



*Brigadier General
James H. Pillsbury*

1. In looking back at the year 2001, what do you think were the most significant accomplishments of the DDC?

The year 2001 was a busy, successful year for the DDC. The employees of the 22 Distribution Centers continued their commitment to provide great support to the customer. Whenever I meet with customers, regardless of the service, they are always complimentary of the important work the DDC employees perform.

The year included the closing of two of distribution centers—San Antonio and McClellan. Both

centers were very successful in their closure activities and my thanks go out to all.

One significant initiative for DDC in full swing in 2001 was stock positioning. The focus given to where stocks should be stored to more effectively meet customer demand and reduce transportation costs translates to better logistics response time and moving ever closer to TDD (time definite delivery). The impact of effective stock positioning creates customer confidence in the system and enables the customer to make better requisitioning decisions. We have done very well with our stock positioning efforts.

The year also saw DDC named DLA's Lead Center for Distribution. This important designation recognizes our role in the supply chain and positions us to expand our collaboration efforts and partnerships with the inventory control points to effectively influence customer wait time and distribution/transportation costs.

It was a great year and am looking forward to an even better year in 2002.

2. What will DDC be focusing on in 2002?

There are many, many things going on. Operation Enduring Freedom (OEF) remains at the very forefront of our focus. We, as DDC employees, must ensure that we are supporting the warfighter when and where needed.

The roll out of BSM will begin with the concept demo in July 2002 with 150,000 NSNs, across the services. BSM is absolutely vital for DDC and DLA to move to the next level of support. BSM will field best business practices, improve customer services through collaboration of customers and suppliers, and provide best value solutions to our logistics challenges.

While a large part of BSM is focused on the Inventory Control Points' (ICPs) logisticians and buyers, a parallel effort of Distribution Planning Management System (DPMS) is underway that is essential to DDC to insure that we have the correct software and programs to work the distribution/transportation piece in the future. Of significance, is that with DPMS, DDC will then control first destination transportation actions.

BSM will also help us control MRO flow into the distribution centers. With more control over MRO flow, we will be able to better align our resources (shift alignment) that will make us even more efficient.

I encourage everyone to fully engage in the BSM effort. Michael Yost heads the BSM team for DDC. He and his outstanding team are available to answer your questions/issues.

This year we will implement and cascade DLA's Strategic Management System (SMS), consisting of the agency's long-range Strategic Plan, the Balanced Scorecard (BSC), and the two-year Business Plan. The heart of the SMS is the BSC, which is a great management tool now in use at DDC headquarters that allows us to focus on what is important to our future and to plan our resources accordingly.

There are four areas to the BSC - finance, learning and growth, internal process, and customer. All four quadrants are vitally important to the success of DDC. Finance provides the resource base for what we do. Learning and Growth insures that our work force is trained and properly aligned to do the processes we want done. The internal process defines what we are doing/going to do. And, the customer area defines our customers and what we will do to support them. The BSC is not new to private industry. DLA and the field activities have been working over the past twelve to fifteen months to develop our scorecard.

We will continue our focus on A-76. Round 3 was announced in October 2001. This round is expected to be complete by the spring of 2004.

We will again have several Changes of Commands with about four centers and mine.

3. The DDRV and DDAG A-76 competitions were just announced as an in-house decision. What do you think made the difference this time?

These decisions serve to emphasize that the Federal work force can compare with industry and show efficiency. I applaud the tremendous effort done by the A-76 staffs of the DDC Headquarters and all the distribution centers.

Everyone has been very diligent in taking the lessons learned from each of the previous studies and applying to each subsequent action. So far, each of the A-76 teams has put in a world-class effort and I expect to see that same energy continue in Round 3.

4. During your visits to the distribution centers, you discuss that stock positioning plans are/will be impacting center workload. Has America's War on Terrorism changed the vision?

I attended two funerals for people killed in the terrorist attack on the Pentagon on September 11. I've also taken my family to New York City visiting Ground Zero. We took considerable time to look at the four-block area of devastation seeing homes, hotels, restaurants, and businesses that were destroyed by the enemy. Seeing the Pentagon, Ground Zero, and attending the funeral of my friends brought home to me how important our work is.

We (the DDC) have sent literally tons of support to CENTCOM and EUCCOM. The actions we are effecting now are the execution of the plans made for handling distribution from peace to war. There has been no dramatic change in our practices and processes.

Each of you is an important part of Operation Enduring Freedom and the many other operations/exercises. The MRO you print, the warehouse layout you design, the stock positioning decisions you make, the item you pick, the box you pack, the pallet you build, the shipment you arrange, are taking care of our American heroes.

I urge each and every one to remember what happened on September 11. Don't ever forget it. Don't waver. For we must continue to root out terrorist network, to kill it, so we may regain the life we want.