Distribution In Review

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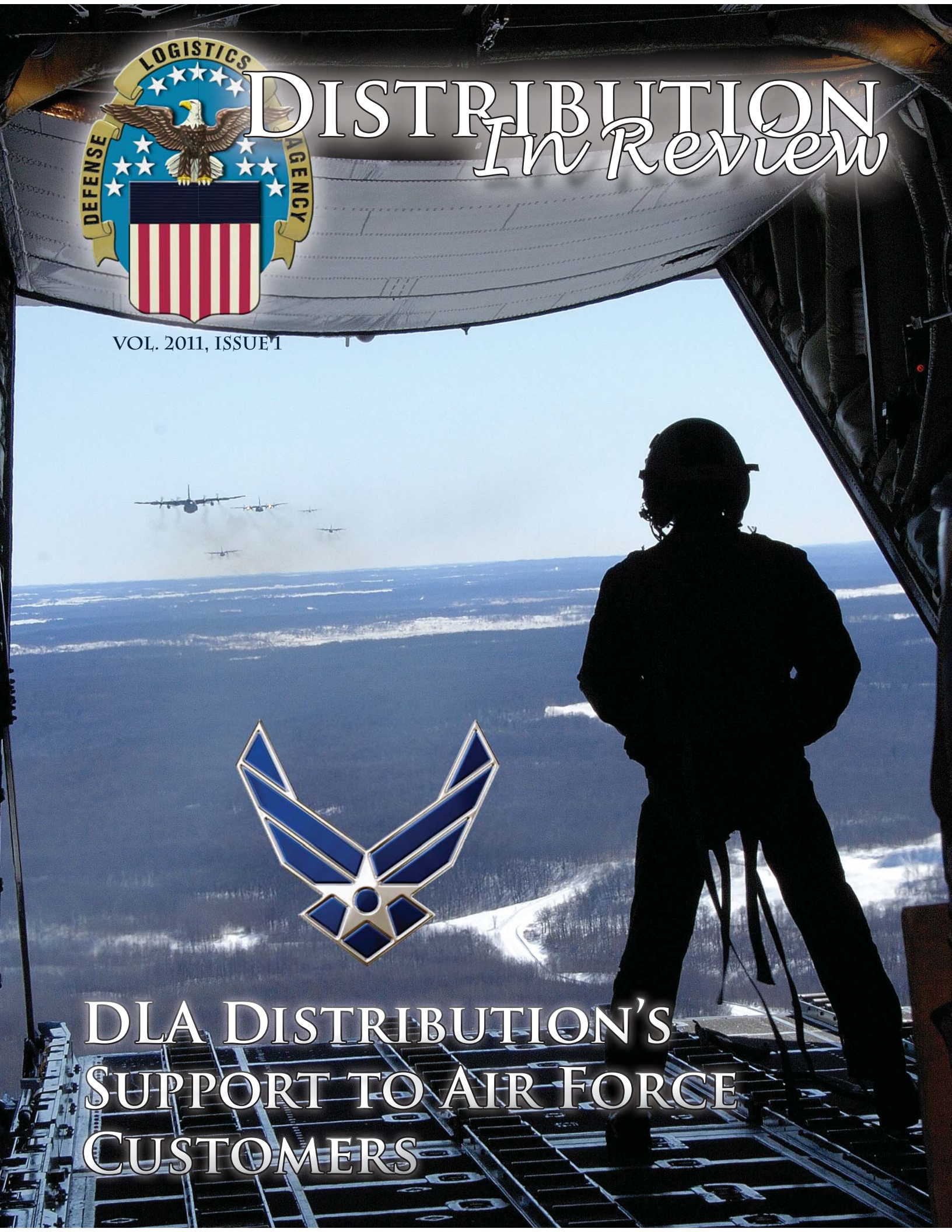

DLA Distribution's Support to Air Force Customers

DLA Distribution In Review

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Cover photo courtesy of United States Air Force Tech. Sgt. Erik Gudmundson

COMMON PURPOSE: UNITY OF EFFORT, UNITY OF THOUGHT

AN UPDATE FROM THE DLA DISTRIBUTION COMMANDER

Hello from Camp Arifjan, Kuwait

My tour as Director of Central Command's Deployment and Distribution Operations Center is coming to a close and I continue to be in awe of the outstanding support DLA Distribution is providing to the military around the world and specifically to the Warfighters here in Theater.

The majority of DLA Distribution's expeditionary team returned home around the holidays after having executed their mission of setting up a distribution capability in Kandahar, Afghanistan. BZ to each member of the team! What a tremendous job and what an imprint they have made in the DLA history books.

That distribution capability transitioned to a contractor-operation Jan. 1. The contractor will continue to maintain forward positioned stock and provide multi-modal distribution services to US Forces operating in the US Central Command Area of Responsibility.

DLA Distribution volunteers are on site working with the contractor and monitoring day-to-day operations. Since the first MRO drop in July and with over 520 National Stock Numbers on hand, Kandahar has processed over 4,000 transactions to date. I continue to receive positive feedback from our CENTCOM customers. We are making a difference in the fight.

At DLA Distribution Headquarters, the staff has been working tirelessly to support my interim direction as we continue to build the DLA Distribution Strategic Vision that aligns us with the DLA Director's Strategic Plan and his Annual Guidance. I will finalize and issue my Annual Guidance shortly after my return.

Admiral Mike Mullen, Chairmen of the Joint Chiefs of Staff, recently issued a memo to all Soldiers, Sailors, Airmen, Marines and Civilians of "Log Nation" thanking each for their service (See next page). Each one of you is a part of the "Log Nation" and I commend you on a job well done and look forward to your continued support. BZ!

See you soon and stay safe,

RDML Tom Traaen

DLA Distribution In Review

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CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

TO THE SOLDIERS, SAILORS, AIRMEN, MARINES, AND CIVILIANS
OF THE "LOG NATION"

From Afghanistan to Iraq and in many other places around the world, the U.S. Armed Forces embody and represent our Nation's courage, commitment, and resolve. While visiting bases at home and abroad, seeing our Service members' successes first hand reminds me that our strength is inexorably linked to the unwavering and determined work of our talented logisticians.

As with past conflicts, you are among the unsung heroes of this generation -- the selfless servants who are converting national resources into combat power, delivering every day, and sustaining our military at war. Your seamless execution of the responsible drawdown of U.S. forces from Iraq and the simultaneous increase in combat forces in Afghanistan are a testament to your skill. While concurrently supporting full-spectrum combat operations, this unprecedented transition was an absolute success and by any measure due to the efforts of our entire logistics enterprise.

While the mission in the Middle East and around the world is far from finished, I thank you for your continued support and dedication to duty. You are the muscle that moves, sustains, builds, and heals our Nation's most precious resource -- the men and women of our Armed Forces.

The Joint Chiefs of Staff and I join all Americans in paying tribute to you. May God bless our country and all of you who serve.

Sincerely,

M. G. MULLEN
Admiral, U.S. Navy

DLA Distribution San Joaquin, Calif., supports Cobra Gold 2011

By Annette Silva, DLA Distribution San Joaquin, Calif., Public Affairs

The team from Unitized Group Rations, or UGR, and the Shipping Division of DLA Distribution San Joaquin, Calif., performed a critical role in support of our Warfighters by providing subsistence in support of Exercise Cobra Gold 2011 commencing in Thailand Feb. 7. DLA Distribution San Joaquin, Calif., has been providing subsistence support for this exercise since the 1980s.

Prior to the shipment of the subsistence, requirements were generated from Service component participants (Army, Navy and Marines). The requirements were passed to DLA Troop Support who worked closely with the DLA Distribution San Joaquin, Calif., team to consolidate vendor sourced items with depot stocked items to maximize transportation efficiency in support of the exercise.

DLA Distribution San Joaquin, Calif., has been providing subsistence support for this exercise since the 1980s.

"It was critical that we [UGR and the shipping personnel] verified all documentation line items and that ration quantities were correct to ensure the warfighter has the correct amount of subsistence to sustain themselves during the exercise. Once out in the field there is no back up food available," said Donald Potts, UGR distribution facilities specialist.

DLA Distribution San Joaquin, Calif., performed a critical role in support of our Warfighters by providing subsistence in support of Exercise Cobra Gold 2011.

Upon arrival in Thailand, the 20-foot MILVANS were delivered to various sites to support the Army and Marine units.

Marine requirements were 12 vans with 149 pallets of subsistence to include UGR Heat & Serve Meals, Meals-Ready-to-Eat, or MRE's and milk. The Army required 4 vans with 29 pallets of milk, MRE's, Religious Meals, and stock from outside vendors.

"We put in a lot time ensuring these shipments were selected and loaded properly. We implement extra quality check steps when doing these special projects because there are so many different selections and they are not like bulk shipments that we normally select and ship," Salvador Rodriguez, UGR supervisor said.

Having key points of contact from DLA Distribution San Joaquin, Calif., DLA Troop Support and the end user was key to ensuring the material was shipped in accordance with the required delivery date, or RDD.

Exercise Cobra Gold is a Joint and Coalition multinational exercise hosted annually by the Kingdom of Thailand. The purpose of the exercise is to promote regional peace and security. The exercise consists of three major milestones; a staff exercise, humanitarian civic assistance projects and field training.

The military participants represented are from Thailand, Singapore, Japan, Indonesia, the Republic of Korea and the United States.

DLA Distribution Anniston, Ala., increases operational efficiencies by reaching BRAC goals

By Jessica Roman,
DLA Distribution Public Affairs

For DLA Distribution, Base Realignment and Closure, or BRAC, 2005 is about realignment and consolidation. At its conclusion, the materiel movement plan will transform supply, storage, and distribution management by significantly reducing infrastructure while providing regional support to the Warfighter worldwide. To help meet this plan, DLA Distribution Anniston, Ala., has completed turn-ins by reducing covered storage at the distribution center by over 701,000 gross sq. ft.

At the beginning of the process, DLA Distribution Anniston, Ala., had over 2.4 million gross sq. ft. of storage space, and achieved a total end state of just under 1.7 million gross sq. ft. To accomplish the storage space reduction of 788,000 gross sq. ft., DLA Distribution Anniston, Ala., worked to move DLA and Services dormant stock (both serviceable and unserviceable material) to DLA Distribution Warner Robins, Ga., as well as dispose of dormant stock. Additionally, an aggressive rewarehousing effort took place that not only improved efficiency, but also aided in reduction of infrastructure.

"Gary Vice, my lead for the BRAC mission, did an outstanding job in coordinating and controlling the operation to ensure that DLA Distribution Anniston, Alabama, accomplished the mission to standard and ahead of the scheduled time," said United States Army Lt. Col. Wayne Bondy, Jr., DLA Distribution Anniston, Ala., commander. "Additionally, we have some great workers that were given the task to physically work the material and get the mission done. Overall, this was a phenomenal effort accomplished by some very dedicated and excellent people. A job well done."

The movement of materiel between DLA Distribution Anniston, Ala., to DLA Distribution Warner Robins, Ga., began in June 2009, and was completed in October 2010. The materiel movement was a closely coordinated effort between the BRAC teams at DLA Distribution headquarters, Anniston, Ala., Warner Robins, Ga., and the Services BRAC personnel.

The DLA Distribution Anniston, Ala., BRAC team.

