

Team DDC Fights the Global War on Terrorism

DDC employees around the world have been supporting the Global War on Terrorism since September 11, 2001. Team DDC has processed more than 3.1 million Material Release Orders, which represents more than 240,000 short tons of material worth more than \$12.5 billion. The individuals and distribution centers mentioned in this collection of articles represent more than 7,500 people working in more than 22 distribution centers who make it their business to supply the Warfighter and the Peacekeeper every day. We recognize and thank you all.



America's Secret Distribution Weapon: DDZZ

A distribution center established in Bahrain by DDC gave the Warfighter the best possible service, while saving taxpayers millions of dollars.

In late 2002 as American and Coalition Forces were winning the War on Terrorism in Afghanistan, the country began the slow march to war with Iraq. Although Operation Iraqi Freedom was still a distant concept, logisticians inside the Defense Logistics Agency (DLA) were hard at work planning how best to serve the American forces that were being deployed to the Persian Gulf.

The concept was simple: provide the exact product the Warfighter needs, for the least possible cost, with the greatest possible speed.

The Mission

In any large military operation, cumbersome, weighty products like lumber, fencing, and concrete (known as Class IV items) are needed - but their weight and bulk mean they are also the items that cost the most to ship. To ensure American and Coalition Forces had all the DLA Class IV items they needed, DLA tasked the Defense Distribution Center (DDC) to open up shop in Bahrain. DDC didn't waste any time - Defense Distribution Depot for Forward Operations, otherwise known as "DDZZ", was about to be born.

Working with the Military Traffic Management Command (MTMC), DDZZ's mission was to establish a DLA Forward Class IV distribution activity that provided for Radio Frequency Identification (RFID) asset tracking capability and container booking, all the while expediting delivery.

In late October, staff from DDC Strategic Plans, Defense Supply Center Philadelphia (DSCP), and DLA Headquarters conducted a site visit to Bahrain and selected a location. In November the first containers of Class IV items left various DLA and contractor facilities for the not-yet-constructed DDZZ.

The People

While the containers of Class IV items made their way across the Atlantic, a team of experts was selected from DDC. The DDZZ Team arrived December 27, 2002 and included one military officer, CDR Dan Palko, SC, USN, and three federal civilians, Richard Chabot, Gregg Feie and Linda Norman. Once on the ground in Bahrain, the team asked for and received three additional federal civilians, Donald Hernandez, Defense Distribution Depot San Joaquin, California (DDJC), Wilbur Dukes Defense Distribution Depot Puget Sound, Washington (DDPW), and Charles Holder Defense Distribution Depot Red River, Texas (DDRT). All were in place by January 11, 2003.

"CDR Palko was handpicked to lead the team to establish the first-ever DDC combat theater distribution platform," said BG Kathleen Gainey, USA, Commander, DDC. "His hard work resulted in critical items of supply being effectively positioned for delivery to American and Coalition Forces. Efficiently placing the material by surface transportation modes, CDR Palko and his team not only saved millions of dollars, but freed valuable aircraft capacity for emergent needs."

The Team

To ensure DDZZ had the exact assistance they needed, DDC had another team in place at the DDC Headquarters in New Cumberland, PA. The DDC HQ team consisted of a representative from every directorate (Logistics Operations, Information Operations, Finance, and Strategic Plans) and they participated in weekly conference calls.

"We had a lot of support out there," CDR Palko said, "in addition to our great relationship with the Bahraini government and our contractor, Danish Camp Supply, many of the local military commands provided us assistance. DDC already had an office in Bahrain, part of our Mapping Activity. The Mapping Support Office Bahrain provided administrative and supply support in standing up DDZZ in the first month. Their assistance and experience proved to be invaluable. Quarters for the DDZZ team were provided by NRCC (Navy Regional Contracting Center) Bahrain and our office space and supplies came from the Naval Security Activity Bahrain. MTMC's 831st provided transportation expertise in the area that was invaluable."

The Stock

That shipment of Class IV arrived in the area and was delivered to DDZZ on December 29, 2002 - the team had been in country only two days. "That first shipment was really difficult," said CDR Palko, DDZZ's first Commander, "we received 1100 containers. But the team pulled together and we improved on the day-to-day processes. Six weeks later we were handling all our stock like a well-established distribution center. Just two months later, DDZZ was able to receive and process more than 2,000 forty foot containers of stock."

"The DDZZ Team did an incredible job," said BG Gainey. "They started with nothing - literally a sand pit - and built a completely functioning distribution center to support the Warfighter on his turf."

The Workflow

There was never a shortage of work. With their initial supplies in place, DDZZ made their first outgoing shipment of 158 containers to customers on January 27, 2003.

