

DDC REVIEW

February 2010

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On the cover: A C-17 Globemaster III aircraft transports U.S. Army soldiers to South Korea. Photo courtesy of Department of Defense.



FROM THE COMMANDER

Highlighted in this edition of the DDC Review, you will see Defense Distribution Center's support to the Pacific Command. DDC's distribution facilities in Guam, Hawaii, Japan and Korea are strategically positioned alongside their military Pacific Command customers and are tasked with providing logistics support to the United States military located in the Pacific theater which equate to approximately one-fifth of the total U.S. military forces.

U.S. Army Pacific has more than 60,000 personnel assigned, including five Stryker brigades. There are more than 2,000 special operations personnel, as well as over 40,000 Department of Defense civilians and contractors in the Pacific Command.

The Marine Corps Forces-Pacific account for two-thirds of the U.S. Marine Corps combat strength and includes two Marine Expeditionary Forces and about 85,000 personnel assigned.

The U.S. Pacific Fleet includes five aircraft carrier strike groups with

approximately 180 ships, 1,500 aircraft and 100,000 personnel.

The U.S. Pacific Air Forces are comprised of approximately 40,000 airmen and more than 300 aircraft, with about 100 additional aircraft deployed to Guam.

Additionally, the U.S. Coast Guard, which supports U.S. military forces in the region, has approximately 27,000 personnel in the Pacific area.

Logistics support to these customers is not a one-size fits all solution. Each area and each service has their own unique requirements. DDC is there to support.

Defense Distribution Depots, Guam, Hawaii, Japan and Korea are actively engaged with these customers and key stakeholders ensuring that the distribution support provided is in concert with mission requirements. Mission requirements change; accordingly, DDC must adjust the way it provides support in order to meet the customers' requirements.



To that end, DDC strategic planners are actively revising and revalidating support plans in the Pacific Command -- reviewing theater operations plans, identifying contingency distribution requirements, and identifying ways to prepare for future mission requirements.

DDC's Pacific distribution depot personnel are actively participating in numerous exercises ensuring that the distribution plans support current and future theater operations plans.

The end result of refining our support will be a more agile and flexible distribution network in the Pacific theater.

DDC REVIEW

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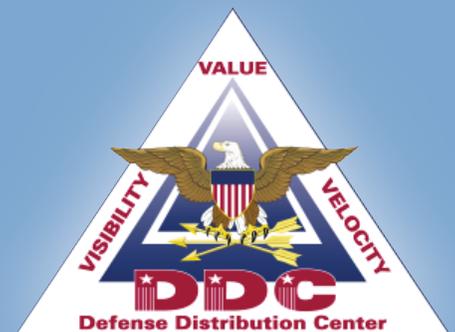
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Phase II analysis of DDC's next-generation distribution network begins

By Stacy L. Umstead, DDC Public Affairs

In 2009, the Defense Distribution Center embarked on a collaboration with SAIC to analyze DDC's distribution network, develop concepts and test model alternatives that will position DDC to meet future global distribution needs.

The overall objective of the analysis is to produce the architecture and a detailed plan of action, to include milestones, creating a next-generation distribution network.

The analysis is being conducted in phases. Phase I of the study was conducted at DDC's Eastern strategic distribution platform, Defense Distribution Depot Susquehanna, Pa. and included visits to DDSP to observe differences between DDSP operations and standard industry practices. SAIC personnel met with key DDSP managers and front-line personnel to better understand and assess the operations of DoD's largest distribution facility.

SAIC reviewed key areas including warehouse management systems, vendor compliance, facility layout, material handling equipment, standardization, inbound operations, crane operations, walk and pick processing, active bulk, chutes consolidation, outbound operations, small parcel area, transportation and general

administration.

During Phase I, SAIC reviewed DDC's technology and infrastructure and provided recommendation for automated solutions. "The recommendations provided by SAIC are currently being reviewed by DDC key staff," said Scott Rosbaugh, director, DDC Planning and Supply Chain Integration Office. "In addition to automated solutions, we will continue to focus on identifying processes as candidates for continuous process improvement. Those processes will be prioritized based on potential benefit and cost savings."

"DDC will also be base lining current workflow and developing a 'to be' construct that focuses on platform efficiencies and innovation," said Rosbaugh.

The scope of Phase II is to leverage Phase I DDSP study findings and recommendations, develop follow-on distribution network optimization for DDSP, as well as other DDC distribution

centers, and develop a strategic action plan.

"Phase II will look at our current baseline physical facilities, stocking strategy, vendor management, warehouse process management, transportation strategy and external influencers," said Rosbaugh.

DDC's role in the supply chain has evolved. "The direction DDC is taking focuses on the distribution needs of our customers of the future. Implementing refinements to our strategic network and adopting improved business practices and technologies will be major drivers to DDC's success," said Rosbaugh.

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DDMA completes second year in Lean with implementation of DDC System

By Ken Hodge, Lean Champion

Recently, Defense Distribution Mapping Activity leadership met for its second annual review since implementing the DDC System, known as “Lean,” in 2009. During the review, many improvements associated with the implementation of the system were discussed, as well as plans for enhancement in 2010.

Multiple accomplishments from throughout the past year were highlighted including the expansion of small batch processing throughout the warehouse areas, to include the annual “Big Bang,” which resulted in approximately 35,000 high priority requisitions processed in one day. Additionally, the Lean projects resulted in a 70% improvement in selection lines per hour over previous improvements in 2008.

Other accomplishments included a shipping package carryover rate that was reduced by 67%, and a reallocation of 20% of the workforce into projects and training in 2009. DDMA commander United States Navy Supply Corps Capt. John Palmer said, “The second year of the DDC System allowed us to improve upon our first year’s gains in outbound processes, standardize and establish foundations for our inbound processes, and break ground on data collection for classified processes.”