The material movement to DLA Distribution Warner Robins, Ga., consisted of over 14,000 National Stock Numbers and over 15,500 Stock Transfer Orders for a total of over 459,452 cube. Over 85,000 cube were shipped of DLA material and over 374,000 cube of Services material totaling over 320 truckloads. In addition to BRAC shipments, DLA Distribution Anniston, Ala., was able to dispose of over 316,000 cube of dormant stock through Disposition Services.

"Shipments of dormant stock and disposal of materiel through Disposition Services will result in a tremendous savings in storage cost to DoD customers," said Gary Vice, DLA Distribution Anniston, Ala., BRAC manager.

DLA Distribution Anniston, Ala., has completed several storage optimization and rewarehousing projects to aid in the process. Optimization occurs when DLA Distribution rewarehouses and/or executes projects to change configurations or install better storage aids to perform the distribution mission. The result is improved operational efficiency within the remaining footprint needed for the remaining mission.

DLA Distribution Anniston, Ala., optimized rack items from outlying warehouses by moving items to a central rack storage location in of the distribution center's largest bulk and rack storage warehouses. Single pallet bulk locations were rewarehoused from outlying bulk warehouses to rack storage, resulting in more available bulk space. All fast-movers were rewarehoused to the central receiving and shipping building to improve production and cut down on shipping time. The binnable area was optimized by relocating small amounts of materiel from racks in order to free up rack space. All rack locations were planographed in order to improve efficiency. For NSNs that had more than one location, items were consolidated to one location, and also rewarehoused by commodity (for example, all engines and transmissions were rewarehoused together). Finally, the distribution center coordinated with Inventory Control Points for shipments in excess of 316,000 cube of dormant stock to Disposition Services in order to free up space.

At the beginning of the BRAC 2005 initiative, DLA Distribution Anniston, Ala., occupied 52 buildings. Through the process, DLA Distribution Anniston, Ala., was able to reduce infrastructure by 19 buildings, and return the buildings back to the host, Anniston Army Depot. DLA Distribution Anniston, Ala., was successfully able to reduce gross sq. ft. by 701,000, and 33 retained buildings, resulting in improved operating efficiency, directly impacting Warfighter support enhancement.

DLA concludes oversight of former Defense Depot Memphis, Tenn.; transitions award-winning environmental program to Dept. of Army

DLA Distribution, located in New Cumberland, Pa., surmounted many challenges in its journey toward the restoration and reuse of the former Defense Depot Memphis, Tennessee, and on Dec. 16, 2010, oversight of the award-winning environmental program changed back to the property owners, Department of the Army.

"This is a planned procedure for any cleanup operation involving Army property," explained Michael Dobbs, chief for environment, safety and occupational health for DLA Distribution that managed the cleanup for DLA. "DLA's defined role has ended and the Army is designated to oversee the remaining restoration activities."

Constructed by the Army as a general supply depot in 1942, command of the Depot changed to DLA in 1963. As a principal distribution center for DLA, the Depot's mission was to receive, warehouse and distribute supplies common to all U.S. military. As an important distribution point for the Department of Defense, the Depot shipped approximately 107,000 tons of goods a year. At its peak, the Depot employed about 3,000 people, many drawn from the neighboring communities.

The 642-acre Depot was divided into two areas – the 578-acre Main Installation where the main mission was accomplished and the 64-acre Dunn Field where Defense National Stock Pile materials were stored and hazardous substance disposal occurred.

Due to environmental impacts identified during a facility assessment, the U.S. Environmental Protection Agency, or USEPA, placed the Depot on the National Priorities List, or NPL, also known as Superfund, in 1992 marking the start of a long journey toward environmental restoration following requirements of the Comprehensive Environmental Response, Compensation and Liability Act, or CERCLA.

Community interest in the former Depot's environmental restoration program prompted DLA Distribution to form a Restoration Advisory Board in 1994. Board members included community members, local elected officials, former Depot employees and representatives from the local health department, Tennessee Department of Environment and Conservation, or TDEC, and USEPA. The Agency for Toxic Substances and Disease Registry completed the initial Public Health Assessment of the Depot in 1995 and concluded it posed no apparent public health hazard.

DLA, USEPA and TDEC signed the Federal Facilities Agreement in March 1995 establishing the environmental project management team that consisted of representatives from the three agencies. Along with a cadre of environmental restoration contractors and contracting officers, the team continued its journey toward environmental restoration.

Four months later in July 1995, the Base Realignment and Closure Commission decided to close the Defense Depot Memphis, Tennessee. The project management team became the BRAC Cleanup Team, or BCT, and the journey took on a new objective – to implement Fast Track Cleanup while remaining firmly focused on the protection of human health and the environment. Over the course of the next year, the team completed eight additional studies required by the BRAC property transfer process, including an environmental baseline survey, while maintaining a steady course of preliminary investigations required by the CERCLA-required environmental restoration process.

On Sep. 30, 1997, the Depot closed as a federal facility. But the journey toward restoration and reuse was still in the beginning stage. Soil and groundwater samples had been collected from areas of environmental concern and from areas of reuse interest, such as the family housing area. The BCT kept on track by accelerating their review of all these sample results in order to identify areas in need of restoration as well as areas ready for reuse.

In 1998, the Depot Redevelopment Corporation, or DRC, of Memphis and Shelby County opened the Memphis Depot Business Park at the Main Installation under a master interim lease with the Army. In that same year, early restoration projects removed approximately 5,000 cubic yards of soil from various areas throughout the Main Installation. A groundwater pump and discharge system was installed on Dunn Field to inhibit impacted groundwater from moving off-site.

The Depot participated in the ATSDR-sponsored "Greater Memphis Environmental Justice Work Group" in response to environmental justice concerns raised by the local community in 1998. At community request, ATSDR issued a follow-up Public Health Assessment in 2000 that confirmed the former Depot posed no apparent public health hazard.

During 2001 and 2002, the Depot's journey toward reuse speeded forward as DLA Distribution completed the environmental condition documents necessary to allow the Army to sign several deeds transferring about 25

acres of the Main Installation. The property was reused by a homeless veterans' aid agency, by the City of Memphis Police Department, and by the DRC.

With the journey to reuse well underway, the BCT focused on the road to restoration. Following many rounds of soil and groundwater sampling, the BCT evaluated available restoration technologies and signed the Main Installation Record of Decision, or ROD, in 2001. The ROD identified the selected restoration treatment, the treatment objectives and the restoration goals that must be achieved in order to remove the Depot from the NPL.

Construction of the enhanced bioremediation treatment system was completed and began operating in 2006. Sodium lactate was injected into groundwater about 30 feet below ground surface at two areas of the Main Installation that increased the natural biological activity that breaks down contaminants. When operations ended in 2009, the treatment system had achieved the treatment objectives and reduced contamination in the groundwater by 90 percent where lactate was injected and 80 percent in the surrounding areas.

Long-term groundwater monitoring at the Main Installation will continue until about 2016 when it is expected natural processes will reduce the remaining contaminant levels to the restoration goals identified in the Main Installation ROD. Land Use Controls are in place to prevent residential reuse and to prevent groundwater use.

DLA Distribution overcame many challenges during the journey to restoration of Dunn Field. Site assessments identified the potential for chemical warfare materiel, or CWM, to be buried at Dunn Field delaying the restoration investigations. Clearing Dunn Field of CWM included investigations in 1998 through 1999. From 2000 through 2001, DLA Distribution removed about 2,000 cubic yards of contaminated soil. The community's interest in these activities prompted DLA Distribution to conduct weekly public briefings.

The BCT completed their review of the Dunn Field sample results and began evaluating the available restoration technologies in 2002. In order to allow the unrestricted reuse of the eastern half of Dunn Field, DLA Distribution removed about 930 cubic yards of soil (containing lead) from the former pistol range in 2002.

Over the next couple of years, DLA Distribution conducted several additional studies at Dunn Field to clearly define the boundaries of disposal sites to be excavated and to test the effectiveness of the restoration technologies being evaluated. The BCT signed the Dunn Field ROD in 2004 and DLA Distribution began the first of several restoration activities required by the ROD.

With the Main Installation restoration underway and the Dunn Field ROD signed, DLA Distribution completed the environmental documents necessary for the Army to sign deeds transferring about 319 acres of both the Main Installation and Dunn Field. The property was reused by the City of Memphis for a road expansion project, by the DRC for the Memphis Depot Business Park, and some was sold to a private development firm. The remaining property would be available to transfer only after further environmental restoration.

By 2006, DLA Distribution's journey met with success by completing the excavation of the former Dunn Field sites and receiving USEPA's approval of the completion report. However, DLA Distribution's journey was interrupted as results of studies to test restoration technologies selected in the Dunn Field ROD before full-scale implementation proved the technologies would not be environmentally or fiscally effective. DLA Distribution amended the Dunn Field ROD to change the selected groundwater treatment and to enhance the soil treatment technology to increase its effectiveness.

The BCT signed the Dunn Field ROD Amendment in 2008. In the meantime, DLA Distribution constructed and began operating a soil vapor extraction, or SVE system to pull contaminant vapors out of the soil that is about 70 feet below ground surface under Dunn Field. "We're very pleased with the performance of the SVE system," said Dobbs. "The rate at which we are pulling CVOCs out of the soil will keep us on track to reach our cleanup goals by our planned end date."

As of 2011, the Dunn Field SVE system has removed 4,029 pounds of contaminants preventing further movement of contamination into the groundwater and significantly reducing contaminant levels in the groundwater. The Dunn Field SVE treatment system is scheduled to meet the treatment objectives in 2012.

The SVE system was enhanced with a thermal SVE system that was constructed and operated from May 2008 until December 2008 when soil sampling results confirmed it had achieved the treatment objectives. The thermal SVE system removed about 12,500 pounds of contamination from the soil that is 5 to 35 feet below ground surface under Dunn Field. Previous studies had estimated that 9,000 to 14,000 pounds of contamination may be present.

Because the fluvial SVE and thermal enhancement were so successful in reducing groundwater contamination levels, another restoration technology selected in the Dunn Field ROD, zero-valent iron injections into groundwater, were not required, saving $2.2 million for the injections and $600,000 for associated groundwater monitoring. Also during this time and because of these successes, the BCT agreed to stop operating the groundwater pump and discharge system at an annual savings of $140,000.

The Secretary of Defense acknowledged that the restoration program at the former Depot was among the best in the Department of Defense. In a June 3, 2009, ceremony in Washington, D.C., Joseph R. Biden, Jr. Vice President of the United States of America and William J. Lynn III, Deputy Secretary of Defense presented the 2009 Environmental Restoration Award to the Defense Logistics Agency for outstanding work by an installation in the Department of Defense environmental programs.

"Clean up efforts at the former Memphis Depot have always been aimed at protecting human health and the environment in a timely, cost-efficient and responsive manner, said Dobbs. "As we worked to complete the final stages of cleanup, I can think of no better recognition as the site is transferred for community reuse."

Today, the former Memphis Depot is site of the Memphis Business Park employing over 1,300 people.

The final stage of the DLA Distribution's restoration journey was marked in December 2009 by completing construction and beginning operations of the air sparging/SVE system to treat groundwater that had moved off Dunn Field. By December 2010, this treatment system removed about 69 pounds of contaminants from groundwater that is about 70 feet below ground surface west of Dunn Field. The system should achieve the treatment objectives in 2014, and long-term groundwater monitoring will continue until about 2019 as natural processes continue to reduce remaining contaminant levels to the restoration goals identified in the Dunn Field ROD. Land Use Controls are also in place to prevent residential reuse of Dunn Field and to prevent groundwater use.

