



DISTRIBUTION *In Review*

VOL. 2011, ISSUE 2

DLA DISTRIBUTION'S 26TH
DISTRIBUTION CENTER:
KANDAHAR, AFGHANISTAN



DLA DISTRIBUTION *In Review*

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COMMON PURPOSE: UNITY OF EFFORT, UNITY OF THOUGHT

AN UPDATE FROM THE DLA DISTRIBUTION COMMANDER



I have been back from my deployment as Commander of Central Command Deployment and Distribution Operations Center for a few months now, and I'm proud to say you all have done an awesome job keeping DLA Distribution running in my absence and I want to thank you for your efforts.

Now we move forward. This can be an excellent organization - but we have work to do.

Very soon, I will be releasing the DLA Distribution 2011-2015 Operational Plan, which is centered on the theme of common purpose: unity of effort and unity of thought. It will explain how we are operationalizing and aligning ourselves with the Warfighter in the field, the Warfighter at the distribution centers, and with our government partners. In order to meet these objectives, DLA Distribution leadership has developed four operational goals for the organization directly supporting the DLA strategic focus areas.

FY11 DLA Distribution Operational Goals

1. Performance: Improve distribution performance.
2. Human Capital Strategy: Execute a human capital strategy for DLA Distribution.
3. Distribution Network Optimization: Provide optimized, value-added distribution solutions and services to our customers and workforce while realizing financial benefits.
4. Customer and Stakeholder Engagement: Engage with customers and stakeholders to ensure plans and processes are integrated with distribution requirements.

As a guideline to the implementation of these new goals, I have created my "Workplace Ethos." Comprised of five elements - communication, customer service, processes and work ethic, analysis, and leadership - the Workplace Ethos sets into place the building blocks of any effective and efficient business.

The key takeaway is the importance

of communicating strategically and effectively so everyone understands their role within this organization. Additionally, we need to be exercising leadership at all levels to implement these decisions.

We cannot effectively support the Warfighter if we are not moving at the speed of war. By implementing these goals, it will ensure that this organization will move forward and reinforce our commitment to excellence through quality distribution support.

DLA DISTRIBUTION IN REVIEW

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DLA's former Defense Depot Memphis, Tenn. receives 2010 Phoenix Award

By Stacy L. Umstead, DLA Distribution Public Affairs

The Defense Logistics Agency's former Defense Depot Memphis, Tenn., has been recognized for excellence in brownfield redevelopment and awarded the 2010 Phoenix Award within Environmental Protection Agency Region 4.

This prestigious award honors individuals and groups who are working to solve the critical environmental challenge of transforming abandoned industrial areas into productive new uses.

The Defense Depot Memphis, Tenn., was a major employer in the Memphis community from the time it opened in 1943 until the Defense Base Realignment and Closure Committee decision to close it in 1995. During World War II, nearly 5,000 employees worked at the depot. Over the next five and a half decades, the number of employees at the depot fluctuated but always numbered in the thousands. The



Today, DLA's former Defense Depot Memphis, Tenn., is the site of the Memphis Business Park employing over 1,400 people.

depot closed in 1997, and the "Memphis Depot Business Park" opened in 1998.

The redevelopment of the former Defense Depot Memphis, Tenn., site was key to ensuring that the Memphis community remained vibrant and productive and could absorb the impact of the closure of a longstanding area employer. The redevelopment generated economic growth and improved the quality of life through compatible site redevelopment, business recruitment and new job creation.

DLA spent several years pursuing an aggressive and effective environmental cleanup of the site to address significant environmental challenges, resulting in the former Memphis Depot not only expeditiously moving forward to site closure but also being recognized as the 2009 Department of Defense award winner for outstanding work by an installation in environmental restoration.

With active cleanup being complete, DLA successfully transitioned management of the site to the Department of the Army in December 2010.

Receiving the award Apr. 4, on behalf of DLA Distribution, was lead project manager for the cleanup and restoration of the Memphis site, Michael Dobbs, chief, Environment, Safety and Occupational Health Office, DLA Installation

Support for Distribution.

The Phoenix Awards™ are widely recognized as the outstanding award for achievement of excellence in brownfield redevelopment, and often are called "the Brownfield's equivalent of Hollywood's Oscar."



The Phoenix Award is widely recognized as the outstanding award for achievement of excellence in brownfield redevelopment, and often is called "the Brownfield's equivalent of Hollywood's Oscar."

DLA Distribution Red River, Texas, Mine Resistant Ambush Protected vehicle program continues support to the Warfighter in Theater

By Jessica Roman, DLA Distribution Public Affairs

The difficult task of protecting the Warfighter in Theater is becoming a little easier, thanks to the support provided by DLA Distribution Red River, Texas, for the Mine Resistant Ambush Protected, or MRAP, vehicle and MRAP All-Terrain Vehicle, or M-ATV, programs. The Special Commodities Branch at DLA Distribution Red River, Texas, is working to fulfill requirements for spare parts to maintain MRAP vehicles in Iraq and Afghanistan.

The MRAP vehicle is a family of vehicles designed to survive Improvised Explosive Device, or IED, attacks and ambushes. The M-ATV is a similar vehicle designed to provide the same levels of protection as the larger and heavier MRAP, but with improved mobility.