One of the stronger DDC System projects for Lean at DDMA was a

Continuous Improvement event to redesign the highest traffic area of DDMA—the receiving, packing and shipping hub. A cross-functional team worked through the seven-step problem solving process to develop a streamlined layout of the warehouse bay. “The new hub layout will permit an increase of 200 locations for fast movers in our main processing bay where we are 70 percent more efficient than when we pull material from other storage bays. We will also have better traffic flow,” said Palmer.

DDMA set some ambitious goals for DDC System implementation in 2010, including the completion of Phases I through III in the Classified Processing Center and Inbound Value Streams, completing Phase I for the Support Value Stream, and the implementation of the redesigned DDMA hub. DDMA also set goals to complete Foundation and Continuous Improvement Events internally, and improve layered check act boards, performance reports, progress

centers, and workforce allocation tools.

DDMA will begin managing continuous improvement requirements and develop an annual plan for 2011. Captain Palmer remarked that DDMA’s focus on continuous improvement and whole team involvement should make for a very productive year for Lean.

DDMA is one of DDC’s 25 depots and is DLA’s worldwide wholesale and retail distributor for geospatial products. DDMA is networked with nine retail Map Support Offices serving United States Armed Forces, allies, and civilian agencies in seven countries. DDMA and its nine MSOs typically execute one million transactions per year with a worldwide workforce of only 155 civilian and military personnel. DDMA is headquartered in Richmond, Va., and is collocated with Mapping Customer Operations, Defense Supply Center Richmond, Va.’s item managers for geospatial products.



DDMA team uses its Lean skills during “Big Bang” — a 35,000 Materiel Release Order custom distribution for National Geospatial Intelligence Agency. Through Big Bang, NGA no longer requires a commercial contractor to perform its annual distribution, saving over \$250,000.



DDSP processes shelters destined for Afghan security forces

By Jessica Roman, DDC Public Affairs, and Sherre Mitten-Bell, DDSP Public Affairs

American troops are not the only customers of the Defense Distribution Center – it's also important to keep our allies well positioned. To reach this goal, DDC handles foreign military sales. Currently, Afghanistan troops have no shelter while in the field, and the Defense Distribution Depot Susquehanna, Pa., is providing support by shipping shelter systems to security forces through the United States Army Security Assistance Command.

These specialized shelter systems are designed for use in extreme environments, and include the fabric-building system and

environmental control units.

The United States Army provides new products and support materiel to its units by requisitioning material to be shipped to a DLA distribution center Unit Material Fielding Point, or UMFP, for consolidation into unit level packages. These packages are then shipped to a staging site or



“Dusty” Howe, DDSP distribution facilities specialist, shows United States Army Col. David Dornblaser, security assistance officer, United States Army Security Assistance Command, air pallets built and staged for shipping from the DDSP Unit Material Fielding Point operation.

receiving unit. DDSP manages one of DLA's UMFP operations.

DDSP is organizing information, taking receipt of items, building air pallets containing all of the shelter system parts, and then shipping them to Dover Air Force Base. The pallets are destined for a special assignment airlift mission, where they will be shipped to Afghanistan.

The shelters are one example of the type of material UMFP processes for Army Foreign Military Sales at DDSP. In fiscal year 2009, the operation built more than 500 Army air line-of-communication air pallets and filled over 300 surface (sea) containers for Afghanistan security forces. Items packed in customized part kits and humanitarian aid supplies are also received, stored and processed for shipping through DDSP operations.



United States Army Col. David Dornblaser, security assistance officer, United States Army Security Assistance Command, and Ed Visker, DDSP deputy commander, tour the Unit Material Fielding Point storage area.

Distribution Operations Reserve Component – Norfolk brings logistics experience to DLA mission

By Jose Abreu and Barb Eberly, DDC J-9

Recently, the Defense Distribution Center welcomed aboard United States Navy reserve personnel formerly with the Fleet and Industrial Supply Center, Norfolk, Va., or FISC-N. The transfer of reserve personnel was conducted as part of the transfer of function for continuity of Ocean Terminal services to Defense Distribution Depot Norfolk, Va.

This functional transfer included two officer and 24 enlisted billets. These billets were validated as integral to the Ocean Terminal capability during the 2003-2004 Chief of Naval Operations Zero-Based Review of Navy Reserve billets. The newly-created DLA Distribution Operations Team's enlisted personnel are primarily storekeepers and the officers are members of the Supply Corps.

Recently, United States Navy Rear Adm. Raymond P. English, DLA J-9 director, and Susan Alpaugh, DDC J-9 director visited DDNV to welcome the unit.

"DDC offers a robust and effective training program for its reserve force which will enable these sailors to quickly learn DLA and DDC's mission and key operational processes," said Alpaugh. "The unit will continue to provide valuable operational support to DDNV and train towards DLA mobilization requirements."



Susan Alpaugh, DDC J-9 director, welcomes the new DLA DOT-Norfolk personnel to DDC.

DLA Distribution Operations Teams, or DOTs, are located at key distribution sites and report to the DDC commander. DOTs are a component of the DLA Support Team, or DST, which provides teams of DLA liaison officers and functional experts under the command of a DST commander. DOTs can be rapidly deployed to provide support to a Combatant Commander, Joint Task Force, Service Component, or a Subordinate Unified Command during regional conflicts, contingency operations, mobilization, emergencies, flexible deterrent options, exercises, operational logistics support, or other situations.

"By bringing aboard this unit, DDC has an increased capability in support of our Warfighters' needs," said Deneen Diggs, chief, Military Manpower and Logistics, DDC J-9. "All DDC reserve billets are tied to contingency operations which enable DLA to deliver responsive logistics support to the Warfighter."

With this transfer, DDC now has five United States Navy DLA-DOT units comprised of 142 enlisted personnel and 14 officers. They can be utilized by mobilizing individuals, the entire unit, or all five units together, dependent upon mission requirements.



DDWG celebrates new hydrogen fuel cell powered operations

By Jessica Roman, DDC Public Affairs

Recently, Defense Distribution Depot Warner Robins, Ga. celebrated the official opening of its hydrogen fuel cell technology program. DDWG is the second in a series of four pilot projects to create early market opportunities for cutting-edge hydrogen and fuel cell technologies.