The Restoration Advisory Board continued to meet regularly from its inception in 1994 until the members voted to adjourn in October 2009. "The fact of the matter is, remedial actions are complete," said Ulysses Truitt, a board member since it was formed. "So, consequently, there is no need for a RAB." With no more actions to consider, Truitt entered a motion to adjourn the RAB according to its charter. The motion passed.

In 2010, USEPA approved DLA Distribution's reports that demonstrated the Main Installation and the Dunn Field environmental treatment systems are operating properly and successfully. USEPA submitted the Preliminary Close Out Report documenting that construction of the treatment systems necessary to restore the environment are complete and the process has entered the operations, maintenance and long-term monitoring phase. The BCT also met regularly until electing to adjourn effective in December 2010.

DLA Distribution ended its journey at the former Defense Depot Memphis, Tennessee after completing the final environmental condition documents necessary for the Army to transfer the remaining property for productive community reuse. "Completing these documents marks the end of an era for the former Depot, the environmental team and the community," commented Dobbs. "We have worked long and hard with great success to restore the environment clearing the way for productive reuse and revitalizing the area."

According to Jim Covington, president of the DRC, some of the property is already being considered by companies. "We are working on closing sales with two companies for about 95 acres as soon as the deed is signed," explained Covington. "And, we expect another two acres to sell late in 2011." Covington expects opportunities to sell the remainder of the entire property to increase as the economy recovers.

In a letter to USEPA and TDEC, DLA Distribution announced that effective December 16, 2010, the Army assumed command of the operation, maintenance and long-term monitoring phase that will continue until groundwater samples confirm contamination levels have achieved the restoration treatment goals. The journey is complete and DLA Distribution can be proud of its many successes in the environmental restoration and productive community reuse of the former Defense Depot Memphis, Tenn.

Six DLA Distribution winners honored at the 43rd annual DLA Employee Recognition Ceremony

By Jessica Roman,
DLA Distribution Public Affairs

Top row, left to right: Frances Placeres, United States Navy Petty Officer Keith L. Russell, United States Army Reserve Maj. Mark A. Rode, and United States Navy Petty Officer 2nd Class Robert Tan. Bottom row, left to right: DLA Distribution San Joaquin, Calif., Expeditionary Team, and DLA Distribution Acquisition Assistance Team.

At the 43rd annual DLA Employee Recognition Ceremony, DLA Distribution employees were honored in six different categories for their outstanding work in supporting the Warfighter including: Team Performance Award: Medium Team; Junior Officer Reservist of the Year; Junior Enlisted Reservist of the Year; DLA Leader of the Year; Excellence in Pre-Award Contracting; and Junior Enlisted/Non-Commissioned Officer of the Year.

"Today we recognize the best talent, most innovative thinking, experience, and skill we have to offer in the Agency," said United States Navy Supply Corps Vice Adm. Alan Thompson, DLA director. "These employee are making our credo, 'Doing what's right for the Armed Forces,' a reality."

DLA Distribution San Joaquin, Calif., Expeditionary Team was the winner of the Team Performance Award: Medium Team, and was recognized for their outstanding support to the Central Command Area of Responsibility retrograde mission.

United States Army Reserve Maj. Mark A. Rode, DLA Distribution-Army Reserve Element, or ARE, training and operations officer, was the recipient of the Junior Officer Reservist of the Year award. Rode was recognized for his instrumental role in the development of DLA and Army-specific training that ensures all soldiers assigned to the ARE are ready to deploy at a moment's notice.

The winner of the Junior Enlisted Reservist of the Year was DLA Distribution San Joaquin, Calif.'s logistics specialist, Petty Officer 2nd Class Robert Tan. Tan was responsible for tracking inventories for over 3.4 million construction material items during his recent deployment. He was instrumental in saving over $56,000 in potential procurements costs by finding alternative property designated for reuse, to fill requirements during deployment.

Frances Placeres, DLA Distribution San Joaquin, Calif., supervisory distribution facilities specialist, received the DLA Leader of the Year Award. Placeres embraced the DLA Distribution System Lean Implementation at DLA Distribution San Joaquin, Calif.'s, Consolidation and Containerization Point, or CCP. The CCP ships 6,000 lines per month to all Services throughout Korea, Japan, Hawaii, Guam, and Alaska. Placeres set the example by participating in Value Stream Mapping, process flow development, training, standardization, and CPI events.

Recognizing a need to continuously examine acquisition programs and identify improvement opportunities to better serve customers and stakeholders, the DLA Distribution Acquisition Assistance Team implemented a comprehensive Acquisition Assistance Program that provides advice, guidance, and training to requirement generators throughout the acquisition process. As a result, the team was awarded Excellence in Pre-Award Contracting.

Finally, United States Navy Petty Officer Keith L. Russell, DLA Distribution Yokosuka, Japan, logistics specialist, was awarded the DLA Junior Enlisted/NCO of the Year. Russell expertly screened and processed more than 6,000 high priority requisitions valued in excess of $47 million in support of the Warfighter in FY2010. His emphasis on providing superb customer service was a key factor in DLA Distribution Yokosuka, Japan's, mission success, resulting in 100 percent customer satisfaction with no deficiencies or service complaints.

"The DLA workforce is vital to our current and long-term success," said Thompson. "The collective accomplishments of these individuals breathe life into our three focus areas: Warfighter Support Enhancement, Stewardship Excellence, and Workforce Development."

DLA Distribution Susquehanna, Pa.'s, Aerial Textile Section supplying parachutes to missions in Afghanistan

The Aerial Delivery and Textile Section at DLA Distribution Susquehanna, Pa., has the unique responsibility as the sole source for aerial delivery equipment being used in the Afghanistan Theater of Operations. One of the missions of Aerial Delivery and Textile is to pack and maintain war stock contingency parachutes which have been used during resupply missions in Afghanistan. Another is the receipt, storage and shipping of over 2,500 per month of the new low cost parachutes currently being used for resupply missions in Afghanistan.

There are three different types of parachutes currently being packed, shipped, and maintained within the Aerial Delivery and Textile Section, including the high velocity, or High-V, parachute, the low velocity, or Low-V, parachute, and the cross parachute. These parachutes are used for in-theater drops from airplanes of materiel for the Warfighter that cannot be delivered via truck or alternative transportation due to the difficult terrain in places like Afghanistan. Each parachute uses a low cost air delivery system, or LCADS, to deliver materiel.

The LCADS High-V parachute was developed as an alternative to the 26 ft. high velocity ring-slot parachute. It has a weight capacity of 2,200 lbs., and can be dropped from an altitude of 15,000 to 25,000 ft. above ground level. This parachute, known as the "black widow," has 12 "legs" that are knotted, rather than stitched, to the suspension lines. The High-V parachute is made from three ft. wide polypropylene strips stitched in a crosshatch pattern to form the "legs." As it descends from the sky, the black triple cross canopy pattern, along with its "legs," gives the appearance of a spider floating down on an invisible web. This new chute is an immense improvement on the standard parachute used for one-time use applications. It's inexpensive, easy to make, and its performance promises to be at least as good as the standard 26 ft. parachute.

United States Army Sgt. 1st Class Benjamin Barnes, Aerial Delivery and Textile Section Non-Commissioned Officer in Charge, DLA Distribution Susquehanna, Pa., completes a jump as part of the ongoing Parachute Rigger training.

The High-V parachute has a big brother - a low velocity, or Low-V, parachute. As with most older siblings, the Low-V parachute is bigger and beefier than the little "bro." It may have up to 20 legs (instead of twelve legs like its smaller brother) and each leg is about 25 ft. long. Its crown, the "body" of the spider, is about 30 ft. square. Like the High-V parachute, the Low-V "Spider Chute" is made of a simple woven polypropylene fabric that costs less than $0.50 per yard. The polypropylene closely resembles the material used for sand bags and tarpaulins. Huge quantities of it are being made every day for use in construction, making it simple and quick to obtain.

As with the High-V parachute, the lengths of fabric are stitched into a cross-hatch pattern to form the chute crown and its "legs," and nylon rope is knotted to the end of each leg to form the suspension lines. But unlike the original "Spider Chute," the Low-V parachute is used to deliver loads from aircraft flying at low altitudes - about 500 to 1,250 ft. above ground level. The High-V chute delivers loads from altitudes of 15,000 to 25,000 ft.

The Low Cost High Velocity, or LCHV, parachute is a component of the LCADS that provides an affordable alternative to the components of the current Container Delivery System. The High-V parachute, which will be the low-cost replacement for the existing 26 ft. ring slot chute, is made of lengths of woven polypropylene material sewn at the crown in a cross-hatch pattern, with nylon suspension lines to attach to the containerized load.

Thus far, the Aerial Delivery and Textile Section has shipped over 17,000 parachutes in support of this essential mission.

A look back at DLA D

By Stacy L. Umstead,
DLA Distribution Public Affairs

Supporting the Defense Logistics Agency director's strategic focus areas of Warfighter Support Enhancement, Stewardship Excellence and Workforce Development, DLA Distribution, in 2010, further extended the enterprise and increased DLA's ability to provide accurate and cost effective logistics support to the Services.

Over the past year, the DLA Distribution team of more than 10,000 employees provided unprecedented, timely and efficient distribution support to the customer, at home and abroad. With more than three million items stored over DLA Distribution's global network of 26 distribution centers, DLA Distribution processed over 22.8 million lines, or receipts and issues, in 2010 supporting customers worldwide to include supporting wars in two countries, numerous humanitarian assistance missions and a multitude of military exercises to ensure Warfighter readiness and sustainment.

On Jan. 12, 2010, the Caribbean island nation of Haiti was hit by an earthquake measuring 7.0 on the Richter scale, destroying much of the country's infrastructure, killing approximately 200,000 people, and displacing over one million.

DLA Distribution's command and control center was ordered to go to 24/7 operations and materiel and subsistence began to flow within mere hours. In the first two weeks, the organization pushed forward 2.7 million Meals, Ready-to-Eat, two million bottles of water, and hundreds of tents and cots in a surge effort for the US Agency for International Development; this met the most pressing needs until the distribution pipeline was finally settled and routine resupply efforts could begin.

DLA Distribution extended DOD's role in warehousing through the Navy Warehouse Transfer, or NWT, initiative.

Partnering with the Naval Supply Systems Command and the Commander, Fleet and Industrial Supply Centers, DLA Distribution transferred current operations in approximately 96 CONUS and OCONUS Navy warehouses (including some outside storage) totaling over 4.8 million sq. ft. of storage to DLA control.

This transfer optimizes Navy storage, warehousing, and distribution operations under a single distribution manager utilizing DLA best business practices; it also implements the joint use of the Distribution Standard System, DLA's software for warehouse and distribution management.

NWT is composed of three phases, with the first being the "as-is where-is" transfer of personnel and functions, followed by the second phase of footprint optimization and process improvement, and last of all the implementation of the Distribution Standard System.

NWT reduces the overall storage footprint and streamlines transportation to local customers, all of which minimizes costs and supports the Navy's Global Shore Infrastructure Plan goals; in addition it extends DLA's reach to the customer at the retail level.