“The MRAP and M-ATV vehicles are impressive vehicles that help to save the lives of the Warfighter,” said Frances Dixon, MRAP support section. “Not only do they offer protection for the Warfighter, but they can also be customized to meet the various needs in the field, from a simple patrol to a complex medical mission.”



The Special Commodities Branch at DLA Distribution Red River, Texas, fulfills requirements for spare parts to maintain Mine Resistant Ambush Protected vehicles in Iraq and Afghanistan.

DLA Distribution Red River, Texas, sends parts to provide MRAP and M-ATV repair part requirements for various units. The distribution center consolidates the materiel requests, helping to reduce the amount of shipments in the field, and creates specialized labels for the air pallets to help

the Warfighter be able to quickly identify their materiel in Theater.

“When orders are received at our distribution center, our team reacts quickly to get the right material to the soldier and the civilians overseas who are providing support,” said United States Army Lt. Col. James Bass, III, commander, DLA Distribution Red River, Texas.

“DLA Distribution Red River, Texas, is working hard to coordinate across teams to provide the Warfighter the support they need,” said Bass. “Our groups work together as a team to help each other to accomplish our common goal - supporting the Warfighter through maintenance of battle-damaged vehicles.”



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



Compliance Reviews discover noteworthy practices

By Jennifer Eisenhour, DLA Distribution, Distribution Operations

Are you ready for your Compliance Review? Are kind, count, and condition inspections being performed properly? Are personnel applying the First In/First Out principle when picking stock? Is warehouse space being used in the most efficient manner? And are location surveys being performed annually as required? These are just a few of many things to consider when preparing for a DLA Distribution Compliance Review.

What is a compliance review?

A team of auditors and functional experts from across DLA was formed to conduct an end-to-end process and systems review of operations at six selected DLA Distribution centers. The DLA Distribution Compliance Review Program was established to help distribution centers confirm that they are executing processes in accordance with current Department of Defense, DLA, and DLA Distribution policies and procedures as well as federal, state, and local laws; and to identify systemic shortfalls and vulnerabilities.

“DLA’s commitment to Warfighter Support, Stewardship Excellence, and Workforce Development also serves as the initiative for Compliance Reviews,” said Mike Sopronyi, DLA Distribution Compliance Review Program

manager. Compliance Reviews are conducted jointly by DLA Distribution and DLA headquarters and are comprised of subject matter experts from the six core distribution functions (receiving, transportation, warehousing, inventory, stock readiness, and security).

Areas of focus for procedural compliance include, but are not limited to: transportation, Care of Stock in Storage, receiving, stow, issue, shipping, Supply Discrepancy Reports, processing, warehousing, inventory integrity and security.

While the Compliance Review is stringent and requires a significant commitment of time and personnel resources, there are considerable benefits to be gained by conducting these assessments. They:

- *Provide a structured framework within which the agency’s service delivery mechanism, strengths and weaknesses can be objectively identified;*
- *Create an environment for developing and exploring new ways to increase efficiency and productivity of the agency’s service delivery mechanism;*
- *Report and share recommendations which are useful for correcting immediate problems as well as to help chart future development of the agency, and;*
- *Provide a means of observing, documenting and sharing best practices and innovative approaches to distribution*

operations throughout the DLA Distribution network.

“Compliance Reviews strive to recognize those practices that would be beneficial if shared across the DLA Distribution network,” said Sopronyi. Examples of such initiatives have been noted at Compliance Reviews conducted at DLA Distribution Hill, Utah; DLA Distribution Red River, Texas; DLA Distribution Jacksonville, Fla.; and DLA Distribution Mapping. These distribution sites have demonstrated performance efforts that could benefit the DLA Distribution network as a whole by employing these “best practices.”

While performing a Compliance Review of an outside storage lot at DLA Distribution Hill, Utah, the Compliance Review Team found that location markings were being generated by a machine that produces credit card-sized tags capable of printing up to ten lines of data per card. The tags may include such vital information as National Stock Number, condition code, nomenclature, and other pertinent data.

This approach to marking outside storage locations at DLA Distribution Hill, Utah, was developed as a solution to extreme weather conditions. Heat, cold, heavy snow, and high winds, experienced at the site were loosening and damaging labels in outside storage lots. The cards created by the specialized machine are capable of withstanding those



Material in pack chutes at DLA Distribution Red River, Texas, can be stopped at the bottom of the chute before employees begin processing.

extreme weather conditions.

Another noteworthy initiative was presented at DLA Distribution Jacksonville, Fla. The service provider initiated using safety knives in order to reduce the number of hand injuries its employees incur due to cuts from box cutters and utility knives. The cost incurred from using these disposable safety knives far outweighs the costs associated with knife injuries, such as medical expenses and lost productive time.

“This product could be utilized across the enterprise, not only to prevent accidents, but also to aid DLA Distribution centers in implementing the Occupational Safety and Health Administration’s Voluntary Protection Program,” said Sopronyi.

Pack chutes are used at several Distribution Centers, including DLA Distribution Red River, Texas. While the Compliance Review Team was visiting the center, it noticed that the pack

chutes were designed to prevent employees from being injured while material slides down the chute. By attaching a hard plastic shield across the bottom of the chute on a rope and pulley system that can be easily opened and closed, material can be stopped at the bottom of the chute before employees begin processing.