The Department of Energy, Defense Logistics Agency Research and Development, and the Defense Distribution Center have partnered to deploy this new technology. “We are investing to promote the development of fuel cell technologies for military and commercial applications to demonstrate the business case for fuel cell applications within the Department of Defense operations, and to move towards fully renewable energy solutions that reduce fossil fuel dependence,” said Leo Plonsky, DLA R&D program manager for hydrogen and fuel cell technologies.

Hydrogen is the fuel of choice for most fuel cell applications. It is poised to be the cleanest supply of energy, as it can be generated from a range of renewable sources and emits predominantly water vapor when converted to energy.

Fuel cells function like a battery; with external fuel (hydrogen) being supplied rather than the use of stored electricity. “Not only does this technology reduce DLA’s dependence on imported oil, it reduces greenhouse gas emissions



A ribbon cutting ceremony opened the DDWG hydrogen fuel cell program. Pictured are (left to right): Leo Plonsky, program manager, DLA Hydrogen and Fuel Cells Research and Development Program; Donna Davis, chief, DLA Research and Development; Beth Moore, chief, DDWG Support Services Group; Debra McBeath, DDWG deputy director; Robert King, DDWG director; United States Marine Corps Brig. Gen. Peter Talleri, DDC commander, Richard Farmer, acting program manager, Fuel Cell Technologies Program, Department of Energy; Otis Hicks, director, 78th Civil Engineering Group, Robins Air Force Base; United States Air Force Maj. Gen. Polly Peyer, commander, Warner Robins Air Logistics Center; Kyle Werner, division manager, Power and Circuit Board Technology, NSWC Crane; Ken Burt, team leader, Alternative Energy, NSWC Crane; and Ed Sheehan, president and CEO, CTC.

that can contribute to climate change,” said Plonsky.

The DDWG pilot includes 20 fuel cell-powered forklifts, an outdoor hydrogen production, storage, and dispensing system, and mobile refuelers to distribute hydrogen to the forklifts at five different warehouse locations.

“Most people are aware of DLA’s more traditional combat support role and our Agency’s global efforts, but DLA’s new leadership role in the alternative fuels arena will prove invaluable in enhancing the

tools the Agency needs to support our customers now and in the future,” said United States Marine Corps Brig. Gen. Peter Talleri, DDC commander. “Programs like hydrogen and fuel cell technologies offer potential solutions to energy challenges related to battlefield logistics, energy security and environmental sustainability.”

In February 2009, DDC’s first hydrogen fuel cell project opened at DoD’s largest distribution center, Defense Distribution Depot Susquehanna, Pa. To date, DDSP, in over 50,000 hours of

operation, has had over 12,000 fills and 10,000 kilograms of hydrogen dispensed. Defense Distribution Depot San Joaquin, Calif., will soon begin its pilot program with 20 forklifts and electrolysis for hydrogen. DDJC will also investigate the technical issues and business case for using solar energy instead of natural gas to produce hydrogen. The infrastructure will create hydrogen on site, using solar power to electrolyze water.

“DLA’s Research and Development program efforts are poised to make a tremendous difference in the future of the Agency and the Department of Defense,” said Talleri. “How we invest our limited resources today can literally help change the world.”



A Defense Distribution Depot Warner Robins, Ga., employee displays a new hydrogen powered forklift.

Members of DDC and DDWG’s hydrogen fuel cell team simulate the refilling of a hydrogen mobile refueler. Pictured are (left to right): United States Marine Corps Brig. Gen. Peter Talleri, DDC commander; Robert King, DDWG director; Debra McBeath, DDWG deputy director; and Beth Moore, DDWG chief, Support Services Group.



FEATURE SECTION:

DDC'S SUPPORT TO PACOM

DDC's support to PACOM – modifying and adapting to meet future distribution needs

Stacy L. Umstead, DDC Public Affairs

In today's volatile environment, preparing to meet the customer's storage and distribution needs can be very challenging. At the Defense Distribution Center, strategic planning officers are continuously preparing and positioning DDC for the future. DDC's latest initiative takes a hard look at how the Defense Logistics Agency's lead center for distribution is supporting the customers of the Pacific command's Korean peninsula.

Partnering with the United States Forces Korea, DDC is working with key customers on the Korean peninsula to move out on a plan to revalidate and revise support plans for the Korean Theater of Operations.

Through a series of face-to-face meetings, stakeholders presented their contingency support requirements to DDC commanding general, United States Marine

Corps Brig. Gen. Peter Talleri and his team of strategic planners. "DDC's goal is to ensure full integration of DDC distribution points into the customers' operations plans and DLA's support plans," said Talleri.

The key objectives were to first orient DDC on Korean operation plans and theater operations, secondly, identify the contingency distribution requirements within the OPLANS and third, identify any seams or gaps in the existing plans and develop mitigation actions.

"We identified unique issues such as operational limitations on the peninsula, planned contingency planning/execution leadership transition from US-led operations to Korean-led operations within the area of responsibility and the significant role of non-combatant evacuation operations," said United States Air Force Maj. Todd Dyer.

With a list of objectives identified, the DDC team conducted a mission analysis and is currently developing a revised distribution support plan. "The revised plan includes a series of exercises be conducted to validate DDC's new way forward," said Dyer. "The end-state is an institutional framework for distribution support plans and contingency concept of operations in support of adaptive planning tenets."

"The Korean peninsula is just the beginning," said Dyer. "DDC will continue reviewing the way we do business throughout the entire Pacific region and will be expanding our review of distribution support throughout the rest of the combatant commands."

DDC will soon begin revalidating and revising support plans for the European and African combatant commands.





DDGM prepares for Marine forces relocation to the island

The island of Guam will welcome 8,000 additional United States Marine Corps forces and their 9,000 dependants in a relocation plan moving them from Okinawa, Japan to Guam by 2014. The plan for repositioning forces will allow for an almost 50% reduction of forces in Okinawa, Japan, and will help to strengthen U.S. position in Asia while retaining vital assets and capabilities in the region.