Executing the actions from the 2005 Base Realignment and Closure directive, DLA Distribution produced exceptional results in achieving BRAC requirements to realize annual recurring savings of $1.3 billion. DLA Distribution reduced their overall footprint by over 11 million gross sq. ft. of supply, storage and distribution space and an additional 700,000 gross sq. ft. for privatized items.

Another major endeavor continued in 2010, was the review, update and integration into

Distribution 2010

Combatant Command operational plans. This initiative called for DLA Distribution representation at the genesis of all planning efforts so that the Services could fully leverage DLA Distribution capabilities.

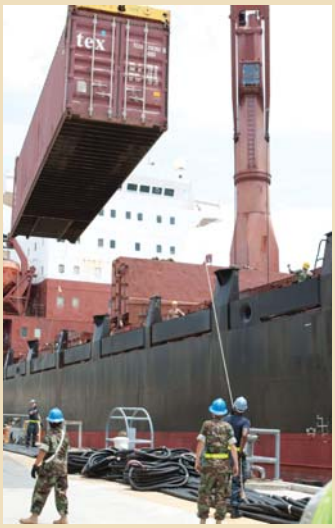
Starting in the Pacific Command Area of Responsibility, work began on the DLA Distribution Support Plan for the Korean peninsula. Numerous man hours resulted in a new document that captured all DLA Distribution key tasks and responsibilities and that identified critical logistics, manpower, infrastructure, and support relationships that were not adequately reflected in the original version between DLA Distribution, United States Forces Korea, and the Service components.

DLA Distribution also partnered with the European and African Commands and Services to revise distribution support plans within their areas of responsibility. Results from engagement with key logistics partners have enabled DLA Distribution to analyze mission requirements and revise support plans in EUCOM and AFRICOM AoRs.

Responsible drawdown of Iraq was also a major focus in 2010. DLA Distribution developed an integrated strategy to process retrograde material across multiple distribution centers inside and outside the continental United States. This operation provided support from co-located Army and Marine maintenance activities by processing serviceable and unserviceable materiel for redistribution thereby reducing Service costs and returning key readiness materiel into the hands of the Warfighter. Additionally, the strategy allowed the on-time withdraws and closure of Supply Support Activities and Forward Operating Bases in Iraq.

Supporting troops in Afghanistan led to many logistics milestones in 2010. The United States Transportation Command established the Northern Distribution Network, or NDN. The NDN consists of four multi-modal routes that connect the Baltic and Caspian ports with Afghanistan via Russia, Central Asia and the Caucasus. DLA Distribution was instrumental in moving cargo through the NDN into Afghanistan; with almost 80 percent of the materiel flow being DLA-owned materiel. Further improving movement through the NDN, DLA Distribution launched all truck ground movements from its distribution facility in Germersheim, Germany into Afghanistan as a Proof of Principle, or PoP, to reduce the time of ground shipment movements.

DLA Distribution developed the strategy and led the planning for the first ever Request for Forces issued by the Secretary of Defense to DLA for the deployment of the command's expeditionary team to Kandahar, Afghanistan. This expeditionary capability provided distribution support of wholesale materiel in support of Joint Forces located in country.



With the first Materiel Release Order dropping July 28, 2010, the expeditionary team processed more than 4,000 items such as repair parts, kit assemblies, subassemblies, clothing reparable consumable items required for maintenance support of equipment and construction materiels in theater supporting primarily United States Army and Marine Corps customers. The expeditionary capability became a huge enabler by reducing strategic airlift and providing parts support across the country.

This distribution capability is part of a long-term plan for a more permanent warehouse in Afghanistan, with $20 million in military construction already approved and contract to perform the mission awarded.

In 2011, DLA Distribution will continue to build on the successes of 2010, observing logistics efficiencies, continuing Combatant Command engagement and improving distribution readiness both in current and future operations.

United States Air Force facts

World War II had been over for two years and the Korean War lay three years ahead when the Air Force ended a 40-year association with the U.S. Army to become a separate service. The U.S. Air Force thus entered a new era in which airpower became firmly established as a major element of the nation's defense and one of its chief hopes for deterring war.

The Department of the Air Force was created when President Harry S Truman signed the National Security Act of 1947. It became effective Sept. 18, 1947, when Chief Justice Fred M. Vinson administered the oath of office to the first secretary of the Air Force, W. Stuart Symington, a position filled by presidential appointment.

Under the National Security Act, the functions assigned to the Army Air Force's commanding general transferred to the Department of the Air Force. The act provided for an orderly two-year transfer of these functions as well as property, personnel and records.

Later, under the Department of Defense Reorganization Act of 1958, the departments of Army, Navy and Air Force were eliminated from the chain of operational command. Commanders of unified and specified commands became responsible to the president and the secretary of defense through the Joint Chiefs of Staff. The act redefined the functions of the military departments to those of essentially organizing, training, equipping and supporting combat forces for the unified and specified commands. Each military department retained resource management of its service.

Air Force Vision

The United States Air Force will be a trusted and reliable joint partner with our sister services known for integrity in all of our activities, including supporting the joint mission first and foremost. We will provide compelling air, space, and cyber capabilities for use by the combatant commanders. We will excel as stewards of all Air Force resources in service to the American people, while providing precise and reliable Global Vigilance, Reach and Power for the nation.

Air Force Mission

The mission of the U. S. Air Force is to fly, fight and win ... in air, space, and cyberspace.

Air Force Management

The Department of the Air Force incorporates all elements of the U.S. Air Force. It is administered by a civilian secretary appointed by the president and is supervised by a military chief of staff. The Secretariat and Air Staff help the secretary and the chief of staff direct the Air Force mission.

To assure unit preparedness and overall effectiveness of the Air Force, the secretary of the Air Force is responsible for and has the authority to conduct all affairs of the Department of the Air Force. This includes training, operations, administration, logistical support and maintenance, and welfare of personnel. The secretary's responsibilities include research and development, and any other activity prescribed by the president or the secretary of defense.

The secretary of the Air Force exercises authority through civilian assistants and the chief of staff, but retains immediate supervision of activities that involve vital relationships with Congress, the secretary of defense, other governmental officials and the public.

Principal civilian assistants within the Secretariat are the assistant secretary for acquisition, assistant secretary for manpower and Reserve affairs, assistant secretary for installations, environment and logistics, and assistant secretary for financial management and comptroller.

The Office of the Secretary of the Air Force includes a general counsel, auditor general, inspector general, administrative assistant, public affairs director, legislative liaison director, small business director, warfighting integration and chief information officer, and certain statutory boards and committees.

The Air Staff

The chief of staff, U.S. Air Force, is appointed by the president, with the consent of the Senate, from among Air Force general officers - normally for a four-year term. The chief of staff serves as a member of the Joint Chiefs of Staff and the Armed Forces Policy Council. In the JCS capacity, the chief is one of the military advisers to the president, the National Security Council and the secretary of defense. Also, the chief is the principal adviser to the secretary of the Air Force on Air Force activities.

The chief of staff presides over the Air Staff, transmits Air Staff plans and recommendations to the secretary of the Air Force and acts as the secretary's agent in carrying them out. The chief is responsible for the efficiency of the Air Force and the preparation of its forces for military operations. The chief of staff supervises the administration

of Air Force personnel assigned to unified organizations and unified and specified commands. Also, the chief supervises support of these forces assigned by the Air Force as directed by the secretary of defense. In addition, the chief of staff has responsibility for activities assigned to the Air Force by the secretary of defense.

Other members of the Air Staff are the vice chief of staff, assistant vice chief of staff, chief master sergeant of the Air Force, deputy chief of staff for manpower and personnel, deputy chief of staff for intelligence, surveillance and reconnaissance, deputy chief of staff for operations, plans and requirements, deputy chief of staff for logistics, installations and mission support, deputy chief of staff for strategic plans and programs, assistant chief of staff for strategic deterrence and nuclear integration, chief of safety, director of analyses, assessments and lessons learned, judge advocate general, director of test and evaluation, surgeon general, Air Force historian, chief scientist, chief of the Air Force Reserve, chief of the National Guard Bureau, and chief of chaplain service.

Field Organizations

The ten major commands, field operating agencies, direct reporting units and their subordinate elements constitute the field organization that carries out the Air Force mission. In addition, there are two Reserve components, the Air Force Reserve, which is also a major command, and the Air National Guard.

Major commands are organized on a functional basis in the United States and a geographic basis overseas. They accomplish designated phases of Air Force worldwide activities. Also, they organize, administer, equip and train their subordinate elements for the accomplishment of assigned missions. Major commands generally are assigned specific responsibilities based on functions. In descending order of command, elements of major commands include numbered air forces, wings, groups, squadrons and flights.

The basic unit for generating and employing combat capability is the wing, which has always been the Air Forces prime war-fighting instrument. Composite wings operate more than one kind of aircraft, and may be configured as self-contained units designated for quick air intervention anywhere in the world. Other wings continue to operate a single aircraft type ready to join air campaigns anywhere they are needed. Air base and specialized mission wings such as training, intelligence and test also support the Air Force mission. Within the wing, operations, logistics and support groups are the cornerstones of the organization.

Field operating agencies and direct reporting units are other Air Force subdivisions and report directly to Headquarters U.S. Air Force. They are assigned a specialized mission that is restricted in scope when compared to the mission of a major command. Field operating agencies carry out field activities under the operational control of a Headquarters U.S. Air Force functional manager. Direct reporting units are not under the operational control of a Headquarters U.S. Air Force functional manager because of a unique mission, legal requirements or other factors.

Major Commands

- *Air Combat Command, Langley Air Force Base, Va.*
- *Air Education and Training Command, Randolph AFB, Texas*
- *Air Force Global Strike Command, Barksdale AFB, La.*
- *Air Force Materiel Command, Wright-Patterson AFB, Ohio*
- *Air Force Reserve Command, Robins AFB, Ga.*
- *Air Force Space Command, Peterson AFB, Colo.*
- *Air Force Special Operations Command, Hurlburt Field, Fla*
- *Air Mobility Command, Scott AFB, Ill.*
- *Pacific Air Forces, Hickam AFB, Hawaii*
- *U. S. Air Forces in Europe, Ramstein AB, Germany*

DLA Distribution support to the United States Air Force

By Stacy L. Umstead,
DLA Distribution Public Affairs

"Off we go into the wild blue yonder; climbing high into the sun;" – the proud beginning lyrics to the United States Air Force song. Employees throughout DLA Distribution know and understand their customers' needs and work diligently to ensure each United States Air Force member flying into the wild blue yonder, and those stationed around the globe, receive their supplies in a timely and efficient manner.

Supporting the Air Force's major commands with best value supply chain solutions through a broad range of services including storage, distribution, customized kits and specialized packaging as well as transportation support and technology development, DLA Distribution and its network of distribution centers, processed more than 2.7 million receipts and issues in 2010 supporting almost 4,000 Air Force designated customers worldwide.

With three major Air Force customer bases in Hill, Utah; Oklahoma City, Okla., and Warner Robins, Ga., DLA Distribution centers are collocated to fulfill both on-base and off-base requirements.