Not only was DDZZ a model of excellent working relationships between military and civilian staff, DDZZ was also a model for partnering with industry. Contractor support came from Danish Camp Supply, which had been awarded a one-year contract to operate the DDZZ container yard.

Workflow at DDZZ started with inbound containers. The carriers would contact DDZZ, Danish Camp Supply, and the Bahraini Port Authority. "The Bahraini government was incredibly supportive," said CDR Palko. "They are so appreciative of what the American people have done in the region - they really couldn't do enough to help us."

Once in port, the ships were offloaded and the carrier arranged onward movement of containers to DDZZ, where the shipment was receipted, stowed when necessary, or immediately shipped out. For shipments to customers, outbound containers were booked with the assistance of MTMC and Radio Frequency Identification tags encoded and attached for assets tracking through to receipt by the end user.

The Savings

All of these efforts added up to huge savings - both in customer wait time for deliveries and in taxpayer dollars. DDZZ's inventory totaled more than \$26 million worth of bulk material critical to the Warfighter. "These critical inventories were effectively positioned for direct delivery to Coalition units engaged in combat operations," said BG Gainey. "Efficiently placing the material by surface transportation modes, CDR Palko and his team not only saved millions of dollars, but freed valuable aircraft capacity for emergent critical supplies."

The efforts of the team at DDZZ reduced customer wait time by nearly 50 days for surface shipments and they were four days faster than flying items to the area. By having the stock supplied to DDZZ by ships, the cost of delivery was dramatically reduced. To date, DDZZ has saved the American taxpayer more than \$16 million - and the savings will continue as long as forces are in the region. "DDZZ's performance was better than air delivery and provided at the cost of surface delivery," BG Gainey said.

The Technology

No state-of-the-art distribution center would be complete without a state-of-the-art warehouse management system, and DDZZ was no exception. "DDC's DSS (Distribution Standard System) is the backbone of our warehousing operations. We knew from the beginning we wanted DSS capability and the DDC Information Operations Directorate really came through for us," CDR Palko said.

Every item that arrived at DDZZ was receipted, stowed, issued, packed, and transported all with DSS assistance, and therefore, accountability. "Our customers knew exactly what we had available for them and exactly when their shipments would arrive - all thanks to DSS and the technicians that make it work so well," CDR Palko said.

The Customer

DDZZ's primary customers are Coalition Forces Land Component Command (CFLCC); and the Commanders of Navy, Marine, and Air Force Central Command (ARCENT, NAVCENT, MARCENT, CENTAF). "CDR Palko developed a great relationship with his customers and representatives of the Bahraini government," said BG Gainey. "He clearly communicated exactly what services we could provide and then he made it happen."

The “Other duties as assigned...”

DDZZ quickly developed very specialized skills and they were also able to help with a few unexpected projects. DDZZ staff provided material handling support to Mapping Support Office Bahrain and loaded fifteen 20' containers of maps and charts for MARCENT and ARCENT.

“One exciting project that we never expected was building a force protection wall for the Patriot Missile Battery System,” CDR Palko said. “The Army was moving the Battery System and during movement the system is susceptible to attack. DDZZ staff erected a wall of containers that protected the battery system while it was moved from one point to another.

“We also took time to provide some training on site,” CDR Palko said. “The DDZZ team provided warehouse training to CENTCOM (U.S. Central Command) augmentation team sent to the Mapping Support Office. We had such a fantastic team - so much talent during this operation - it was vitally important to share our skills. Training is always a top priority for the DDC, so it was a natural job for us all.”

“It was an incredible opportunity to learn,” BG Gainey said. “If we ever need to do this again, we know exactly where to start and how to make it work best. We couldn’t be more proud of Dan and his team - DDZZ and the staff are a great example of hard work and smart thinking DLA is providing to the military services and the American people. Team DDC - HOOAH!!”



DDAG Supports Force Provider

An important mission for Defense Distribution Depot Albany, Georgia (DDAG) is the Army’s Force Provider program. Force Provider is a complete, containerized, highly deployable, bare-base system that provides modern climate-controlled billeting; dining; shower; latrine; laundry; and morale, welfare, and recreation facilities for hundreds of Soldiers. These systems are built and shipped from DDAG. In support of Operations Enduring and Iraqi Freedom (OEF/OIF), DDAG successfully distributed modules in support of the Central Command (CENTCOM). DDAG also

shipped thousands of chemical suits to protect our Warfighters from possible chemical and biological weapons. Additionally, DDAG received and issued equipment to support and reconstitute Marine Corps Maritime Pre-positioning Force (MPF) ships. DDAG also packed and shipped more than 115,000 pieces of material in more than 200 Marine Corps War Reserve Containers, items that were worth more than \$112 million, for the 1st Marine Expeditionary Force. This was a huge effort on DDAG’s part, and absolutely critical to the Warfighter.