Logistics support from the Defense Distribution Depot Guam will be a key part of the relocation to Guam.

United States Marine Corps Brig. Gen. John J. Broadmeadow, deputy commander, U.S. Marine Corps Forces Pacific recently visited DDGM to discuss buildup activities in support of the relocation. DDGM highlighted the depot's storage and logistics capabilities, including materiel support, covered and uncovered storage capabilities, transshipment services and the prepositioning of humanitarian assistance and disaster relief.

"The Marine units slated to move to Guam currently receive support from Defense Distribution Depot



Yokosuka, Japan - Okinawa Detachment," said United States Marine Corps Lt. Col. Ly T. Fecteau, DDGM commander. "DDGM is poised to deliver the same outstanding level of service and support."

To further DDC's engagement with the Marine Corps, Fecteau and Forrest Patenaude, DDGM deputy commander, recently visited the Marine units currently stationed in Okinawa, Japan. Fecteau and Patenaude briefed the Marines on DDGM's support capabilities, and how the Marines can best leverage these capabilities in support of their mission requirements. Armed with this information, the Marines will now be able to chart their materiel and distribution concept of operations while structuring the move to Guam.

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Mapping Support Office Japan PROVES a small team can handle customer support to PACOM

By Ernesto Reyes, MSO Japan, and Emily Blubaugh, DDC Public Affairs

As one of the Defense Distribution Mapping Activity's nine retail Map Support Offices throughout seven countries, MSO Japan serves as the critical element in the timely distribution of geospatial information and services to Warfighters and other customers throughout the Pacific Command. With a limited staff, Ernesto Reyes, alongside United States Navy Logistics Specialist 1st Class Jose Gutierrez and Quarter Master 2 Dewhyte McPherson, demonstrate the teamwork and dedication crucial in efficiently providing geospatial-intelligence product requirements and Warfighter Support within the Area of Responsibility, reducing customer transportation costs and delivery times. Additionally, the team plays a vital role in humanitarian assistance operations, and training customers on the control and maintenance of their map product requirements through automated processes.

Located at Naval Air Facility Atsugi, Japan, MSO Japan is centrally located to support units in Atsugi, Camp Zama, Yokota Air Base, Yokosuka Naval Station, and Misawa Air Base on mainland Japan, as well as Kadena Air Base and Marine Units in Okinawa, Japan. MSO Japan also supports Air Force and Navy commands in Guam.

With a workload consisting of over 16,000 receipts and issues in Fiscal Year 2009, the MSO Japan team

tirelessly strives to accomplish the PROVES method implemented by DLA, which sets the standard for success and efficiency. The PROVES method consists of six critical tasks and areas of focus: Prevent unauthorized release of materiel; Recheck documents and material; 0 defects; Verify everything; Execute flawlessly; and Supervise. The concept ensures that MSO Japan's processes are focused on getting the right product, to the right place, in the right time to support operations in PACOM.

MSO-Japan also aggressively provides over-the-counter support to customers, specifically through the establishment of customer ordering accounts and by providing product research and customer training. Through informal outreach training, which allows customers to monitor the control and maintenance of their map product requirements through automated processes, customers are able to understand ordering procedures and valuable information in regards to the services and products that are available to fill their requirements. Through this initiative, the customer receives the latest and updated product each time a new edition is published and distributed.

Another critical area of support provided by MSO-Japan is humanitarian assistance. Within the vast operating areas under the Pacific Command, the team has executed practical solutions



At Mapping Support Office Japan, one of the Defense Distribution Mapping Activity's nine retail MSOs throughout seven countries, an employee pulls geospatial-intelligence materials, which will be distributed to support customers in the Pacific Command.

to disaster relief through timely responses and services for Navy, Marine Corps, Coast Guard and Army customers. In the wake of recent calamities in the region, MSO-Japan supported military and Coast Guard units across the Pacific with geospatial-intelligence materials in their effort of humanitarian assistance operations in the typhoon and flooding disasters in the Philippines and the latest earthquake in Indonesia. With a record of over 200 line items and a sum of nearly 1,000 products comprising of Hydrographic, Topographic, and Aeronautical charts, MSO-Japan provided timely processing and delivery of these essential products.

“Undeniably, team MSO-Japan has been a crucial contributor to the overall readiness of PACOM, consistently putting forward a remarkable and consistent service through the process and distribution geospatial information and services to its customers,” said DDMA commander United States Navy Supply Corps Capt. John Palmer.



Defense Distribution Depot Yokosuka and the workforce behind the scenes

By Jonathan Lontoc, DDYJ

Celebrating more than 10 years as a distribution depot in the Far East, Defense Distribution Depot Yokosuka, Japan, has played a major role in the sustainment of military operations for forward deployed military forces since the start of the millennium.

As one of six depots that operate outside the United States, it stands as the largest Outside the Continental United States depot in the Defense Logistics Agency. DDYJ is primarily located on the U.S. Naval Base in Yokosuka, Japan, just 43 miles south of Tokyo. Its command office and largest operations are located in Yokosuka and it also manages supply functions in Sasebo, Yokohama, and the island of Okinawa, all with over 1.2 million square feet of storage space.

DDYJ Yokosuka supports the forward deployed Naval forces in the Western Pacific including the nuclear-powered aircraft carrier USS George Washington and 17 other ships of the Seventh Fleet. Other customers include the Ship Repair Facility and Japan Regional Maintenance Center Yokosuka, the Navy's largest ship repair facility in the Western Pacific. Approximately 85 percent of all requisitions are issued to U.S. Navy establishments.

Yokosuka's services include storage, handling, and transportation of DLA wholesale items, Navy retail material,

General Services Administration, hazardous material, ship store items such as candies and beverages, and repairable parts for the Navy's ships and aviation communities. Warehouses at Yokohama North Dock store many of the depot's bulk items.