DLA Distribution Hill Utah, located at Hill Air Force Base, Utah, which is also home to the Ogden Air Logistics Center, perform key distribution operations to include receiving, storage, packing and shipping of military weapon system spare parts. DLA Distribution Hill, Utah, supports two on-base fighter wings and maintenance functions performed by the Ogden ALC as well as numerous military units throughout the world.

Primary distribution support to the Ogden ALC is provided for the Minuteman and Peacekeeper missiles and the Emergency Rocket Communication System; the F-16 Fighting Falcon; the A-10 Thunderbolt; the C-130 Hercules; and Air Force-wide depot level overhaul and repair for all types of landing gear, wheels, brakes and tires.

DLA Distribution Oklahoma City, Okla., provides a full range of distribution services in support of the Oklahoma Air Logistics Center, Tinker Air Force Base tenants and other global customers. Core services include receiving, storage, packaging and issue of military supplies. Support to the Oklahoma ALC is primarily for programmed depot maintenance for numerous aircraft and engines.

The majority of the items shipped from DLA Distribution Oklahoma City, Okla., are destined for customers on base including the 552nd Air Control Wing, the U. S. Navy Strategic Communications Wing One, the 507th Air Refueling Wing and the 3rd Combat Communications Group.

Off-base shipments from DLA Distribution Oklahoma City, Okla., support customers on Air Force bases worldwide with the various systems and commodities that have been repaired at Tinker Air Force Base.

DLA Distribution Warner Robins, Ga. distributes supplies to all branches of the military at locations all around the world but more than half the work completed there is in support of the Warner Robins Air Logistics Center. The $12 billion inventory at DLA Distribution Warner Robins, Ga., includes parts and equipment for F-15, C-130, C-5 and C-17 aircraft, target acquisition systems, and most airborne electronic warfare systems.

Closing lyrics of the Air Force Song…. "Nothing will stop the US. Air Force!"…. Nothing will stop DLA Distribution from providing effective and efficient support to the many airmen and airwomen who fly, fight and win…in air, space and cyberspace.

DLA Distribution Susquehanna, Pa., builds a solid customer relationship and partnership with the United States Air Force

By Sherre Mitten-Bell, DLA Distribution Susquehanna, Pa., Public Affairs

At DLA Distribution Susquehanna, Pa., the United States Air Force is a key link in the distribution pipeline. DLA's largest distribution center works closely with the Air Force to ship supplies to both the Warfighter in Theater, and the Air Force customer closer to home.

"As an end product recipient, the Air Force represents a relatively low percentage when compared to requisitions received from the Army or Navy," said United States Air Force Maj. Cochanna Rush, DLA Distribution Susquehanna Pa.'s, distribution operations officer. "However, as a distribution partner and the next step in the DLA supply chain, the Air Force receives and forwards nearly all of the air pallets built by the DLA Distribution Susquehanna, Pa., Consolidation and Containerization Point."

The Air Force orders and receives United States Air Force stock along with DLA-owned material from DLA Distribution Susquehanna, Pa., which is responsible for managing over 906,000 different stock numbers. Currently, the Air Force Materiel Command owns about $110 million worth of stock, consisting of parts unique to the Air Force that is stored within DLA Distribution Susquehanna, Pa.'s, $13.5 billion inventory. In fiscal year 2010, 687,000 of the 6.4 million requisitions filled by DLA Distribution Susquehanna, Pa., were for Air Force customers.

DLA and Air Force commodities are selected, packed, and shipped to Air Force bases and aerial ports located both stateside and around the world. Stateside, DLA's scheduled dedicated truck delivery service makes 22 total stops per week to the air bases at Eglin, Tinker, and Warner Robins, as well as the aerial ports at Dover, Charleston and McGuire. To help supply personnel abroad, the Air Force benefits from DLA Distribution Susquehanna, Pa's., CCP operation which sends material on air pallets to DLA Theater Consolidation Points to be further distributed to Air Force units located in the United Kingdom and Germany. Concurrently, several dozen sea containers are loaded and shipped monthly with supplies for these same units.

DLA Distribution Susquehanna, Pa., works very closely with the Air Force as an integral partner in the distribution supply chain for delivering air freight processed from the its CCP Air Line of Communication, or ALOC, operations. The relationship is longstanding: 463L air pallets have been built in New Cumberland, Pa., for nearly four decades. In fiscal year 2010 alone, over 27,000, representing 96 percent of all the pallets built, were loaded in roller-bed trucks and sent to the Air Force to fly them into Theater.

Strategic planning and loading initiatives benefit both the CCP-ALOC and the United States Air Force. Daily contact through software applications provides advanced visibility of volume and weights of 463L air pallets to be delivered to air bases at Dover, McGuire, Charleston, and the Norfolk Air Terminal from DLA Distribution Susquehanna, Pa. In the last few years, the exchange of communication has expanded whereas CCP-ALOC receives Flight Schedule Plans in advance from aerial ports to include types of aircraft, destinations and departure schedules to better synchronize the flow of materiel.

DLA Distribution Susquehanna, Pa., then organizes build plans to support filling the planes based on those schedules. When pallets are built to coincide with airlift schedules and delivery to the aerial port is just in time, the Air Force and the entire supply chain benefit from optimization of staging space on the flight line, more predictable flights with fewer flight cancellations and ultimately improved customer wait time for needed materiel.

"For DLA Distribution Susquehanna, Pa., the interactive preplanning allows managers and pallet builders to effectively focus on specific customer lanes to accurately provide the right material to the right place, at the right time," says Rush.

DLA Distribution Warner Robins, Ga.: Providing tailored support to Air Force customers

As one of four Strategic Distribution Platforms within DLA Distribution, DLA Distribution Warner Robins, Ga., is strategically positioned to provide support to the Warfighter worldwide. The distribution center is uniquely positioned to provide support to the Air Force, with over half of the work being completed for the Warner Robins Air Logistics Center. Projects such as the transformation to an SDP, the opening of a new Consolidation and Containerization Point, or CCP, facility, and tailored, specialized kitting projects all contribute to this specialized support.

Under the 2005 Base Realignment and Closure, or BRAC, decision, DLA Distribution Warner Robins, Ga., was designated to become a Strategic Distribution Platform, or SDP. In 2007, in order to comply with the decision, the distribution center began the transformation from a government owned, contractor operated facility to a government owned, government operated entity.

Setting the stage for maturing to an SDP designation, the consolidation and transfer of $766 million in various classes of supply from other DLA Distribution centers in Anniston, Ala., Cherry Point, N.C., Jacksonville, Fla., and Albany, Ga., has been accomplished. The tens-of-thousands of line items required aggressive rewarehousing, and resulted in developing more than two million cubic ft. for bulk and bin spaces. The distribution center is upgrading storage systems. The rewarehousing resulted in the consolidation of over 85 percent of existing locations, and moved over $4.4 billion worth of materiel to new locations. Supplies received from sister distribution centers occupy only a small portion of these newly rewarehoused facilities.

Making space for additional stock required innovative material processing methods. Two such examples are the design and development of new conveyor systems which employ passive radio frequency identification processing technology.

The transformation to an SDP is nearing completion. Dramatic change in the physical structure include new racking and conveyor systems throughout existing warehouses, and construction of a new CCP facility, scheduled to be opened in March 2011. With the opening of the CCP facility, DLA Distribution will be able to increase the volume of materiel that is shipped overseas. DLA Distribution Warner Robins, Ga., will also serve as the "relief valve" for CCP operations at Oklahoma City, Okla., Susquehanna, Pa., and San Joaquin, Calif., and will be able to process additional workload.

As one of eight DLA Distribution kitting assembly sites, DLA Distribution Warner Robins, Ga., builds tailored aviation kits supporting Air Force customers and various weapon systems around the world. The kitting builds allow DLA to provide maintenance repair parts in one single container rather than the customer receiving separate pieces and parts through various shipments.

Currently, the distribution center is supporting twelve different kits for various customers. One such example is a windshield replacement kit for the C-130 aircraft. Another example is the largest kits currently being produced - the F-15/16 launcher kit, with a total of over 3,300 being built.

A new project for FY11 is a digital video recorder kit for the F-15 aircraft, being produced expressly for the Air Force. DLA Distribution Warner Robins, Ga., will produce more than 245 kits during this multi-year build. The digital video recorder kit includes such items as wiring, cables, and hardware. Over 75 National Stock Numbers and over 375 pieces are included.

In addition to assembling kits, DLA Distribution Warner Robins, Ga., also receives, inducts, and stows pre-assembled ship kits supporting weapons systems throughout the U.S. Armed Forces. The $12 billion inventory at DLA Distribution Warner Robins, Ga., includes parts and equipment for F-15, C-130, C-5 and C-17 aircraft, target acquisition systems, and most airborne electronic warfare systems.

DLA Distribution Oklahoma City, Okla., teams with local customers to improve maintenance turn-ins

Recently, DLA Distribution Oklahoma City, Okla., Performance Excellence Office employees teamed up with the Global Logistics Support Center, or GLSC, Air Force Material Command, or AFMC, and DLA Aviation subject matter experts to perform a Lean study of the DLA expedited return process. This effort was one of six Improvement Process Teams, or IPTs, jointly formed by DLA, GLSC, and AFMC leaders.

The Expedited Return IPT was chartered to study and improve the DLA maintenance return process, with subject matter experts from DLA Distribution Warner Robins, Tinker Air Force Base, and Hill Air Force Base. The IPT held a face-to-face meeting in Jan. 2010, during which time a current and future state process map was developed. The primary objective of the group was to streamline the local maintenance turn-in process flow, thus decreasing customer wait time.

The group performed a manual time study to collect data on the turn-in process. Four DLA Distribution Oklahoma City, Okla., PEO employees, and one DLA Aviation Oklahoma City, Okla., employee manned various customer turn-in points to collect timestamps which were not available systemically. The time study covered eleven days of turn-ins.

The results of the time study concluded that the turn-In process for Tinker Air Force Base generally spanned six to eight days, and involved time associated with material and document movement between the Air Force, DLA Aviation, and DLA Distribution. Based on the results, a follow-on pilot study was implemented in a high volume controlled area.

DLA Distribution Oklahoma City, Okla., employees (left to right) Penny Selph, Misoon Cole, and Steven Vardamon work to complete a pre-sort of inbound inductions.

"One of the founding principles of Lean is to collocate work as close to generation as possible," said Thomas Wahpekeche, DLA Distribution Oklahoma City, Okla., PEO supervisor. "The pilot study allowed the group to see the developed process in a controlled area."

The results of the pilot project saw customer wait time drop to two days within the first week, and has stabilized since at less than two days. Net customer wait time was decreased by over five days, with follow-on data providing insight on how to generate turn-in documentation quickly. "DLA Distribution Oklahoma City, Okla., has received positive feedback from the customer," said Ned LaViolette, DLA Distribution Oklahoma City, Okla., director. "The question we continually receive now is: When can we expand it to the other turn-in areas?"

DLA Distribution Oklahoma City, Oklahoma has been working with the customer to identify high volume and long lead time areas to expand the new process, with another Packing, Preservation, and Marking induct area utilizing the process in the Tinker Aerospace Complex. This satellite induct area is currently being expanded to handle the volume of large items that are generated at the facility daily. Near future plans include expanding the process to a 1.25 mile-long repair facility that generates a large volume of repaired parts, and to another building for quick turn of engine assemblies.