A Standard Operating Procedure, or SOP, is a great way to provide detailed instructions demonstrating all steps of a process. While conducting its review of the receiving area at DLA Distribution Mapping in July 2010, the Compliance Review Team saw a very detailed, easy-to-read SOP for Small Parcel Selection procedures. This SOP follows one of the Lean principles of Built in Quality, which builds upon an “error proofing at source” environment.

“Each of these innovative practices is aimed at addressing a specific need at a distribution site,” said Sopronyi. “But perhaps more importantly, they are ideas and tools which have successfully resolved the need, and which have the potential of doing so across the entire enterprise distribution system.”

As Compliance Reviews continue to be conducted, more creative and innovative ideas will undoubtedly be found at other DLA Distribution centers. The Compliance Review team continues to conduct the reviews in accordance with DLA’s commitment to Warfighter support, Stewardship Excellence, and Workforce Development to discover and note needs as they are discovered while recognizing noteworthy practices that are innovative and provide benefit.



Supplying the trenches: DLA Distribution to the Warfi

By Emily Blubaugh Tsambiras,
DLA Distribution Public Affairs

Prior to 2010, DLA Distribution had worldwide representation from operations in 13 states, and 7 countries. Its newest conquest-Afghanistan- proves to be the most rugged and primitive area to do distribution yet. Despite these challenges, DLA Distribution established its 26th distribution center in Kandahar, Afghanistan on Jan. 1, 2011, and the business continues to evolve and grow, providing critical in-theater support to the Nation's troops.

Starting up

A result of the first ever Request for Forces issued by the Secretary of Defense to DLA, DLA Distribution's expeditionary team deployed to Kandahar, Afghanistan in early July 2010 with a goal of maintaining forward positioned

stock and providing multi-modal distribution services to U.S Forces within Afghanistan via DLA Distribution expeditionary's modular, scalable, deployable unit.

Members of the team began arriving on site in May 2010, meeting with DLA and service partners to develop distribution plans and strategies for the organization. Equipment and additional expeditionary team members arrived on the group mid-July, and Distribution Standard System capabilities, along with critical satellite communications systems, were implemented to begin processing Materiel Release Orders.

Over the following six months, as the team prepared for eventual transition to a government-owned, contractor-operated, or GOCO, warehouse facility, distribution

capabilities began to grow as housing, administrative and warehousing facilities came to fruition.

More than 515 types of supplies were containerized and shipped in preparation of the location's ability to receive, store and issue DLA and service-owned stock in theater.

Forward stocking challenges

Today, the organization stocks over 550 National Stock Numbers valued at over \$30 million. Stock is comprised of Class II clothing and individual supplies, Class III petroleum, Class IV construction materiel and Class IX repair parts.

With nearly 10,000 Materiel Release Orders received since start up, current workload for the operation includes an average of 98 MROs processed each day and



DLA Distribution established its 26th distribution center in Kandahar, Afghanistan on Jan. 1, 2011, and the business continues to evolve and grow, providing critical in-theater support to the Nation's troops.



DLA Distribution Kandahar, Afghanistan, stocks over 550 National Stock Numbers valued at over \$30 million. Stock is comprised of Class II clothing and individual supplies, Class III petroleum, Class IV construction materiel and Class IX repair parts.

Distribution Kandahar, Afghanistan delivers Warfighter's back door

an approximate total of over 9,500 since the first MRO dropped July 28, 2010. The forward-deployed warehouse has a current handling capability of approximately ten containers per day, with over 6,000 receipts processed in Fiscal Year 2011 alone. The implementation of DSS greatly boosted the distribution center's ability to maximize capabilities in support of troops in country.

"By far, DLA Distribution Kandahar, Afghanistan's biggest victory to date was the implementation of DSS," said United States Army Reserves Lt. Col. William Stratton, DLA Distribution Kandahar, Afghanistan, commander. "By obtaining universal visibility of the materiel, we were able to begin moving items in and out the door in a more efficient manner."

Additionally, when possible, DLA Distribution is creating efficiencies in the transport of inbound materiel by combining materiel destined for operations in Kuwait and Afghanistan into mixed pallets. Upon arrival at DLA Distribution Kuwait's Theater Consolidation and Shipping Point, the pallets are dissected, with Kandahar-bound materiel repackaged for airlift in-country via Kuwait's Theater Express.

Not only does this process create shipping efficiencies by maximizing utilized pallet space and reducing strategic air lift to customers from multiple distribution sites, but also eliminates the possibility of enemy

interception of materiel when shipped via ground - a growing problem in Afghanistan.

Customer base

DLA Distribution Kandahar, Afghanistan, is strategically positioned to support customers within north and south Afghanistan. The center's largest customers, troops located at Camp Leatherneck and the organization's host at Kandahar Air Field, represent nearly 22 and 21 percent of MRO's, respectively. Another large customer, Bagram Air Base, is greatly supported by the 24/7 operations at Kandahar, and is the organization's third largest customer by demand volume.

"We have the unique privilege to deliver direct to our troops in theater," said Stratton. "The goal is to boost readiness with minimal wait time."