DDYJ's detachment on the U.S. Naval Base in Sasebo is situated 600 miles to the South West of Yokosuka on the southern island of Kyushu. The detachment services the Naval amphibious forward deployed ships which include the USS Essex.

Located over 1000 miles further down the island chain, in the Southwestern-most part of Japan, is DDYJ detachment Okinawa, which began operations in May 2008. Okinawa provides support to combatant commands, military services, and other agencies located on the island. Top customers include the Marine Aviation Logistics Squadron 36, the Third Marine Logistics Group, and the Air Force's 18th Logistics Readiness Squadron with 50 percent of the total requisitions going to the U.S. Marines and another 24 percent to the U.S. Air Force.

A major part of DDYJ's success is due to its mixture of military, U.S. Civil Service, and Japanese National workforce. The commitment and strong work ethic that the Japanese are known for is a key factor in accomplishing the depot's mission and constitutes the long term continuity and "backbone" of the organization.

Since its inception, DDYJ's support to forward deployed forces has grown in the Far East. Supply support has expanded due to the recent arrival of the USS George Washington. Plans have also been made for DDYJ to launch a Theater Consolidation and Shipping Point. The TSCP will provide consolidation and segregation of shipments from various sources and prepare them for shipment directly to customers. Lastly, the creation of DDYJ's detachment in Okinawa, one of the most important accomplishments of 2008, has enabled tremendous growth in material distribution service to support U.S. combatant commands, military services, and other agencies located on the island and worldwide.

Some unique functions of DDYJ include the Emergency Supply Operations Center, or ESOC. ESOC works closely with its supply chain partners in the area of operations which include the Navy's Fleet Industrial Support Center, Defense Supply Center Philadelphia, Yokota Air Base, the 836th Transportation Battalion, Defense Reutilization and Marketing Service and others. Operating 24 hours a day, seven days a week, ESOC will track, monitor, and expedite urgent requisitions for contingency operations and vital readiness requirements of its customers.

In an effort to ease supply operations aboard naval vessels, the Material Processing Center was created to provide customized material processing for ships and

a, Japan: a look at the mission, its successes



Employees at the Defense Distribution Depot Yokosuka, Japan. Photo by DDYJ.

military units stationed in or visiting the area. “MPC personnel understand how important it is to have a capable and ready fighting Force,” says United States Navy Lt. Juan Espiritusantu, who manages the military personnel at DDYJ. “We’ll do everything we can to make sure the material reaches the Warfighter as soon as possible.” MPC’s operations minimize material handling, saving time and money.

Another of the depot’s unique functions reflects recent global concerns over the spread of the H1N1 virus. Since the outbreak of the virus, DDYJ has been involved in storing and distributing the much needed vaccine. Strict handling and temperature control measures have provided customers with the assurance that the medical

supplies they receive from the depot are effectively managed and safe to use. DDYJ stands ready to provide support as the main distributor of over 1 million doses of H1N1 vaccine and other medical supplies for the 5th fleet in the Persian Gulf, the Arabian Sea, and the 7th fleet in the Western Pacific.

On a lighter side, DDYJ employees seek out opportunities to connect with the community both on and off base. They actively participate in festive events from the traditional end of year rice or “mochi” pounding celebration to the annual Friendship Festival which draws thousands of visitors each year. According to DDYJ employee Kazuki Hayakawa, who coordinates many of the neighborhood events that the depot participates in, “The people

really like it. They like to come and experience different cultures and that’s why they come.” The depot’s involvement with the community has served to promote good will and friendship to the local inhabitants.

International cooperation between the U.S. and Japan’s military forces has been vital to the safety of the waters around Japan. For this reason, DDYJ contributes greatly by providing logistics training through briefs and tours of depot operations to their logistics counterparts from the Japanese Self Defense Forces and other logistics organizations.

DDYJ continues to support the Warfighter abroad through partnerships with the military services, federal agencies, and the nation’s allies and will continue to do so well into the future.



DDC's Hawaii distribution center implementing roadmap for way ahead

By Stacy L. Umstead and Emily Blubaugh, DDC Public Affairs

The Island of Oahu is home to Army, Marine Corps, Navy and Air Force assets and personnel. Providing physical distribution and logistics support is the Defense Logistics Agency's Defense Distribution Depot Pearl Harbor, Hawaii. At DDPH, senior leaders are implementing the roadmap set forth in United States Navy Cmdr. Scott Smith's Commander's Guidance which aligned with DLA's principle strategic focus areas of Warfighter Support Enhancements, Stewardship Excellence, and Workforce Development, is set to meet 10 key goals in 2010:

- *Sustain and improve best value support to all operational commitments;*
- *Enhance partnerships with service components and supply chain partners;*
- *Implement proactive preparation, planning and execution actions to support known and emergent requirements;*
- *Refine capabilities and performance metrics;*
- *Improve distribution services using continuing process improvement;*
- *Sustain and improve inventory accuracy levels through effective material distribution management techniques and storage practices;*
- *Identify cost reduction opportunities;*
- *Develop and implement initiatives to address and improve climate culture survey results;*
- *Maintain a trained and ready organization by closing critical skill gaps through effective training opportunities;*
- *Enhance DDPH recognition programs to effectively recognize outstanding performers.*

"DDC is currently evaluating how distribution support is being provided in the Pacific theater. At DDPH, we are supporting those efforts by reevaluating how we do business for island customers and those transiting the Pacific," said Smith. This effort is outlined in the initiatives portion of DDPH's 2010 Guidance and includes 11 key areas.

The DDPH initiatives cross all areas of management and distribution operations. "DDPH is looking at every aspect of what we do, how we do it and with what resources, and we're ensuring that employees are part of that process," said Smith.

DDPH is refining performance metrics to align performance with mission priorities. "We've developed an analysis tool for first line supervisors that is a daily snapshot of our performance metrics and provides a means to quickly identify and analyze anomalies as they occur," said Smith.

This analysis tool is already proving successful at DDPH. "New procurement receipt induction has improved tremendously," said Smith. "Processing times previously averaged 2.9 days are now at less than one day."

