishment of USARC’s overall mission.

**U.S. Army Acquisition Support Office (USAASC)** – The Army USAASC manages all aspects of the Army’s acquisition career management programs and policies. The center also provides budget, manpower, personnel and force structure support to program executive officers, acquisition Commands and the Army Contracting Agency.

**U.S. Army Installation Management Command (IMCOM)** – To provide the Army with the installation capabilities and services to support expeditionary operations in a time of persistent conflict and to provide a quality of life for soldiers and families commensurate with their service.



**U.S. ARMY**

# DLA Distribution support to the United States Army

By Emily Tsambiras, DLA Distribution Public Affairs

Supporting over 1.1 million active, reserve and National Guard personnel around the world, DLA Distribution provides effective and efficient distribution solutions to the largest and oldest established branch of the United States military – the Army.

However, keeping those that “always place the mission first, never accept defeat and never quit” mission-ready is no small task. Overall, DLA Distribution supports the Army through maintenance of over \$33 billion in Army-owned materiel, comprising approximately 33 percent of the organization’s total inventory value.

From its OCONUS theater distribution points in Kuwait, Korea, and Germany, to its distribution centers collocated with major Army customers, over the

past decade DLA Distribution has executed approximately 19 million receipts and issues in support of U.S. Army customers around the globe. DLA Distribution’s largest Army customers are located at Army Central command locations in Afghanistan, with major customers also located in Iraq, Kuwait and Chambersburg, Pa.

Four CONUS distribution centers collocated with their Army customers are located in Corpus Christi, Texas; Red River, Texas; Anniston, Ala.; and Tobyhanna, Pa. Each organization offers services tailored to the needs of its main customer, conveniently located on base to provide best-value support.

DLA Distribution Corpus Christi, Texas, serves as the primary wholesale distribution point for major components to support helicopter repair missions for its largest customer, Corpus Christi Army Depot, the Department of Defense and Foreign Military

The distribution center also supports hazardous material functions for CCAD. This mission recently transferred to DLA Distribution as a result of the Base Realignment and Closure 2005 directive.

Additionally, the organization provides support to Army through its kitting initiative, created specifically to support CCAD, the only premier Department of Defense Center for Industrial and Technical Excellence for Aviation Maintenance, including maintenance repair requirements in support of Army Aviation.

DLA Distribution Red River, Texas, provides distribution support for Class IX repair parts and secondary items for tracked and wheeled vehicles, aircraft and major weapon systems. The Army has designated DLA Distribution Red River, Texas, as the storage site for its Bradley Fighting Vehicle Systems, Multiple Launch Rocket Systems, High Mobility Artillery Rocket Systems and the High Mobility Multipurpose Wheeled Vehicles.

In support of these systems, the distribution center builds and maintains a supply of basic issue items and components that accompany wheeled and tracked vehicles shipped to units in the field. These kits include such things as wrenches, vehicle jacks, tie-down ropes or cables, and other items needed to perform minor maintenance in the field.

At both Corpus Christi and Red



A DLA Distribution Red River, Texas, employee loads an MRAP shipment onto a truck.

Sales customers worldwide. Items processed include repair parts for principal end items such as small aircraft and helicopters, avionics, electronics, industrial, petroleum, chemical, radioactive and other hazardous materials.

River, support also includes the adoption of an enterprise resource management system to manage Army retail material inventory at maintenance and repair facilities, called the Logistics Modernization Program. These two distribution centers partnered with Army Material Command, and now perform the storage and distribution mission of the Army's retail Item Standardization Application accounts. Since the inception of the partnership in Oct. 2010, Red River has processed over 235,000 LMP transactions, and Corpus Christi has processed over 150,000.

DLA Distribution Anniston, Alabama's primary mission is to support the maintenance mission of Anniston Army Depot, and is collocated with the Army's only small arms repair facility.

The organization provides distribution services for combat weapons systems, small arms weapons and missile systems for all services. It maintains materiel to support weapons and combat systems, including radioactive, hazardous, consumables, major end items and secondary repair parts.

DLA Distribution Tobyhanna, Pa.'s operations at Tobyhanna Army Depot support the massive Department of Defense communications-electronics industry. TYAD is the largest, full-service communications-electronics maintenance facility in DoD.