AJ2 mission

Another portion of the organization's business is managing Army-owned stock under the AJ2 program, an agreement between the Army and DLA whereby DLA maintains Army stock for service-directed issue, eliminating distribution service redundancies through the reduction of infrastructure.

When Army customers require an item, they confirm DLA Distribution Kandahar, Afghanistan, inventories and obtain the item if in stock, reducing

wait and requisition time- critical for wartime in Afghanistan. DLA Distribution Kandahar, Afghanistan has processed nearly 260 MRO's in support of Army's AJ2 program since September 2010.

Going forward

As the Continuing Government Activity, which oversee operation of the site, continues to arrive on site, DLA Distribution Kandahar, Afghanistan, prepares to fully transition to a GOCO distribution center. With storage at a premium, the next step for the organization will be military construction of a new warehouse. The contract to perform the construction was awarded in late 2010, and materiel is currently being received in support of the project, to include air beams and lams.

Discussions of future plans for the organization include execution of dedicated truck routes to provide routine delivery of items, utilization of host nation trucking and leveraging intra-theater air transport to maximize the organization's capabilities.

"DLA Distribution Kandahar Afghanistan has drastically impacted the logistics infrastructure in Afghanistan, and serves as a critical resource to U.S. troops in theater," said Stratton. "As the organization becomes fully integrated within Afghanistan's tactical distribution network, the result will be maximized distribution and Warfighter readiness."



DLA's deployers: Meet a few of the Expedi

DLA Distribution's

In early May, 2010, civilian employees from DLA Distribution headquarters, Susquehanna, Pa., Red River, Texas, and San Joaquin, Calif., left for a six-month deployment to begin the stand-up of what is now DLA Distribution's 26th distribution center, in Kandahar, Afghanistan.

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.

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 a contract to perform the mission awarded.

Meet the Expeditionary Team members behind the stand-up of DLA Distribution's 26th distribution center.

William "Paul" Plevich, who is a supply systems specialist and training officer for the Expeditionary Team, has deployed six times with DLA, including four previous deployments to Iraq, and one to Bagram, Afghanistan.

During this recent deployment to Afghanistan, the Expeditionary Team's main goal was to bring materiel forward to the Warfighter's own "backyard," and to ensure fast and efficient delivery. "In doing so, we helped reduce the cost and dependence on military airlift assets, and put many local nationals to work," said Plevich. "We had help from host nation truck drivers who delivered our outbound freight, and also contractors who helped put down the gravel pad for the distribution center, built the security fence, and performed other construction work."

The weather and heat was one of the main challenges during the stand-up. The team had to deal with the extreme heat of the

summer months (sometimes over 120 degrees Fahrenheit for days on end). Workers were encouraged and reminded to drink plenty of water.

Plevich vividly remembers the dust. "The ground cover in the Kandahar area, once driven over, would become baby-powder type dust which lifted in the air merely by walking through it! With heavy equipment operating, everyone had to wear some type of dust mask during work hours, especially when driving open vehicles while escorting Afghani trucks to the new distribution center site. The dust permeated everything, including all of our clothing," he said. "The really rewarding aspect of these challenges was the fact that all DLA personnel on-site took the dust in stride as a minor nuisance, reinforcing the Expeditionary Team's adaptability!"

The team lived in an austere environment, where they slept in bunk-house style tents, used port-

a-potties, and showered in trailer-mounted facilities. Meals were provided in the dining facilities on base, where the Expeditionary Team were served meals along with many other service members.

As a team, living and working together for six months, many members became like family to Plevich.

"Having 16 guys all stuffed into a tent for six months might be considered 'hardship,' but to us, we made something positive out of the living conditions: everyone became closer 'family' members, where tolerance was key, and we all actually enjoyed each other's company," said Plevich.

"A lot of the DLA folks who'd never deployed or never been to such an austere environment really amazed me with their coping abilities. Living and working conditions were less than desirable, yet everyone pulled together and worked to make the Kandahar

tionary Team members behind the stand-up of 26th distribution center

distribution facility the best it could be.”

Being in a designated warzone also had its fair share of challenges. “This deployment had its share of excitement with rocket attacks as frequent as three times a week (with multiple alarms during the night). Fortunately none of our personnel were negatively affected by these occurrences. We witnessed counter-fire by our United States Air Force A-10 aircraft, as well as combat patrols entering and leaving the KAF area. Surprisingly, through it all, the Afghanis we worked with always maintained a cheerful and helpful attitude.”

The deployment experience has allowed Plevich to bring many

lessons and enrichments back to his daily work and life at DLA Distribution headquarters.

“From this and other deployments I know without a doubt that the Warfighter appreciates and values DLA personnel sharing their ‘foxhole’ and being forward in Theater,” said Plevich. “From officers to enlisted personnel, the service members we worked with really welcomed us, worked with us, and expressed their gratitude for DLA being at the front with them.”

With limited personnel, Plevich took on several additional “duties as assigned” to help enhance the distribution center. “It was a challenge to manage time and learn new job roles to provide the best possible support to the command.

I learned to prioritize more efficiently to serve the distribution center commander in the best possible way. I worked several jobs when no one else was available to do them to lighten the load and provide direct support to customers.”