Additionally, DDPH analyzed and implemented workload adjustments in the small parcel operation. "Through our analysis, Materiel Release Order processing times have improved from 4.7 days to 1.4 days."

According to Smith, DDPH has redirected changes to the MRO cycle drops and streamlined the internal materiel movement process, "High priority MRO's are now being processed within one day vs. two," said Smith.

To further enhance support to the

Pacific, DDPH and the Defense Reutilization and Marketing Office located at Barbers Point, Hawaii will consolidate by the end of this fiscal year. "DDPH will reduce its footprint, maximize the opportunity to synchronize, reduce and eliminate redundant functions as the two organizations move into the same fenceline," said Smith. "This DLA enterprise partnership will be the beginning of modeling efforts around the globe where applicable."

DDPH has also implemented a Continuous Process Improvement Team Council to create a common approach to encourage and empower innovative thinking throughout the organization, "We empowered the workforce to create change at DDPH. This change has led the workforce to research and implement process improvement ideas within the depot," said Smith.

Another huge success at DDPH has been the Level 1 Green Belt Lean/Six Sigma training for supervisors, work leaders and selected subject matter experts across DDPH. "This training lays the foundation to allow our workforce to proactively identify and implement improvements in their work areas and provide ultimate support to the Warfighter," continued Smith.

"Reevaluating an organization from ground up gives us the opportunity for improvement in all areas," said Smith. Since DDPH's inception to the DDC network in Spring 1999, DDPH has processed over 3.5 million transactions in support of Pacific customers. "The numbers are astounding," said Smith. "However, doing business status quo is not effective for future mission requirements. Distribution is evolving and DDPH must evolve in order to remain relevant to the supply chain of the Pacific."

MSO Korea focuses on customer retention, training

By Emily Blubaugh, DDC Public Affairs

As one of three Mapping Support Offices within the Pacific Command Area of Responsibility, Defense Distribution Depot Mapping Activity's MSO Korea is positioned to effectively and efficiently provide Warfighter Support to PACOM through reduced transportation costs and delivery to customers, and, most notably, its outstanding customer training program.

MSO Korea utilizes an aggressive marketing and advertising campaign to reach low demand customers and gain new customers in the PACOM AOR. This enables continual growth of MSO Korea's customer base, while providing geospatial support to existing customers throughout Korea. With a staff of only four, MSO-Korea directly supports two of DDMA's top five customers.

One major element of support provided is comprehensive customer training, with employees instructing customers how to more clearly define their mission and geospatial information requirements prior to placing orders, which ultimately speeds up the entire process from the time a customer orders a product to receipt of product.

MSO Korea's customer

training on the Defense Logistics Agency map catalog and map operations is facilitated through a partnership with Defense Logistics Information Service, providing participating customers with two comprehensive briefings, a question and answer session, and a prototype map order build - all free of charge.

Customers are also taught how to research and order paper and digital maps anywhere in the world using the DLA map catalog, as well as finding maps by country, product type, geographic coordinates, routes, oceans and seas and Command AORs. Other topics that are covered include building a map order from a list of National Stock Numbers and customizing the catalog, as well as instructions

on how to establish and maintain customer map accounts.

Customer retention and recruitment through training on MSO Korea's processes is a major focus for the team. Not only does it assist customers in attaining the knowledge necessary to take charge of their own requisitions, but assists in streamlining MSO Korea's distribution operations by ensuring orders are accurate.

"By engaging with customers through training opportunities, MSO Korea has a great opportunity to ensure that DDC's goals, processes and performance are synchronized with the needs of our Warfighting customers," said DDMA commander United States Navy Capt. John Palmer.



Mapping Support Office Korea employee Cho Chong Min pulls maps to distribute to customers. The customer training that MSO Korea provides enables a more efficient ordering process, allowing for expedited distribution. Photo by United States Army Sgt. 1st Class Stuart Fenton.



Former Memphis Depot Restoration Advisory Board commemorates adjournment

Members of the former Memphis Depot Restoration Advisory Board, or RAB, commemorated their recent milestone of RAB adjournment in a recent ceremony in Memphis. The RAB voted to adjourn itself during their last meeting on October 29, 2009. During the ceremony hosted by Defense Logistics Agency, nearly a dozen RAB members received the Commander's Coin from the Defense Distribution Center for their commitment to the project and community – some for the full 15 years of the RAB's existence.

"I want to not only thank you for fulfilling your role on the RAB, but, more importantly, I ask all here tonight to join me in commemorating your critical role in revitalizing your community," said Mike Dobbs, chief of Environmental Safety and Occupational Health for DDC and RAB co-chair.

The former Memphis Depot RAB members voted to adjourn from their responsibilities after determining that the final cleanup activities at the Depot are successfully underway, clearing the way for the final transfer of remaining property for productive community reuse.

"We congratulate and thank you for accomplishing something that few people in this country can claim," said Turpin Ballard of the U.S. Environmental Protection Agency, or USEPA. "You have successfully completed one mission of public involvement in the environmental

restoration of the former Memphis Depot. Hopefully, other RABs around the U.S. will one day be able to match your accomplishment."

Jamie Woods of the Tennessee Department of Environment and Conservation, or TDEC, and Tom Holmes, the chief engineer for HDR|e2M, the environmental cleanup contractor, also acknowledged the accomplishments of the RAB members. The Base Realignment and Closure Cleanup Team, consisting of representatives from DLA, USEPA Region VI, and TDEC, conferred Certificates of Appreciation on the former RAB members.

Tennessee Senator Lamar Alexander sent his appreciation to the former RAB members through a personal letter, noting that "Revitalizing this area of Memphis could not have happened without your help."

Since 1994, the RAB monitored cleanup activities and provided feedback to DLA as it oversaw the environmental restoration of the

641-acre former World War II depot. The last two Findings of Suitability Transfer approvals will make the remaining 219 acres available for community reuse this year.