TYAD and DLA Distribution Tobyhanna, Pa., are recognized as partners for excellence in the systems integration, design, overhaul, repair, manufacture,

and worldwide logistics support of hundreds of communications and electronics systems.

The distribution center receives, stores and issues systems ranging from communications; command, control and computers; and intelligence/electronic warfare to satellite communications systems, and is noted for handling special electronics operations such as the Electro-Static Discharge Control Program.

Additionally, the organization is responsible to plan, program, manage, and accomplish receipt, storage, inventory, preservation/packing/marketing, and worldwide distribution for all the branches of services to include Army major end items such as wheeled and tracked vehicles, repair parts, and secondary items such as engines, transmissions, generators, and heaters.

Although not collocated with major Army customers, DLA Distribution's strategic distribution platforms in San Joaquin, Calif., and Susquehanna, Pa., play a major role in keeping the organization's Army customers supplied. Through August 2011, DLA Distribution San Joaquin, Calif., has processed nearly 80,000 transactions for its Army customers, and DLA Distribution



**A DLA Distribution Norfolk, Va., employee works to build a 463L air pallet, loaded with parachute boxes bound for Afghanistan.**

Susquehanna, Pa., has processed approximately 250,000 transactions. Both centers also serve as container consolidation points for Army items, consolidating materiel into sea van containers and Air Line of Communications pallets for overseas shipment.

Three DLA Distribution sites support the Army's essential parachute mission. The strategic distribution platform in Susquehanna, Pa., and its sister centers in Norfolk, Va., and Warner Robins, Ga., ship the Low Cost, Low Visibility parachute to support resupply missions in Afghanistan. These parachutes are used to support in-theater air drops of materiel which cannot be delivered via truck or alternative transportation due to austere environments.

Whether on the field or at home, during war or peacetime, DLA Distribution is committed to supporting its Army customers: our Nation's soldiers and "guardians of freedom and the American way of life."



# DLA Distribution begins active Radio Frequency Identification tagging for Army Dedicated Trucks

By Jessica Roman, DLA Distribution Public Affairs

In an effort to assist the Army with maximizing efficiencies and improving receipt operations, DLA Distribution recently began tagging several routes of Dedicated Trucks with active Radio Frequency Identification, or aRFID. DLA Distribution is sending an average of 21 trucks per week from DLA Distribution San Joaquin, Calif., Susquehanna, Pa., and Red River, Texas, to Army sites, including Ft. Stewart, Ft. Bragg, Ft. Polk, and Ft. Irwin.

This effort is in response to an Army request to DLA to enable select Continental United States trucks with aRFID tags. This is the largest implementation of utilizing aRFID technology for Army sustainment materiel. Providing an opportunity to “train as we fight,” the aRFID tags can be used to automate transportation acknowledgment and assist in supply receipt operations.

“aRFID technology serves as a backup for shipment documentation,” said Louis Fingerman, DLA Distribution supply management specialist.

aRFID is a battery powered device designed to provide tracking capabilities to shipments using radio frequency energy. The device works within 100 yards of an aRFID integrator. The device



Active Radio Frequency Identification tags, such as the tag pictured, are being added to some DLA Distribution Dedicated Truck routes to Army customers.

may contain all shipment data for all contents of the shipment or only include the unique aRFID tag ID. In either case, the all shipment information can be accessed via the DoD intransit visibility servers.

DLA Distribution’s Dedicated Truck program supports high-volume customers who are receiving multiple shipments. It provides delivery of shipments to specified locations to meet a pre-established delivery date and time, and provides direct delivery services from the shipper’s location to the customer’s door.

By adding aRFID tagging to many Army Dedicated Trucks, it will enable the Army customer to track DLA Distribution cargo to the

Warfighter. “aRFID technology is a great way to help find ‘stuff’ without having to open the container,” said Fingerman. “Active tagging was developed as a lesson learned from Desert Storm. It provides enhanced material tracking and visibility in austere environments.”