“I accepted roles outside of my job specialty, including safety officer, security officer, public affairs stringer, life support, equipment operator, and truck driver, and really enjoyed the challenges,” he said. “I was able to connect with the specialists in some of these roles at DLA Distribution headquarters and learn from them.”

Plevich’s advice for those who are considering deploying in the future? “I encourage any and all DLA civilians to deploy at least once. They will learn a lot about themselves, the DLA Enterprise, and the Warfighter, plus discover strengths they never knew that they had.”

“I consider my six deployments for DLA to be the most rewarding experiences in my 33 year career,” he continued. “I treasure the interactions and friendships I’ve made with service members, foreign military personnel, DLA employees, and those from other governmental agencies. I’ve learned so much from these people and from the rich experiences I’ve had overseas. I have provided direct support to Warfighters on the front lines, living and working with them. I’m proud of everyone I’ve served with - everyone brings value and has something to offer during these deployments.”



This was the first deployment for **Derrick Smith**, DLA Distribution Susquehanna, Pa., supply technician, who has served DLA for nearly nine years.

During deployment, Smith's role was picking and packing material to be shipped off base to the customer in the field. "It was more than just pulling materiel off a shelf. We understood our mission. The Warfighter needs the materiel as quickly as we can get it to them or it could very well cost someone their life," said Smith.

Conditions weren't always favorable,

however. "We were in a designated warzone. There were random rocket attacks we could hear every day, and the days were long and hot, but we made the best of what we had to deal with," he said.



Despite the challenges, Smith said communication between people is what made the work enjoyable. "I certainly came back with a broader understanding of people, working with many different customers and partners: British forces, local contractors, and the U.S. services."

Smith said he came back with an inner peace from the mission performed and a new family as a result of the bond formed with his teammates.

"I came back a stronger person, and I definitely have a better outlook on life."



This was the first DLA deployment for **Nicholas Johnson**, DLA Distribution Susquehanna, Pa., distribution process work leader, who was enlisted in the United States Air Force for six years, prior to coming to DLA three years ago.

Johnson's duties in Afghanistan included setting up various tents and structures used for daily operations and the storage of material. "I set up initial storage plans for DLA Distribution Kandahar, Afghanistan, and then received, stowed, selected, and shipped material destined for the troops," he said.

Johnson says his biggest challenge was adjusting to the difficult climate. "It took a little getting used to working outside in

the hot windy climate of Afghanistan on a dirt to gravel lot after coming from a traditional warehouse," he said.

"I would tell anyone deploying to a warzone to be flexible, because things can change and they will," said Johnson.

This was the first deployment for **Darron Taylor**, DLA Distribution Susquehanna, Pa., supply technician, with 21 years of service at DLA.

“I was deployed to supply the Warfighter with their materiel, and in turn I learned how important my job really is and how critical DLA’s support is to the Warfighter in the field,” said Taylor.

Although Taylor says the heat and long days were sometimes difficult, he learned that DLA literally will go to the ends of the Earth to provide the Warfighter with needed materiel.

“This deployment has made me more knowledgeable- not only in regard to DLA’s mission and processes, but it also helped me to see a bigger picture of our world,” said Taylor.



Willard Peek, from DLA Distribution Red River, Texas, a former United States Marine, has served for 30 years, and has deployed before for DLA.

“Our tasking was to reduce military airlift costs, develop and operate a distribution center within Afghanistan, and to support the military,” said Peek.

Peek said that many of the conditions in the area posed a challenge, including dust, the wide variations in temperature, sleeping in bunk beds, and being away from home and family.

“This deployment helped me to realize and appreciate that what I have in hand is important,” said Peek. “I try to always be thankful for what I have.”

Peek worked many long days, some over 12 hours per day. “The

summer months included dust storms that sometimes shut down operations, and we had to deal with plenty of mice, spiders, and snakes.”

While deployed, many of the teammates became more like family. “I knew I had a great team and this deployment only supported my belief,” said Peek.

“They benefited greatly from this experience. We had a mix of employees from DLA Distribution Red River, Texas, Susquehanna, Pa., San Joaquin, Calif., and headquarters, that became more like a family and gave a great effort to ensure the mission was successful.”

“I realize that communication up and down the chain helps build the trust that is needed in our role,” he continued. “I feel DLA Distribution gave

everyone who was deployed the best that was available. Support for our needs was evident and appreciated by both organizations. I would not hesitate to deploy again if needed.”

“I found a greater appreciation for the lifestyle afforded in the United States. What problems we have here may seem large and demanding, but I’m glad I’m an American,” he concluded.



Peter Todd, DLA Distribution Susquehanna, Pa., supply systems analyst, looked forward to his first deployment to Afghanistan. “I was in the Marine Corps for 23 years, but never deployed to Afghanistan. So, although I had deployed many times, this was a new experience,” said Todd.

“I was deployed to supply the Warfighter with their materiel, and in turn I learned how important my job really is and how critical DLA’s support is to the Warfighter in the field,” said Todd.

Todd was responsible for handling issues with Materiel Release Orders, stock, locations and shipping. “Most of these problems were resolved quickly, but occasionally I had to reach back for support from DLA Distribution Information Operations. With everyone working towards success, we were able to deliver high priority

parts to our customers, the Warfighters,” he said.