The Memphis Depot Redevelopment Corporation, which develops the land, has already placed some 30 companies on the property. The companies range from distribution and manufacturing, to service-oriented companies. The redevelopment corporation estimates that when all of the land is developed, the businesses will provide a total of about 3,600 jobs.

In June 2009, the Under Secretary for Defense for Acquisition, Technology and Logistics, John J. Young, Jr., awarded the restoration program at the former Memphis depot the 2009 Environmental Restoration award for outstanding work by an installation in Department of Defense environmental programs.



Former Memphis Depot Restoration Advisory Board

NAVSUP future leaders benchmark with DDC customer engagement

By Jessica Roman, DDC Public Affairs

The Defense Distribution Center recently hosted a group of Naval Supply Systems Command, or NAVSUP, Corporate Management Development Program, or CMDP, students. The students visited DDC for a benchmarking session with the Customer and Supplier Engagement division.

The students were focusing on customer service and satisfaction as part of their core qualifications, which emphasizes the ability to meet organizational goals and customer expectations. Inherent to this Executive Core Qualification is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

Sherry Amrhein, general supply specialist, briefed the students on how the Customer and Supplier Engagement directorate provides exceptional customer service. A 2010 DDC commander priority, Customer and Supplier Engagement responds to critical supply chain distribution issues to ensure timely delivery of materiel and coordinates logistics solutions to support Warfighter, non-DoD requirements and new business.

“We interface directly with DLA supply chain owners to expedite inbound and outbound movement of materiel, develop reports that track materiel in-transit, and function as the project manager on critical shipments, working



Sherry Amrhein, general supply specialist, discusses the Customer and Supplier Engagement division’s role in providing outstanding customer service to the NAVSUP CMDP class.

with multiple organizations for the shipment of bills of materiel,” said Amrhein.

When a new business requirement is processed, Customer and Supplier Engagement is ready to meet the challenge. The directorate validates the requirements, identifies DDC capabilities, and develops a proposal to meet the demand.

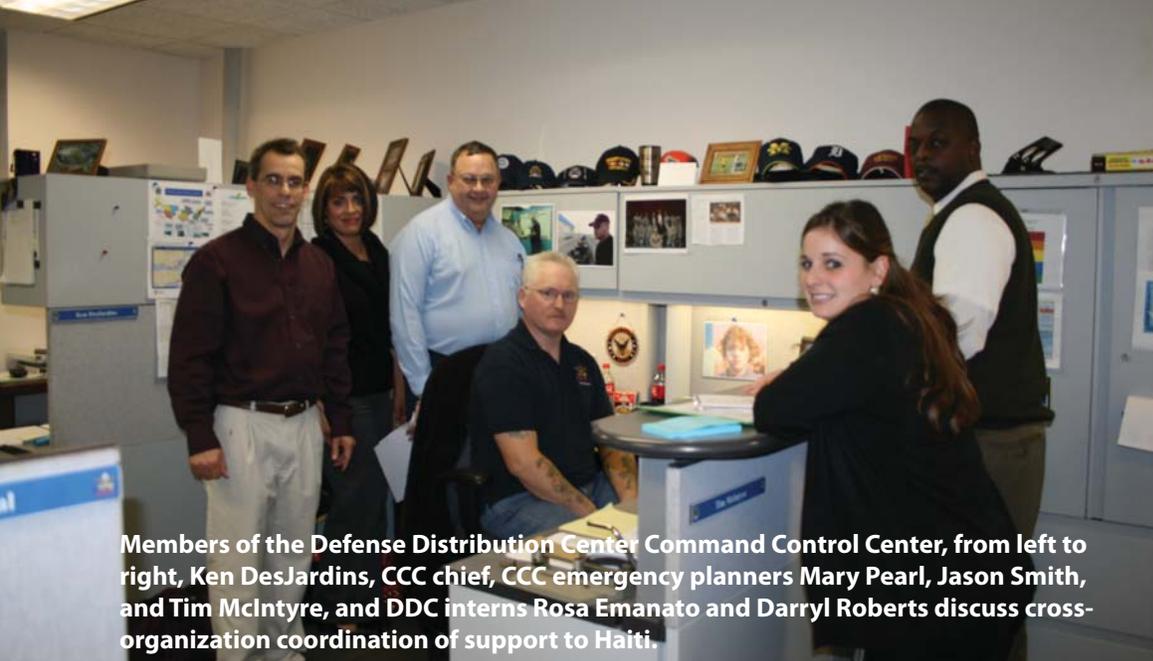
“We even developed a plan to meet a customer need to test new food items,” said Amrhein. “We provided the storage at our Albany, Georgia, depot for barbecue chicken sandwiches which went to the Warfighter!”

Customer and Supplier Engagement also listens to customer needs through total package fielding, or TPF. TPF provides tailored support for items that need to be shipped in multiple configurations. DDC stores a large range of items, directed by the

customer, who then sends DDC a shipping directive. DDC provides a tailored shipment of the items requested by the customer sent to a location of the customer’s choice. One size does not fit all!

Additional groups with CMDP benchmarked customer service at other locations. Each team then shared results with their classmates in an overview session to promote cross-learning and development.

The goal of the CMDP is to develop employees into leaders who will enable NAVSUP to continue operation as a high performing organization that delivers combat capability through logistics. NAVSUP’s primary mission is to provide U.S. Naval forces with quality supplies and services. NAVSUP oversees logistics programs in the areas of supply operations, conventional ordnance, contracting, resale, fuel, transportation, and security assistance.



Members of the Defense Distribution Center Command Control Center, from left to right, Ken DesJardins, CCC chief, CCC emergency planners Mary Pearl, Jason Smith, and Tim McIntyre, and DDC interns Rosa Emanato and Darryl Roberts discuss cross-organization coordination of support to Haiti.



Dennis Williams of DDC's Cold Storage Division ensures precision.



Defense Distribution Depot Susquehanna, Pa., employee Dave Palmer is checking a storage location holding thousands of boxed G12 parachutes destined perhaps for the 82nd Airborne.