After the initial test to four Army sites, DLA Distribution will expand aRFID tagging to over 70 additional Dedicated Trucks per week, to additional locations including Ft. Carson, Ft. Lewis, Ft. Sill, Ft. Riley, Ft. Huachuca, Ft. Hood, Ft. Bliss, Ft. Knox, Letterkenny Army Depot, Ft. Leonardwood, Ft. Jackson, Ft. Campbell, Ft. Drum, Ft. Rucker, and Ft. Pickett.

# DLA Distribution, Anniston, Ala. – transformation at its best!

Striving to meet the Defense Logistics Agency's focus areas: Warfighter Support Enhancement, Stewardship Excellence, and Workforce Development takes more than just talk – it requires definitive planning, active engagement at all levels, adherence to standards, and positive action by everyone. The DLA Distribution Anniston, Ala., team is taking this to heart and has worked very hard over the past year to not only meet these focus areas but to surpass them and greatly improve overall operations.

Anniston is a medium-sized distribution facility with a highly-skilled and proven team of over 260 employees and contractors providing distribution services for combat-tracked vehicles, small arms weapons, artillery systems, and vehicle repair parts. DLA Distribution Anniston, Ala., has an over 22,000 line inventory valued at over \$8.1 billion. The Alabama distribution center maintains materiel to support weapons and combat systems, including radioactive, hazardous, consumables, major end items, and secondary repair parts.

DLA Distribution Anniston, Ala.'s primary mission is to support the maintenance operation of Anniston Army Depot, or ANAD, which is also collocated with ANAD's newly-constructed high-tech small arms repair facility; DLA Distribution Anniston, Ala., directly supports this operation while operating and managing the largest small arms repository.

In addition, DLA Distribution Anniston, Ala., has the distinct notoriety of being home to “Clyde”, the 80-ton portal crane which supports the on and off loading of America's combat-tracked and wheeled vehicles.

Providing worldwide distribution for all military services, DLA Distribution Anniston, Ala., operates both truck and railhead operations, handling some of the largest and heaviest loads.

DLA Distribution Anniston, Ala., also stores items ranging from small microchips to howitzers and the M1A2 main battle tank. Industrial capabilities include reciprocal engine kitting, joint tracked combat vehicle inspections and minor repair, preservation and packaging, and total package fielding of weapons systems for combat and wheeled vehicles, as well as, small arms weapons.

United States Army, Lt. Col. Wayne J. Bondy, commander for DLA Distribution, Anniston, Ala., shares his insight on DLA's strategic focus areas as well as the transformation occurring in Anniston:

### ***Warfighter Support Enhancement:***

“In everything that we do, DLA Distribution Anniston, Ala., goes the extra mile to support the Warfighter! We never lose sight of the fact that everything that we do is in support of those that put themselves at risk ensuring our freedom. From processing



**DLA Distribution Anniston, Ala., has the distinct notoriety of being home to “Clyde”, the 80-ton portal crane which supports the on and off loading of America's combat-tracked vehicles.**

weapons and rebuilt track vehicles, DLA Distribution Anniston, Ala., employees understand the requirements to get the job done to standard.”

### ***Stewardship Excellence:***

“DLA Distribution Anniston, Ala., just underwent a major warehousing transformation in order to reduce its realty and structural footprint due to Base Realignment and Closure, or BRAC, as well as, to reduce service-owned inactive stock. Our organization optimized rack items, binnables, and fast movers, as we re-warehoused by commodity. The result was incredible. We were able to return 19 buildings to our host; reduce our footprint to approximately 33 buildings



and reduce our covered storage by over 670,000 gr. sq. ft. While the DLA Distribution Anniston, Ala.,

BRAC team met the established requirements, they have continued to intensely work assets line by line in order to further reduce and turn back facilities that are of no advantage to sound business practices. We would like to recognize Gary Vice, the pivotal player that was able to get this mission completed with a lot of hard work and dedication. He took on this project, and executed above and beyond our expectations; a job very well done; thank you very much Gary!”

Additionally, through extensive coordination and partnership with the Joint Munitions Command, Army Item Managers, and J8 personnel at the Army service level, DLA Distribution Anniston, Ala., was able to move and demilitarize in excess of 20,000 obsolete Missile Tubes the Army had stored since 1982; a significant savings to both the service and the taxpayer, as well as elimination and turn-in of another storage facility.