Todd says focusing on the mission helped him forget about the environmental challenges. “The early missile attack warning alarms would sound off and everyone would move to the bunkers. Personally, I didn’t think of the danger. I tried to concentrate on the work ahead.”

He says the working conditions were also less than favorable. “In July, Kandahar is hot and dusty and there is no shade. We had plenty of bottled water which I had with



me at all times. The food was great, and there was plenty of it!”

Todd says he would recommend deployment to others. “In everything we do there is a certain amount of risk. If you’re thinking about deploying, commit to it. The experience outweighs the risk.”

Geri Ensey, DLA Distribution Susquehanna, Pa., transportation assistant, has served with DLA for 17 years and has just completed her fifth deployment with DLA’s expeditionary team.

While deployed to Kandahar, Ensey’s role was assisting the traffic manager in transportation processes to the Warfighter in theatre and several other destinations in Afghanistan. “I assisted the leaders and supervisors in the packing process and the outloading area. Specifically, I assisted the loaders in loading and sealing the containers and moving them. I aided the traffic manager in the processing of Materiel Release Orders to the billing and driver sign off.”

Detailing her regular interaction with DLA Distribution’s logistics partners, Ensey says communication was key to the mission’s success. “I regularly assisted the traffic manager in coordinating with the Movement Control Teams and Movement Control Battalions in the military processing of Logistics Movement Requests and Transportation Movement Requests. Additionally, I served at the daily transportation meetings as a Transportation point of contact for DLA with DLA Distribution Kandahar, Afghanistan.”

Ensey describes many challenges while deployed in Afghanistan, beginning with moving materiel to the Warfighter. “Through the work

of upper management, our logistics partners, and commanders, the team was able to improve materiel turnaround using the Air Lines of Communication process and green assets when available.”

She cites teamwork as the impetus that kept operations moving. “We recognized that we were there because our knowledge was to be shared in order to progress and move forward. I brought back a larger understanding of the differences and similarities between a military and civilian mindset. It is quite necessary to integrate these two for the good of our one mission.”

Despite the teamwork, the environment was not always

accommodating. “I saw sand and dust storms. I saw a very poor country that our Warfighters spend days and years supporting,” said Ensey. “I heard rocket attacks more often than not, and after only a few weeks, the gunfire and rocket propelled grenades began to sound like fireworks.”

“But I also saw coalition forces working together, not able to speak to each other due to language barriers; however, still able to communicate quite well in other ways to complete the task at hand.”

As to her living conditions, Ensey says she was prepared to face the worst, and ended up pleasantly surprised. “The days were very long and hot in the beginning, as building a functional depot from sand up requires much hard and continuous work. But I lived in a large tent on a camp that had air conditioning and heat. My bed was a rack with a mattress, and I was able to shower as many times as I wanted each day and with hot water. I ate at the chow hall, as if I were in the Air Force. I had access to the gym areas for exercise and stress relief. I also had Sundays to walk and shop on the Boardwalk.”

“Best of all, I had logistics managers, supervisors and a deputy commander that had ‘open door policies,’ just in case I needed them.”

Ensey says that deployment let her witness DLA’s dedication to



the mission. “I saw that DLA will go to any lengths to support the Warfighter, and in the most cost effective and timely manner. And I learned firsthand that our team is made up of many ‘Type A’ personalities, with many different skill sets, much knowledge, talent and heart for supporting the Warfighter.”

She also learned about herself. “I am a strong individual with many areas of expertise to bring to the table. I learned that my willingness to share knowledge and be receptive to others is of the utmost importance, as well as the ability to be flexible and have an alternate plan.”

Professionally, Ensey says the experience has increased her ability to listen, train, and to “be a part of - not a part from.” “I have opened

many new avenues in my life as far as career opportunities. I have also gained a wealth of knowledge from the military side of the house, which definitely helps me to better support DLA and the Warfighter.”

Ensey says that she recommends anyone planning on deploying listen to the following advice: “Stay open-minded, think safety, be prepared, have an alternate plan, travel in pairs, and, most importantly, be mission-oriented, hard working and receptive to others.”

“I would definitely consider a second deployment to Afghanistan or any other combat zone. The experience I gained, along with my relationship with my team of peers and supervisors, is invaluable.”



DLA cuts ribbon on Consolidation and Containerization operations in Warner Robins

By Emily Blubaugh Tsambiras, DLA Distribution Public Affairs

DLA Director United States Navy Supply Corps Vice Adm. Alan Thompson cut the ribbon on DLA Distribution Warner Robins, Ga.'s Consolidation and Containerization Point during a ceremony celebrating the opening of the new operation.

Thompson welcomed guests and

thanked the organization's logistics partners, who maintained an integral part in the actualization of the operations. "All of you have played a crucial role in bringing our Consolidation and Containerization operations online," said Thompson. "DLA exists to serve you, our Warfighting partners, and strives to pursue continuous innovation in the support we provide."

The creation of the Consolidation and Containerization Point at DLA Distribution Warner Robins, Ga., arose from the 2005 Base Realignment and Closure, or BRAC, decision, designating the organization to become a Strategic Distribution Platform.