AROUND THE COUNTRY SUPPORTING HAITI



A loaded carrier prepares to depart Defense Distribution Depot Tobyhanna, Pa., for Ft. Bragg, hauling power plants destined for Haiti.



A Defense Distribution Depot Albany, N.Y., shipment bound for Jacksonville, Fla., to be for food and supplies to eat will support relief efforts.



Large Operation loads MREs destined for Haiti with



Unitized Group Rations, or UGRs, are assembled and packaged at DDJC. This fully contained meal is a sample dinner module designed to feed 50 people.

UND THE DDC: PORT TO LAITI



Defense Reutilization and Marketing Service representative at DDPW, Fabian Kahiamoe, helps to process and ship blankets to support the relief efforts in Haiti.



Ga., employee loads two pallets of meals onto a truck forwarded to Haiti, where the entire order of meals-ready-



Defense Distribution Depot Mapping Activity has issued map/chart products to United States troops supporting Haiti earthquake relief efforts.



Just-In-Time management techniques – a DDC culture update

The Defense Logistics Agency culture survey provides the organization with the opportunity to identify areas for improvement based on the insights of employees across the organization. Many of the local action plans developed throughout Defense Distribution Center include efforts to improve the relationship between employees and management. Some particular focus areas in the action plans include improving communication, building trust, or increasing the involvement of employees.

“No matter what aspect of management is the focus of attention, management principles should always be the guide for the improvement efforts. Principles should be at the foundation of how we implement our improvement efforts,” said John Destalo, culture champion and member of the DDC organizational development team.

One management principle that can help the implementation of all these efforts is “Just-In-Time.” This is a foundational principle of Lean Techniques and is more commonly applied in a physical setting, such as moving parts through the organization to the customer. It is usually defined as getting the right part, to the right person, in the right quantity, in the right time and place and at the right cost.

“Just-In-Time” can be also be applied to management activities such as identifying and solving problems, recognizing employee achievements, or coaching employees on critical skills. “Just-In-Time” is as critical a principle for managing employees as it is for providing parts to customers. “The closer in person, place, and time that management activities occur the more valuable they will be for the organization and the individuals involved,” said Destalo. “The further away from an actual event that a manager provides feedback to an employee the less value that can be generated from that experience. This is especially true for problem solving as it is more difficult to identify and resolve root causes the further they are from the time and place of occurrence.”

So, specifically how do we apply the principle of “Just-In-Time” to how we manage employees?

Two organizations within DDC Headquarters have given examples for how to do just that. They have either developed or expanded efforts that demonstrate “Just-In-Time” techniques in their organizations through their efforts to improve their culture.

One organization identified a need to improve how employees are recognized for superior performance. The plan they designed and implemented embraces the need to provide immediate feedback (close in person, place, and time) for the employee’s superior efforts. Rather than wait until weekly or monthly meetings occur (which is more common), when there could be significant time between the event and the reward, they hold quick (one minute) meetings, where they gather the employees and recognize an individual for superior performance on-the-spot.

Another organization expanded a program that also facilitates just-in-time employee recognition. The Peer-to-Peer Award program was developed to give employees the opportunity to reward those who have provided exceptional support to them. It is recognition by management that there are efforts that occur on a day-to-day basis that are difficult to identify and employees are sometimes in the best position to expose these efforts. “It is a program that was developed by and is supported by management recognizing that in addition to providing positive feedback to employees it also supports teambuilding efforts,” said Destalo.



Let Your Voice Be Heard!

DDC's leaders want to hear your suggestions and questions for improving DDC's culture.

<https://ddcnet.ddc.dla.mil>

“Strategically Speaking”

with **Crimson Jessup**, chief of operations, Defense Distribution Depot Kuwait, Southwest Asia

Warfighter Support Enhancement

Defense Distribution Depot Kuwait, Southwest Asia, or DDKS, maintains the DLA/DDC goal of meeting the needs of the Warfighter as the core of our existence. As the forward most distribution depot in the DDC system, our main focus is ensuring the needs of the Central Command, or CENTCOM, Warfighter are met, and on time. While all of our distribution centers focus on Warfighter support, we at DDKS have the opportunity to be in direct contact with the boots on the ground—we’re up close and personal. The daily interaction with those directly engaged in the fight allows us to better assess and understand their needs and requirements.



Stewardship Excellence

Our largest, most prominent initiative is the serviceable excess program, where the Army and DLA partnered to allow local Supply Support Activities to turn in excess retail material to DLA Depots for stocking and reissue. In addition to cost savings by not having to repurchase, maintaining these parts in theater results in significant reductions in transportation costs and customer wait time (CWT).

Workforce Development

With the development of our surveillance program we brought not only Quality Management System Integration Tool training but office program training to our depot to improve employee writing and basic office skills. It is my strong goal to encourage the participation in trainings which will not only benefit DLA but their personal goals as well. We like to think that a year spent at DDKS is a year well spent, and we send back quality, educated and focused employees.

Customer Engagement

Customer engagement is a large part of my daily activities. Whether it is a soldier inquiring about an Materiel Release Order, a unit needing expedited supplies to support a mission, or an agency inquiring about a process, it is my goal to not only provide the customers with an answer, but to also provide them with the necessary tools to get their information in the future, saving them time and frustration on their part. Teach a man to fish....Sharing DDC websites, policies, and procedures are a large part of the customer engagement which I believe not only benefits the immediate needs of the customer but also aides in building relationships between the Warfighters and DLA.

Continuous Process Improvement

At DDKS, continuous process improvement is the only way. Internally, we exercise smart warehousing, apply lean thought processes to simplify movement and touches and most of all—listen to those doing the work. Externally we continually poll and work with our customers.

Crimson Jessup
DDKS

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

COMING IN FUTURE ISSUES

- What it takes to do distribution
- DDC: saving energy and saving money
- DDC's support to CENTCOM
- DDC's 7th commander: Two years in review
- Continuous Process Improvement
- DDC's support to EUCCOM and AFRICOM