DLA Distribution San Joaquin, Calif., and the United States Air Force take pride in partnership

By Annette Silva, DLA Distribution San Joaquin, Calif., Public Affairs

DLA Distribution San Joaquin, Calif., takes pride in its strong working relationship with the 60th Aerial Port Squadron, stationed at Travis Air Force Base, Fairfield, Calif. Cooperation and open communication have proven to be the cornerstones of the relationship's ongoing success. As vital pieces in DLA's global supply chain, both commands are committed to working together in an effort to maximize efficiencies and speed which ultimately give our Warfighters the advantage on the battlefield.

DLA Distribution San Joaquin, Calif.'s, Consolidation and Containerization Point, or CCP, is the western United States hub for the consolidation of material shipped from other DLA distribution centers and commercial vendors headed to Pacific overseas customers. On average, the CCP builds and ships 1,750 air pallets per year. Upon leaving DLA Distribution San Joaquin, Calif., these pallets are trucked to the 60th Aerial Port Squadron to be loaded on various types of aircraft. Communication between the two commands is important because the 463L pallets must be built to specific requirements, depending on the type of aircraft being used for that particular mission.

Not only does the distribution center build quality pallets for shipment, but it also builds quality relationships with squadron personnel. When new members join the squadron, DLA Distribution San Joaquin, Calif., brings them to the distribution center for a familiarization tour of the CCP operation. This gives personnel the ability to see the operation in person. Furthermore, the CCP team travels to Travis Air Force Base once per quarter to perform quality checks on their own work, making sure the pallets the distribution center assembles are done properly and in accordance with Air Force standards.

A 463L air pallet is ready for shipment from DLA Distribution San Joaquin, Calif., to Travis Air Force Base.

"Our relationship is based upon our joint mission employing the Defense Transportation System," said Patrick Blatcher, 60th Aerial Port Squadron transportation operations officer. "Our open line of communication has facilitated a smooth flow of distribution center commodities. We serve each other as genuine customers and effectively communicate our shared interest."

The Shipping Division of the CCP is also being trained to operate a key Air Force mission-planning tool called the Global Air Transportation Execution System, or GATES, reinforcing the positive relationship between the partners. This system provides real-time, in-transit visibility data to the Global Transportation Network. The most significant benefit is that it gives shipping personnel the access to track all material moved on Air Force aircraft from the beginning to the end of the mission.

Stephanie Riddle, CCP transportation assistant, is excited for the opportunity to train on the GATES system and looks forward to the tools the system offers which will help her in her job.

"This system [GATES] will streamline the process of shipping from our distribution center to Travis Air Force Base and on to our Warfighters," Riddle said. "It's a great tool for researching open lines and has real-time tracking on all shipments that will ensure we are keeping with our metrics to get the material shipped." Members of the Travis Air Force Base team have volunteered to train the entire CCP team. This positive teamwork is continuously improving support for the Warfighter.

DLA Distribution Norfolk, Va., loads USS Gunston Hall for humanitarian mission

Despite a cold and raw January day, the ship loaders of DLA Distribution Norfolk, Va., carefully lifted and spotted 89 pallets' multiwalls onto the flight deck of the USS Gunston Hall (LSD 44), an amphibious ship based in Little Creek, Va., just outside of Norfolk.

Ordinarily, these multiwalls would contain subsistence or spare parts for the ship and its crew. However, this was no ordinary load. The mulitwalls contained humanitarian material destined for Central and South American countries under operation "Southern Partnership Station 2011."

Inside the 89 multiwalls were wheelchairs and personal water filtering equipment, weighing in at over 118,000 lbs.

The ship planners, stevedores, riggers, blockers and bracers, and crane operators lifted the entire load onboard, and secured each pallet so that it was ready for the rock and roll of potentially rough seas, in just one day.

During its three-month deployment, the USS Gunston Hall will make deliveries in Columbia, Honduras, Guatemala, and Belize, delivering freight provided by United States Navy's Project Handclasp program.

Project Handclasp is a one-of-a-kind public/private outreach program headquartered in San Diego, Calif. Established in 1962 through a presidential directive, the program allows humanitarian, educational, and goodwill materials that are donated at no-cost by America's private sector to be distributed to those in need.

"Even though DLA Distribution Norfolk, Virginia, specializes in support to the Warfighter, it's also rewarding to support those who specialize in making peace," said Crispin Toledo, chief, Intermodal Hub, DLA Distribution Norfolk, Va.

A water filtration system shipped by DLA Distribution Norfolk, Va., for Project Handclasp.

Project Handclasp freight loaded on to the USS Gunston Hall flight deck.

Strategic Network Optimization Integrated Process Team outlines recommended scenarios

By Jessica Roman, DLA Distribution Public Affairs

In an expansive effort to create a globally optimized distribution network, the Defense Logistics Agency is partnering with United States Transportation Command and military services to support Stewardship Excellence and Warfighter Support Enhancement through Strategic Network Optimization, or SNO. Convening at DLA Distribution headquarters, in New Cumberland, Pa., the SNO Integrated Process Team, or IPT, outlined the three proposed scenarios that will go before the Process Review Board for consideration.

"The final goals of the SNO project are to support customers in both peacetime and contingency operations, to reduce operating costs, to provide agility and performance, and to balance efficiency and effectiveness," said United States Navy Lt. Cmdr. Xavier Lugo, SNO Modeling and Analysis lead.

Working since October 2010, the Modeling and Analysis Team identified three scenarios that could be implemented and could reduce Department of Defense costs by 2014. The three scenarios proposed for consideration were derived from analytical software that uses a common database linking United States Transportation Command, DLA, and military services, resulting in a view of where efficiencies can be gained.

The first scenario outlines the cost benefits of increased container utilization rates into Afghanistan. "Analysis of this scenario projects that a one percent increase in container utilization results in cost avoidance of nearly $1.1 million dollars annually," said Lugo.

Also taken into consideration is the increase in the use of 40-ft. containers vice 20-ft. containers traveling through the Northern Distribution Network, or NDN. A combination of improved container utilization and reduction of 20-ft. containers may provide the highest level of cost avoidance.

Considering the five major NDN routes, the scenario relates to several ongoing initiatives, including DLA Distribution and the NDN team's initiative to inject Theater Consolidation and Shipping Point-like facilities within the NDN for Afghanistan logistical support, USTRANSCOM's Strategic Surface Optimization efforts to select best-value carriers along the NDN routes, and DLA Distribution's efforts to improve container utilization.

United States Navy Lt. Cmdr. Xavier Lugo, Strategic Network Optimization Modeling and Analysis lead, discusses scenario three with the Integrated Process Team.

Scenario two demonstrates that

significant transportation savings can be realized by shifting air shipping modes from military airlift to commercial airlift.

"For each one percent reduction of military air sustainment materiel shipments, up to 10 percent, $16 million dollars per percent could be achieved," said Lugo.

This scenario considers DLA-managed sustainment materiel only, and will ensure that minimum military air requirements are met.

The final, and longest-term scenario, proposes a repositioning of DLA common materiel from Forward Distribution Points, or FDPs, to Strategic Distribution Platforms, or SDPs. This scenario utilizes DLA Distribution's four SDPs, located at Susquehanna, Pa., San Joaquin, Calif., Warner Robins, Ga., and Oklahoma City, Okla.

Moving common materiel to an SDP could help gain efficiencies through a reduction in transportation costs.

"By pulling materiel back from FDPs to the SDPs, transportation costs do not increase notably, because FDPs will be able to take advantage of DLA Distribution's Dedicated Truck Program," said Lugo.

The Dedicated Truck program provides direct delivery of shipments to specified locations, meeting a pre-established delivery date and time. This process provides the customer direct delivery services from the shipper's location to the customer's door.

Direct delivery service via Dedicated Truck supports high-volume customers receiving numerous shipments. Through coordination with the customer, all cargo, regardless of the priority and size, may be delivered up to seven days a week from some DLA Distribution facilities.

Ed Visker, DLA Distribution Susquehanna, Pa., deputy commander, right, discusses the walk and pick process with the Integrated Process Team at the Department of Defense's largest distribution center, the Eastern Distribution Center.

By repositioning this stock, inventory can be consolidated to fewer locations. "The inventory benefit of this long-term plan is up to $100 million dollars of cost-avoidance," said Lugo.

Recommended for implementation, this scenario is currently pending Primary Level Field Activity review of the inventory to be moved to provide optimal Warfighter support.

In order to see how inventory is processed at DLA Distribution, the IPT team was also briefed at the largest distribution facility within the Department of Defense, the Eastern Distribution Center, located at DLA Distribution Susquehanna, Pa., one of DLA Distribution's four SDPs.

DLA Distribution Susquehanna, Pa., deputy commander Ed Visker outlined the Air Line of Communication Pallet Build operations, the Dedicated Truck staging area, CONUS and OCONUS Surface Staging, Consolidation and Containerization Point operations, and the high-rise storage and retrieval process.

The next steps for the Strategic Network Optimization Program include expanding the baseline and optimization model for analysis, analyzing scenarios, refining the model, and planning the implementation. This will bring service representatives and their data into the analysis and modeling process. The project is expected to continue through Sept. 2013.

Busy as a bee, a Sea Bee that is….

By United States Navy Supply Corps Lt. Cmdr. Bryan Boudreaux

DLA Distribution Pearl Harbor, Hawaii, has seen its share of unique projects, but their latest challenge is one for the photo album. Recently, the Packing Division supervisor, Robert Lynch, was approached with an unusual request. The yearlong project of building a large replica of the Navy Seabees' "Fighting Bee" had come to completion and needed to be shipped half way around the world to the Naval Construction Battalion Center, or NCBC, in Gulfport, Miss.

Lynch knew shipping the Fighting Bee would be a difficult task, but was confident in his packing division. "This item is a challenge, as we normally do not pack items of this nature," said Lynch. "We have some very talented people, so I am confident in their abilities."

The Fighting Bee was only the third replica produced by the Naval Facilities Engineering Command, or NAVFAC, Self-Help Seabees on Oahu, Hawaii, and the first to leave the island. An added obstacle was the fact that the Bee was constructed to be suspended, rather than rested on a pedestal.

DLA Distribution Pearl Harbor, Hawaii, recently shipped a "Fighting Bee" in a specialized container. The Fighting Bee was originally created by Frank J. Lafrate in 1942 when he was a Navy civilian employee. Lafrate later joined the Navy and became a Seabee himself.

Shipping large bulky items is not an unusual request for the Packing Division at DLA Distribution Pearl Harbor, Hawaii, but this particular request had some very unusual requirements. Since the Bee had to be suspended, it meant that the packing crate had to be built rigidly enough to support the Bee, as well as protect it from harm during its journey across the Pacific. With the suspension came other problems, such as possible damage to the Bee's legs if the crate was handled roughly; that's where master woodworker Lito Agustin came in. Agustin, who retired from the Naval Reserve Supply Corps, has been working in packing for 28 years, and after one look, the only words he uttered were "no problem." The plan was to build a shipping container around the Bee, still allowing it to be suspended and protected at the same time. Along with the special container, there was a generous amount of bubble wrap, shrink wrap, and block and brace to help keep the Bee from "buzzing around" during its transit.

The "Fighting Bee" hangs at its permanent location at the Naval Construction Battalion Center Fitness Center, in Gulfport, Miss.