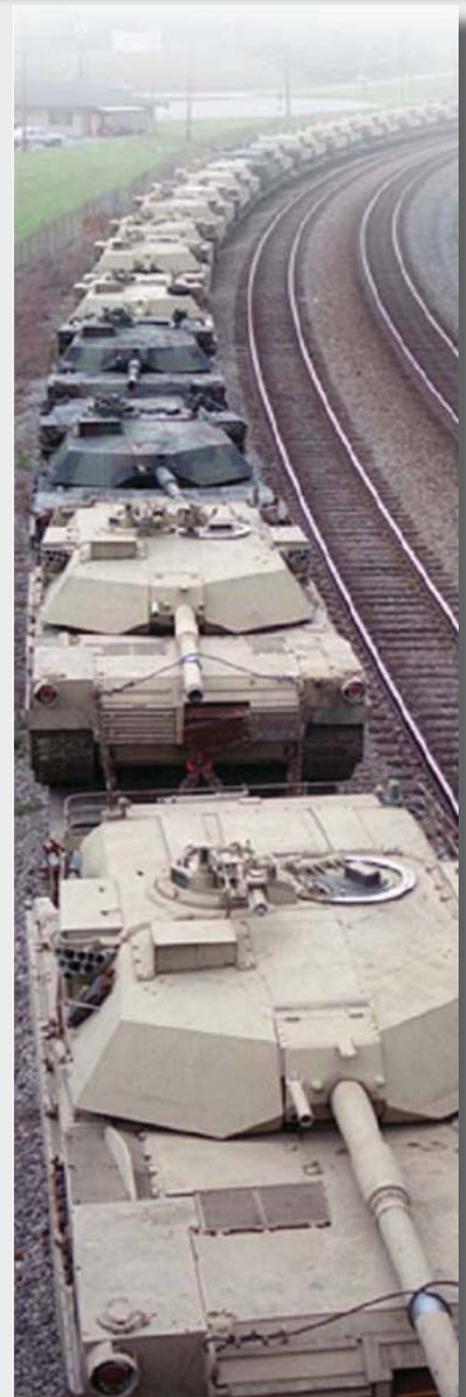
Through improved personnel management, DLA Distribution Anniston, Ala., was able to reduce the monthly overtime rate from more than seven percent to less than one-half of one percent; a significant decrease. Our organization has also centralized the management and inventory of all office and packaging supplies for the entire operation. By establishing a single point of management and storage, our distribution center

has been able to create a shared stock of material which has vastly reduced unnecessary purchases and government purchase card activity, streamlining oversight and management of the purchasing program, and established universal material visibility.

Additionally, DLA Distribution Anniston, Ala., is fully engaged in recycling vehicle and weapons BII back into the Army system which is saving the Department of Defense millions of dollars in operational and material costs by streamlining the recovery and reissue process of useable material that has been returned into the Defense Logistics system.”

#### ***Workforce Development:***

“How does a complete structure review, employee empowerment, and holding leaders accountable and responsible develop the workforce? Simple; it gives the workers the opportunity to involve themselves in the process of improving the operation and participating in how the command updates the policies and procedures in which we operate. DLA Distribution Anniston, Ala., has embarked on a course to develop and improve the overall work culture of the operation by increasing the direct involvement of the employees in the day-to-day decision making within the operation. Additionally, we are sending personnel to school, bringing training teams to Anniston, and cross training personnel to gain efficiencies within our own workforce. We are identifying, establishing, and enforcing realistic standards for all operations within command



**At DLA Distribution Anniston, Ala., military tanks are prepared for transport.**

and holding leaders responsible across the board. During FY09, the Anniston team experienced approximately 5,500 training hours. And in FY10, we continued that investment with more than 7,000 hours in the areas of SWARM, Hazmat, intensive PPP&M

operations, and leadership. This training is evident in the increase of reimbursable dollars, improved operations, and successful TPIC inventories.”