"To comply with the BRAC decision, DLA Distribution Warner Robins, Ga., successfully



DLA Director United States Navy Supply Corps Vice Adm. Alan Thompson cuts the ceremonial ribbon opening DLA Distribution Warner Robins, Ga.'s Consolidation and Containerization Point, alongside the organization's employees.

consolidated and transferred approximately \$766 million in various classes of supply from other DLA Distribution centers,” said DLA Distribution deputy commander Senior Executive Service member William Budden. “This was a tremendous undertaking by DLA Distribution Warner Robins, Ga.”

To support the additional workload, the 167,000 sq. ft. CCP was added to the existing 3 million sq. ft. of space that DLA Distribution already occupies at Robins Air Force Base.

With the opening of the CCP



DLA Director United States Navy Supply Corps Vice Adm. Alan Thompson welcomes guests and thanks the organization's logistics partners at the DLA Distribution Warner Robins, Ga., Consolidation and Containerization Point ribbon cutting ceremony.



DLA Distribution deputy commander Senior Executive Service member William Budden discusses DLA Distribution Warner Robins, Ga.'s transformation to a Strategic Distribution Platform.

facility, DLA Distribution will be able to increase the volume of materiel the organization can handle and ship overseas, which will be consolidated, containerized and shipped to ports in Savannah, Ga., and Jacksonville, Fla., for shipment via surface to destinations outside the continental U.S.

“A result of this new capability, the organization was able to assume an important parachute mission,” said Budden.

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.

Budden also remarked on the astonishing efforts of DLA Distribution Warner Robins, Ga.'s workforce, and how these efforts will help the organization reach its goal of becoming an SDP by Sept. 2011. “This moment could not have come without your hard work. You continue to build on DLA Distribution Warner Robins, Ga.'s successes, transform to meet ever-changing responsibilities, and continue to use best supply chain practices ensuring excellence in our service to America's Warfighters.”



DLA Distribution Susquehanna, Pa., continues support to Warfighter through medical kitting operations

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

As one of eight DLA Distribution kitting assembly sites, DLA Distribution Susquehanna, Pa., builds various medical kits to support the Warfighter worldwide. The kitting builds allow DLA to provide items in one single container rather than the customer receiving separate pieces and parts through various shipments.

In fiscal year 2010, DLA Distribution Susquehanna, Pa., assembled over 2,500 different types of medical kits and 49,900 various types of first aid kits. These kits re-supplied over 200 major fielding, brigade, or division level military customers worldwide.

On any given workday, DLA Distribution Susquehanna, Pa.'s, medical operation has components staged into assembly lines to compile into kits to be assembled that week. The components, ranging from band-aids to metal storage cases, were already stocked in anticipation of fulfilling these requests. A quantity of each kit is then requisitioned two to six months in advance of its required shipment date.

Recently, 26 kits were shipped to four Army units located in the continental United States. To complete the shipments, personnel produced several different kitting arrangements, including chemical agent treatment, chemical agent

patient decontamination, physical examination flight surgeon, tactical combat medical care, surgical instrument and supply set, ground ambulance, entomological and industrial hygiene fields, occupational health survey and rodent survey sets. Based on the kit size, it can take varying lengths to assemble. For example, the chemical decontamination kit has only a dozen components, whereas the tactical combat medical care kit has over 300 components.

DLA Distribution provides various types of tailored logistics services for military customers, including customized kitting. In the past, customers would requisition numerous items and assemble their own kits, but through DLA Distribution's support to kitting operations, military customers can save time and focus on the mission.

DLA Distribution Susquehanna, Pa., is the eastern DLA Strategic Distribution Platform, and is home to the largest distribution facility in DoD - the Eastern Distribution Center, located at New Cumberland, Pa. The mechanized facilities within the EDC provide



A DLA Distribution Susquehanna, Pa., employee works to assemble a medical kit.

state-of-the-art processing in world-class fashion.

Container consolidation points for both the Army and the Air Force are operated at DLA Distribution Susquehanna, Pa., consolidating materiel from U.S. facilities into sea van containers and Air Force 463L Air Line of Communication pallets for overseas shipments. The organization supports the fielding of new weapons systems for the Army through the assembly of repair parts.

DLA Distribution culture survey results

The results of the 2010 Defense Logistics Agency culture survey for all DLA Distribution organizations have been received and disseminated to commanders and directors to be communicated to the workforce.

DLA conducts the culture survey about every 18 to 24 months to assess the agency's culture and look for areas that can be improved. DLA uses the Denison Culture Model, which measures four traits of culture and leadership – mission, adaptability, involvement, and consistency – and each trait has three indices to measure behavior for that trait.

The participation within DLA Distribution continues to be high as 72 percent of the workforce chose to have their voices heard. While the overall scores within DLA Distribution have gone down, there are many DLA Distribution organizations that have seen their scores increase from 2009 to 2010.

DLA Distribution has faced some significant challenges over the past few years and it is obvious the organization has challenges to face over the upcoming years. William Budden, Senior Executive Service, DLA Distribution deputy commander stated, "We need to do much more to strive to enhance DLA's performance and results driven culture and create a high-performance culture."