The project took only three days to complete and a bon voyage was wished to the Bee from the crew of the Packing Division as it began its journey across the ocean. It arrived in Gulfport, Miss., and Lori Bell of the Public Works Department for NAVFAC Gulfport stated "We received the bee and it was beautifully packed!"

The bee was raised to its new home suspended inside the doorway of the NCBC Gulfport Fitness Center. It now stands guard over the fighting Seabees as they ready themselves for battle.

Much like the Seabee's motto "Can do!" the Packing Division at DLA Distribution Pearl Harbor, Hawaii, continues to exhibit that "can do" attitude in everything they encounter.

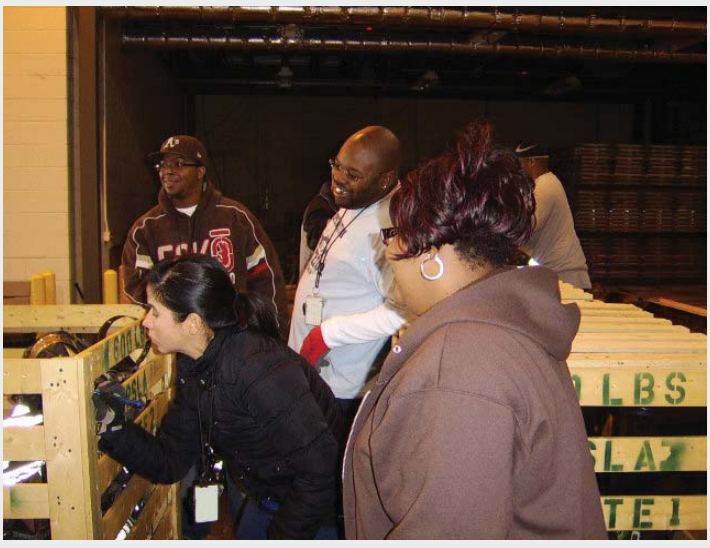
DLA Distribution Warner Robins, Ga., supports humanitarian efforts in Nicaragua

By Jessica Roman, DLA Distribution Public Affairs

Recently, DLA Distribution Warner Robins, Ga., had a special opportunity to expand support beyond the Warfighter to those in need in Nicaragua. As part of the Denton Humanitarian Assistance Program, more than three tons of medical supplies and other equipment, as well as vehicles including a fire truck and a Land Rover were donated by a local fire company to help relief efforts in a country where there is no available location to purchase firefighting or first responder resources.

"The Warner Robins Air Freight Terminal requested assistance in preparing the Hazardous Material Declaration Forms needed to ship the vehicles and other miscellaneous hazardous items such as breathing systems for firefighters via military air transport," said Braxton Glover, DLA Distribution Warner Robins, Ga., acting transportation officer. "With the help of our Transportation Office and our Hazardous Material certifiers, we were able to complete the needed forms to support this important mission."

In addition to the Hazardous Material certifications, DLA Warner Robins, Ga., also assisted with pallet inventorying and pallet building for shipment. "This was a great opportunity to successfully test the recent training our Consolidation and Containerization Point team completed in pallet build-up," said Robert Stewart, DLA Distribution Warner Robins, Ga., distribution facilities supervisor. "We completed an inventory of the pallets because they contained air breathing systems for firefighters, and after we completed the inventory and built the pallets for shipment, our Hazardous Material team prepared and certified everything for shipment."



DLA Distribution Warner Robins, Ga., employees work to build pallets for humanitarian assistance in Nicaragua.

Nicaragua is not able to purchase much needed supplies for firefighters. Many of the fire stations in the United States have been upgrading materials such as hoses, personal safety equipment, and fire trucks, and have a surplus of used items that cannot be utilized at their home station. These items are extremely valuable in Nicaragua, where many firefighters do not have proper equipment.

The Denton Program allows private United States citizens and organizations to use space available on United States military cargo planes to transport humanitarian goods, such as clothing, food, medical and educational supplies, and agricultural equipment and vehicles, to countries in need. The program is jointly administered by USAID, the Department of State, and the Department of Defense. In FY2008, more than 600,000 pounds of humanitarian goods were sent to 17 different countries through the Denton Program.

"While DLA Distribution Warner Robins, Georgia's, part may seem small, without our efforts, the mission would not have been able to go in the timeframe necessary, our part was critical for pallet building and certification," said Glover.

2010 Denison Culture Survey results: From the desk of United States Navy Supply Corps Vice Adm. Alan Thompson, DLA director

We received the preliminary results of the 2010 Culture Survey and I'm very happy to say they show that – without a doubt – we continue to improve as an agency and to progress on our goal of being the highest performing logistics agency in DoD.

I thank all of you who participated in the survey. I know it isn't always easy to take the time to complete the questionnaire, but we continue to maintain a very high response rate from our workforce. We dropped slightly from last year to 68 percent this year, but that's still much higher than other federal workforce surveys.

I think the reason we have, and keep, that high participation is because all of you understand how important the survey is to moving DLA forward and you recognize the great opportunity it gives to get your opinions and suggestions across to your leaders and to all of DLA.

Though I'm pleased with the response rate and with our overall culture scores, before we discuss the data I want to make sure that everyone understands the survey isn't about the numbers. It's about what it's like to work at DLA and that, in turn, affects what it's like to be a DLA customer.

The culture survey is about getting us all on the same sheet of music and keeping us there. It lets us see and truly grasp where we are, where we need to go and what we need to do to get there.

The numbers reported on the culture survey can be confusing so let me tell you a little about how to interpret the data. The numbers are benchmarked against other organizations outside and inside the Defense Department. If you look at DLA Energy in the "Core Values" category and the number is 72, that doesn't mean 72 people answered or that the people who answered "graded" us at 72; it means, when compared against the other companies and organizations Denison uses in its benchmarking pool (over 1000 of them), we rank in the 72nd percentile.

Or, more simply, that 71 percent of the organizations in the sample are below us and 28 percent are above us in that category.

Our biggest change this year was in the "Mission" wedge where we measure strategic direction and intent, goals and objectives, and vision. The increase in this area shows us that we understand more about what the agency does and where each of us fits into that work. It tells me that we share the vision and goals of DLA and that we share in the responsibility for moving this great agency forward to its rightful place as the best logistics organization in DoD.

I know that a few folks wonder exactly what we do with the information we gather from the survey, and some have even said they don't believe the survey is useful. Let me give you a handful of examples that show what the culture survey does for DLA.

We have ongoing projects at the headquarters and our primary level field activities that grew directly from our culture survey results. For instance, last year your coworkers at DLA Distribution saw a delta in their "Involvement" and "Consistency" wedges. So, they're currently improving those areas by focusing on leadership and workforce development. So far, DLA Distribution has increased Level 1 Six Sigma green belt training and advanced leadership training to enhance the activity's internal focus. The folks in Columbus are making progress and, though they still have a way to go, their organization and its operations are improving.

Over at DLA Disposition Services, the 2009 survey showed a need for improvement in leadership

and communication consistency, along with employee trust and "churn." The response by the activity to those results included a number of plans and programs such as publishing and distributing minutes and reports from weekly management team meetings, weekly activity reports, and Director's Calls.

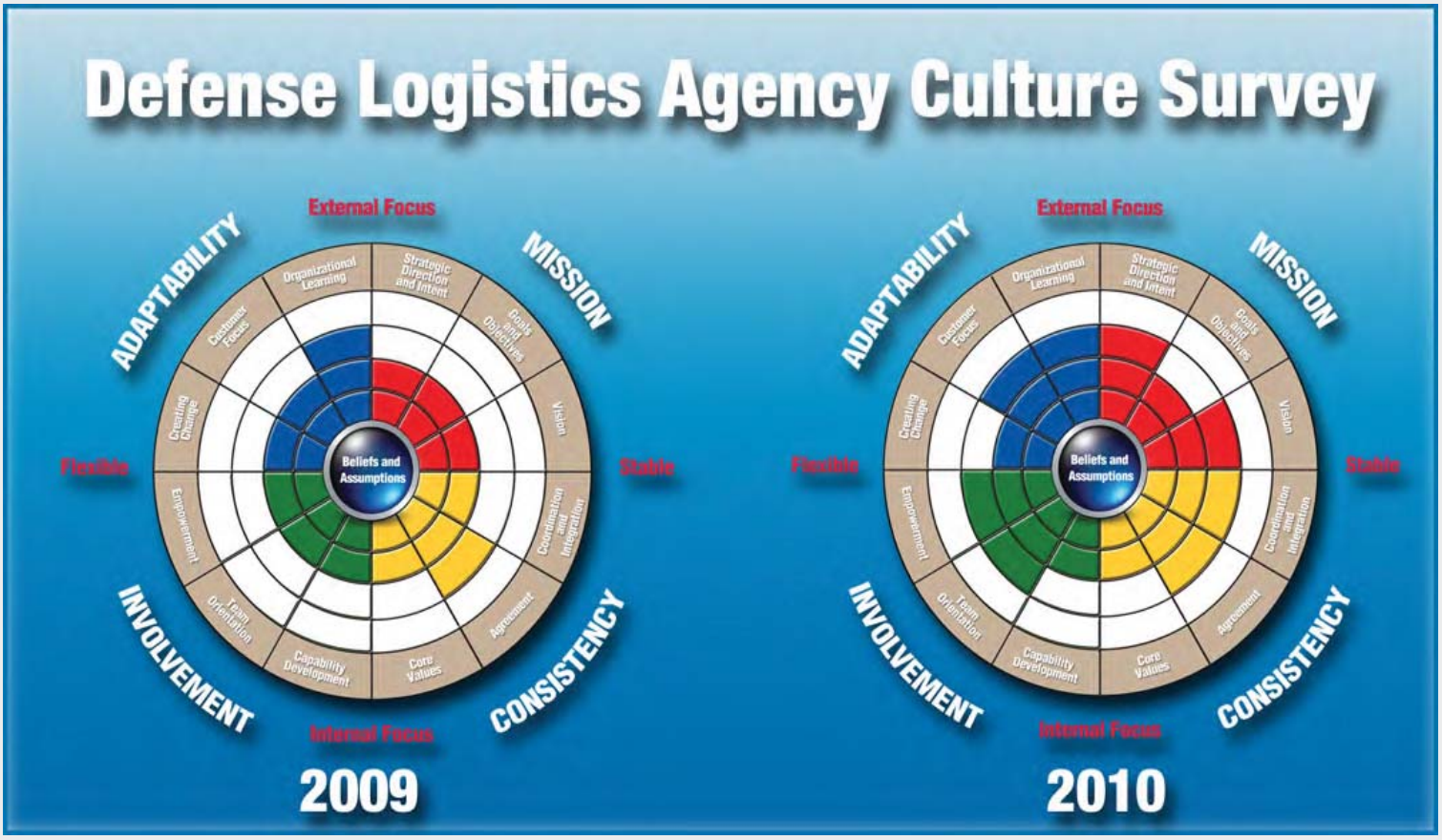
DLA Disposition Services is also establishing a leadership conference and a new governance structure. They're benchmarking and gathering lessons learned from across DLA in order to improve their operations. All of that change came out of the culture survey results.

And, we're already working on changes coming out of the 2010 Culture Survey. For example, we received good scores for "We Are DLA," but we're looking at revising the "We Are DLA" tools provided to supervisors to help explain the initiative to their workforces. It is likely we will build some additional products to make it easier for our mid- and junior-level supervisors to relay the information in an interesting and time saving manner. Those modifications are in response to the culture survey.