**Transformation:**

“Ask any DLA Distribution Anniston, Ala., employee and they will attest to the vast amount of transformation the team has experienced in the past year. Leadership began this transformation with a bottoms-up review of workload and manning as we strive to improve the operation through worker involvement; if you have not seen our operation in the past year, you would be absolutely amazed at the changes. DLA Distribution J4 is currently using DLA Distribution Anniston, Ala., as the test bed for DLA Distribution’s new staffing model; this review of the duties for the Weapons operation, which was a step-by-step review that has resulted in a complete rethinking of the number of workers, leaders, and the proper and efficient support to the customer. The notion that a receipt is a receipt and a MRO is a MRO is not entirely accurate; we applaud the efforts of the DLA Distribution J4 in their help in getting this right. Additionally, a team is currently in place performing a wall-to-wall, bare metal sight verification inventory of more than 1.3 million small arms.



**A glimpse of rail head operations at DLA Distribution Anniston, Ala.**

PPP&M in the central warehouse performed a significant 5S project which resulted in drastically improving the operational efficiency and effectiveness of the section. By cleaning out the four packing areas for light, medium, heavy, and bulk material, we improved the working conditions and eliminated the barriers for cost efficient operations. Most importantly, all the packing material and office supplies are being accurately accounted for, managed, and shared across the divisions of the command. There is a place for everything and everything is in its place; before we order any packing or office supplies, we cross reference the supply lists between divisions and only order what we truly need. Our end state goal is to establish the benchmark for Office Supply and PPP&M operations within DLA Distribution.

The Vehicles and Artillery de-fuel facility is currently undergoing a major overhaul to meet safety

and regulatory compliance with new tie-back slings, pumps, hoses, fuel lines, fire suppression, as well as the proper tools and equipment for the employees. This effort is just another action that the command has taken to improve the operational environment for the workforce and to improve the operational effectiveness of the command.

“Clyde” the portal crane recently underwent a \$2.7 million modernization renovation to increase the main hoist capacity. Prior to the repairs, Clyde had a 75-ton lift capacity and worked off of obsolete DC motors. The modernization and upgrade was to the electrical and mechanical operations which consisted of the conversion of its DC motors over to AC motors and upgrading from 75-tons to 80-tons, as well as increasing Clyde’s life expectancy another 20-plus years. Clyde is used on a daily basis and is the center piece for the combat vehicle operations at Anniston; this investment in Clyde has increased the productivity of the Vehicle and Artillery operations.

The take away from this is quite simple; DLA Distribution Anniston, Ala., is on a roll with a host of great employee’s that see and understand the goals set by DLA.....we will get it done.”



# CPI project spotlight: IDOC Processing Database

By Jessica Roman, DLA Distribution Public Affairs

*This article is the second in a series highlighting Continuous Process Improvement initiatives at DLA Distribution.*

Victor Shluharchuk, supply management specialist, is always thinking about how his work supports Continuous Process Improvement across the enterprise. Focusing on DLA director United States Navy Supply Corps Vice Adm. Alan Thompson's strategic focus areas of Warfighter Support Enhancement and Stewardship Excellence, CPI can help streamline processes while enhancing customer support.

Currently working towards his CPI Green Belt certification, Shluharchuk is part of the New Initiative and Technology team in DLA Distribution's Distribution Processes and Planning division. The team works to enable software and hardware implementation improvements for DLA Distribution.

Shluharchuk was challenged to find an innovative solution to improve the manual process of performing a number of time-consuming operations to prepare data for the monthly order fulfillment, or OF 49, intermediate document, or IDOC, reduction effort report. This includes formatting, filtering, deleting, renaming, and copying files that contain thousands of records. An OF 49 IDOC error is caused by a receipt processed in the Distribution Standard System, or DSS, that does not match the information found in SAP. If there is an error, then a message (IDOC error) is generated.

"Using knowledge gained during

my CPI training and my Microsoft Access database skills, I am working to automate this process," said Shluharchuk. "By utilizing a database, human errors and typos will be minimized and users will be able to quickly retrieve all necessary reports and metric charts."

As a result of Shluharchuk's project, the most significant benefit for the agency will be efficiency improvement and accuracy enhancement.

"For example, one of the existing processes to standardize the error description field takes anywhere from one to three hours," Shluharchuk said. "The database will do this task automatically in approximately 30-40 seconds. All required charts and reports will be produced automatically versus our previously utilized manual data entry method."