I believe in the culture survey because I have seen the changes in DLA from both the customer and the workforce side. I know what DLA was like when I was the commander at the Defense Supply Center in Columbus, now called DLA Land and Maritime, and I see what DLA is like now. We are more agile, responsive and forward thinking than we were even four years ago when we answered the 2006 Culture Survey questions.

From my time as a customer I can tell that DLA has grown in the idea of partnership and information sharing. We are a more transparent organization and one that is interested in working with its customers and its suppliers to give the best value at the best price possible. That willingness to change, to improve, is at the heart of our culture and why the results of the survey matter to DLA. Your survey feedback will drive many improvements in the coming year. The opinions you shared will ensure that DLA remains a world class logistics organization.

DLA Distribution's results of the 2010 Denison Culture Survey will be released soon.



DLA Distribution Susquehanna, Pa.: largest distr

By Jessica Roman, DLA Distribution Public Affairs

In the heart of Pennsylvania is DLA Distribution Susquehanna, Pa., one of four strategic distribution platforms assigned to DLA Distribution, headquartered in New Cumberland, Pa. DLA Distribution Susquehanna, Pa., provides integrated distribution solutions in support of America's Armed Forces around the clock and around the world through effective receipt, storage, control, and shipment of material.

DLA Distribution Susquehanna, Pa.'s., history begins before World War I. At that time, the Army's depot structure was primarily designed to support the defense of the United States mainland, rather than overseas deployment. The Army needed to create depots overnight near the Atlantic coast to support the World War I build-up of forces. Three reserve depots were established, beginning with New Cumberland, Pa., to store Army bureaus supplies for deployment overseas to troops in Europe.

Because cargo moved primarily by rail, New Cumberland was selected in 1917 because of its close proximity to Pennsylvania Railroad and one of the largest classification rail yards in Enola located eight miles east. President Wilson approved expenditures in February of 1918, and construction began in April on a new storage depot under the supervision of the United States Army Corps of Engineers. The federal government purchased the 832 acres of land owned by eight local farmers for $160,167.

For 74 years, DLA Distribution Susquehanna, Pa., was known as New Cumberland Army Depot. In April of 1991, New Cumberland Army Depot transferred from the United States Army Depot System Command to the Defense Logistics Agency. At the time of deactivation, New Cumberland Army Depot had the distinction of being the oldest, continuously operated depot in the United States Army.

The consolidation of Defense Depot Mechanicsburg, Pa., and New Cumberland Army Depot created the Defense Distribution Depot Susquehanna, Pa., or DDSP. The lower Susquehanna Valley is the location of the two sites, and is the logic behind the selection of the name. In June 2010, DDSP assumed its current name DLA Distribution Susquehanna, Pa., as part of DLA's "We Are DLA" campaign.

DLA Distribution Susquehanna, Pa., operates two large facilities 11 miles apart. The east site is located on 850 acres, just outside the community of New Cumberland, Pa. At the west site,

DLA Distribution Susquehanna, Pa., operates the Eastern Distribution Center, the largest distribution facility in the Department of Defense.

DLA Distribution Susquehanna, Pa., occupies two-thirds of the buildings owned by the host command, Naval Inventory Control Point. This installation is 825 acres in size and is adjacent to the city of Mechanicsburg, Pa.

DLA Distribution Susquehanna, Pa., operates the largest automated distribution facility in the Department of Defense: the Eastern Distribution Center, or EDC. The EDC occupies 1.7 million sq. ft. of processing and storage space, and is the hub of operations, processing 66% of materiel shipped to customers. The mechanized facilities within the EDC provide state-of-the-art processing, allowing DLA Distribution Susquehanna, Pa., to provide military and commercial repair parts, clothing and textiles, medical supplies, and industrial and electronic components to military customers throughout the United States and the world.

..: Operating the Department of Defense's tribution facility

A DLA Distribution Susquehanna, Pa., employee packages items in the EDC's Walk and Pick area.

The second largest building at the New Cumberland site, a 420,000 sq. ft. warehouse completed in 2007, contains material handling equipment used to consolidate and process fast moving clothing and textiles products under one roof, rather than storing and packing between 11 buildings at the Mechanicsburg location. With this facility, the remainder of the bulk backup material is stored in only three to four warehouses. This new general purpose, bulk warehouse is a key building block in DLA Distribution Susquehanna, Pa.'s., depot modernization program. The program will replace six World War I era warehouses with three state-of-the-art facilities.

Supported by 57 additional warehouses in New Cumberland, Pa., and Mechanicsburg, Pa., DLA Distribution Susquehanna, Pa. averages nearly 900 surface container shipments, 2,800 truckload shipments, and 2,400 air pallet shipments monthly.

Container consolidation points for both the Army and the Air Force are operated at DLA Distribution Susquehanna, Pa, which consolidates material from U.S. facilities into sea van containers and air pallets for overseas shipments.

In 2010, the DLA Distribution Susquehanna, Pa., workforce built over 28,400 air pallets and filled over 8,300 sea containers. Over 90 percent of the air pallets and 70 percent of the sea containers were destined to support the Warfighter in the United States Central Command. More than 30,800 trucks were loaded with material and delivered in country to over 50 military installations. Massive rewarehousing was accomplished in preparation for repositioned Base Realignment and Closure material. As a result of this repositioning, DLA Distribution Susquehanna, Pa., has stewardship of over one million different stock items. At the same time, DLA Distribution Susquehanna, Pa., improved and measured processes, empowered the workforce, cooperated as a team across work functions and agencies, planned the use of facilities and utilities wisely, and listened and adapted to their customer's needs.

DLA Distribution Susquehanna, Pa., is one of the largest employers in the Susquehanna Valley, with over 2,000 employees. In addition, the site is home to DLA Distribution headquarters, with over 500 employees; DLA Installation Support, with over 500 employees; and an additional 22 tenant commands, with over 600 civilian employees and over 300 military employees. If DLA Distribution Susquehanna, Pa., was listed among Fortune 500 companies, it would be ranked 241.

With a workforce that values the premise of doing what is right for the Armed Forces and the Department of Defense, DLA Distribution Susquehanna, Pa., continues to be a learning organization committed to its people and the development of its culture, while striving to foster an environment that encourages ideas and creativity that enhance safety, productivity, and morale.

A DLA Distribution Susquehanna, Pa., employee works to pack uniforms in the clothing and textiles area.

"Strategically

Robert Pate, deputy site manager, DLA Distribution Albany, Ga.

Warfighter support enhancement

The mission here at DLA Distribution Albany, Ga., is to receive, store, issue, and distribute material worldwide to all DoD services in support of the Warfighter by using effective and efficient logistics processes. Our commitment to using innovative logistics in support of the readiness and sustainment of the Warfighter is evident by the unique missions we provide aboard the Marine Corps Logistics Base, or MCLB, Albany Ga. One mission is serving as the Traffic Management Office, providing all of the transportation management functions for MCLB Albany, the home of Marine Corps Logistics Command, and other tenant activities. This has given us the opportunity to participate in projects from the mine-resistant, ambush-protected vehicle project, to the deploying of the 2nd Marine Expeditionary Brigade. We have become the pivotal link between the Marines on the ground in theater and the equipment that is so vital to their success.

Workforce development

As a part of the management team, it is my responsibility to ensure that each and every employee receives the tools and training needed to perform their tasks. My vision is to see a training program that takes the employee from day one, all the way through their long and productive career with DLA. This would include everything from on-the-job training, to formal classroom training from institutions of higher learning. As for myself, I am currently enrolled in the Tier II program for new supervisors. Serving as an officer in the United States Air Force has afforded me years of leadership opportunities and experiences that I hope to pass on to those new to leadership roles within our organization.

Customer engagement

Every day lends itself with the opportunity to interact with a wide and diversified list of customers from around the globe to those collocated with us here on the Marine Base. There is always extensive planning that takes place to be able to move the massive amounts of material required to sustain the Marine Corps from one of only two maintenance centers of its kind in the world.

We also work closely with other services to provide support for projects such as the laser detection program for the Army. I really enjoy this close interaction, because I truly believe in the difference face-to-face communication provides toward common goals with less room for misinterpretation.

Continuous process improvement

This year we stood up our quality control team and established a quality control and customer satisfaction plan. As the quality control coordinator, I oversee implementation of the program on a daily basis. This includes monitoring performance standards and customer complaints, taking corrective actions as necessary, and seeing it through to resolution. One process improvement we are currently establishing is a centralized location for all reimbursable transshipments and customer service. This will give our local customers a single point of contact, while giving us greater visibility and accountability of this critical area.

Keys to success

I believe that having an understanding of the part each and every one of us plays into the bigger picture gives you a better appreciation for the tasks you perform. As a former Missile Combat Crew commander, I have been on the receiving end of the services provided by DLA. I know that this experience only enhances my dedication to providing the support that our current armed forces needs and most definitely deserves.

Robert Pate
Deputy site manager, DLA Distribution Albany, Ga.

y Speaking"

Hae-Il Pak, automotive mechanic, DLA Distribution Korea

Warfighter support enhancement

As an automotive mechanic, I help to revive and fix forklifts and motor vehicles for the distribution center. I help to complete repairs for DLA Distribution Korea, and my duties also include general maintenance in the workplace. To make a difference, I know that my work counts, so I always try to do my best. From my past experiences, I know I can help others learn and benefit to help support the Warfighter worldwide.

Stewardship excellence

I provide detailed listings of all of my services performed, and all changes to equipment are documented. I also provide preventative maintenance checks regularly to verify equipment is operating properly. If I find any malfunction during the inspection, I determine what necessary repairs are required. I think it is very important to complete my mission precisely and efficiently, while also treating my teammates like my neighbor.

Workforce development

I have learned the value of hard work, and it is important to know that words don't move mountains, precise work moves mountains. I aim to keep good health and safety practices in my work environment; to learn and develop my skills; to be physically strong, since my position requires the lifting of heavy items at times; and to be familiar with proper use of equipment, including technology. I try to take advantage of training opportunities regularly in order to learn and improve my machine repair skills and job efficiency.

I try to encourage people to speak candidly if I make an error, and I encourage them to take more chances.

In order to decrease errors in my performance and minimize workflow disturbances, I verify my operations and performance by recording inspection and repair details after the task is complete.

Keys to success

We have a goal to provide high-quality job skills in our mission, and the key is the people. Once driven by materials, and machines, success is now powered by people who are involved with them.

What I want people to know about my support

I want our customer to smile and feel our sense of passion within us, and that we are likable, reliable, and smart. Without a doubt, we are partners with our customer, and our team strives to supply products as fast as we can. We have tremendous confidence that we save our customers money and time, and it gives us a strong sense of our mission for the military customer. We are very motivated to serve them.

I love working at DLA Distribution Korea, and I love to see our customers that rely and trust our maintenance team. I am proud of the work that I do. My job of repairing and keeping vehicles and machines in good condition is very different from others' missions, but I think my performance is uniquely conditioned for this essential mission.

Hae-Il Pak
Automotive mechanic, DLA Distribution Korea

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/.

Coming in Future Issues

DLA Distribution's 26th depot in Kandahar, Afghanistan

DLA Distribution's support to Army customers