These types of CPI projects can make a major difference for the agency and its customers. "We are supporting the Warfighter. It requires us to be efficient, effective and able to meet all current and future evolving requirements," said Shluharchuk. "CPI is one of the ways to enhance our processes, to provide the best possible service for our customers, and to improve our workforce's environment and efficiency."

Shluharchuk has previous experience automating tasks using databases. During his recent internship rotation with DLA Distribution's Expeditionary Logistics Division, he developed and implemented a deployment database for DLA headquarters Joint Logistics



**Victor Shluharchuk, supply management specialist, is working to enable software and hardware implementation improvements for DLA Distribution.**

Operations Center.

The encrypted program is designed to automate data entry and management of all deployment billets for DLA Deployment Support Teams. The program's features include user friendly tools that assist users to assign personnel to billets using Microsoft Outlook, the ability to quickly manipulate and/or search data, as well as an uncomplicated capacity to view data and email results to other field activities. Additionally, automated reports were incorporated into the program to serve as additional quick-glance tools.

"This program serves all DLA field activities. It gives me great satisfaction to know that I was able to contribute at least one little thing to improve our processes," said Shluharchuk.

"CPI teaches you to find a route cause of the problem, to come up with countermeasures, and to implement them versus "band-aiding" any problem. Such temporary measures often become permanent," said Shluharchuk.

# "Strategically Speaking"

Betty Brock, transportation officer,  
DLA Distribution Barstow, Calif.

## *Warfighter Support Enhancement*

While DLA Distribution Barstow, Calif., is a contractor-operated facility, and the mission of the Continuing Government Activity is to oversee what our contractor does, and everyone puts forth a team effort to assure all the requirements of our servicemen and women are met in a timely fashion. Barstow is known as the "Can Do Depot." As I have been in the same position for over 20 years, many times I am contacted directly by units requesting shipment data on specific material release orders or availability of a piece of equipment or repair part. I am able to provide shipment info and estimated time of arrival for cargo shipped, in addition to providing correct contacts to be able to order the material needed, to provided the ensure materiel is reaching our Warfighters.

## *Customer engagement*

The term "One Team, One Fight" is the operational guidance DLA Distribution Barstow, Calif., operates under. We handle material for all branches of the services. In my job as transportation officer, I am always on the lookout for ways to save transportation dollars in the movement of cargo. As an example, The U.S. Air Force shipped a Transporter Erector from Vandenberg Air Force Base, Calif., to Wallop, Va., for space launch preparation. The large piece of equipment was being driven from Vandenberg AFB to Hill AFB, Utah, for loading via rail to its final destination. I received a call asking if it was possible to load this truck and trailer on rail at our installation to save the transportation costs and time it was taking to move to Utah. I was able to assist the Air Force in changing their shipping procedures to move the vehicle East via DLA Distribution Barstow, Calif.'s site in Yermo. This not only saved time in shipping, but reduced the transportation time frames in moving the equipment to its final destination in a timelier manner.



## *Workforce development*

I work on a daily basis with DLA Distribution Barstow, Calif.'s service contractor in providing transportation-related guidance on the processing of material release orders and any special transportation requirements.

## *Key to success*

The key to DLA Distribution Barstow, Calif.'s success is the understanding that every shipment, from the lowest priority to emergencies, is the most important one to the customer ordering it and ensuring that it is treated that way.

DLA Distribution Barstow, Calif.'s customers around the world should know that the workforce understands that our jobs are to make sure they have everything they need to accomplish their mission with no delays. I, for one, fully understand that the only reason I have a job, which I love, is to support our servicemen and women around the world. I believe that those of us who serve in warm offices and go home in the evenings to our families need to give thanks to the Warfighter, as it is because of them that we are able to do so.

**Betty Brock**  
**Transportation officer,**  
**DLA Distribution Barstow, Calif.**

To read both of this month's complete "Strategically Speaking," be sure to visit DLA Distribution on the web at <http://www.ddc.dla.mil/>.



**WE ARE AMERICA'S  
COMBAT LOGISTICS  
SUPPORT AGENCY.  
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## **COMING IN FUTURE ISSUES**

**DLA Distribution completes BRAC 2005**

**DLA Distribution's support to Navy customers**