It is also important to remember as Laura Lippert Jensen, the DLA

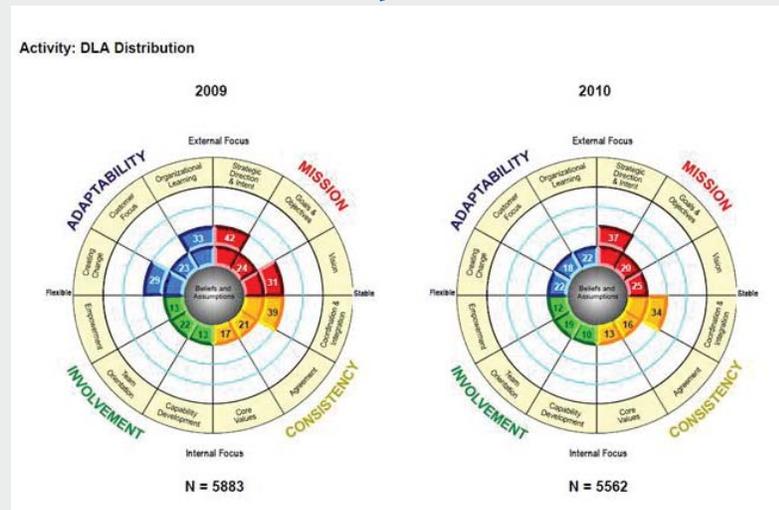
Humans Resources Culture Survey project manager states, "It's not just about the score. The focus should be on how work gets done within DLA to help us effectively meet our mission. The goal is not high culture scores, but a high-performing organization."

What this means is that culture is about the way work gets done in an organization, fundamentally it is about the beliefs and assumptions that drive behaviors and culture is the by-product of consistent behavior. Culture, being the way work gets done, requires constant management; this means that when we look at the survey we want to be thinking about the model the survey is based on:

Mission: Do we have a defined mission and purpose that everyone understands?

Consistency: Do we have defined and standard systems and structure that support our ability to be effective?

Involvement: Have we built the capability and ownership of our teams?



The results of the 2010 Defense Logistics Agency culture survey for all DLA Distribution organizations have been received and disseminated to commanders and directors to be communicated to the workforce.

Adaptability: Are we aligned with our customer's requirements?

"These are the type of questions we need to always be asking and if we can't answer yes, it will be difficult to achieve consistent high performance," said Kevin Cummings, DLA Distribution culture champion.

As with past surveys, each activity is required to put together an action plan based on its results, highlighting areas in which it is going to strive to make improvements and involving employees in making these improvements.

Budden expressed his views on the future of culture within DLA Distribution, "It is clear we have challenges ahead. It will be direct leadership engagement and use of employee feedback that will identify opportunities for improving our DLA Distribution culture. This is a CY11 priority!"



A look at DLA Distribution Albany, Ga.

What was once the hunting camp for Native Americans in southwest Georgia has today become a 3,600 acre logistics base that DLA Distribution Albany, Ga., calls home. Located on one of two Marine Corps Logistics Bases, or MCLB, DLA Distribution Albany, Ga., is the primary source of storage and distribution of secondary repair parts and expendables for the Marine Corps Logistics Command on MCLB Albany, Ga.

DLA Distribution Albany, Ga., also stocks a wide range of commonly ordered items by the military services and other Department of Defense customers. Items stored include meals ready-to-eat, clothing and textiles, construction materials, electrical supplies,

electronic components and many more items. In addition to the basic receive, store and ship mission, other functions that are performed include preservation and packaging; stock readiness inspection; unit, kit and set assembly; and marking and reclassification of material.

DLA Distribution Albany, Ga., performs unique missions that include providing all transportation management functions for MCLB Albany, the home of Marine Corps Logistics Command and other tenant activities. 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, requires an extensive amount of planning and

equipment. This includes basic material handling equipment, all the way to a 150-ton crane lifting operation. To understand the complexity of this task, one first has to gain an understanding of the mission and work performed at the Marine Corps Logistics Base in Albany.

Marine Corps Logistics Command is currently the largest tenant organization aboard MCLB. The Albany, Ga. Logistics Command provides customized strategic and operational logistical support to the Marine Corps, and is comprised of four command elements. Two are DoD's premier maintenance centers; one in Albany, the other located in Barstow, Calif. The third element is Blount Island Command, or BICMD, located in Jacksonville, Fla., which is the hub of the Marine Corps Prepositioning Program and a key enabler to the expeditionary forces. The fourth element is Logistics Command Forward, headquartered at BICMD and deployed to Kuwait, Iraq, and Afghanistan.

Maintenance Center Albany, or MCA, is a multi-commodity maintenance repair facility that supports the Marine Corps and other customers with the repair of ground combat and combat support equipment. MCA concurrently works more than 490 different repair lines at one time, repairing and remanufacturing all types of military ordnance, motor transport, engineering, general purpose, electronic and



A DLA Distribution Albany, Ga., employee loads meals, ready-to-eat onto a truck for delivery.

communication equipment. MCA was spurred into action following the pressing requirement for immediate capabilities to counter the threat of improvised explosive devices, or IEDs, in Iraq. Prototype armor kits were invented, tested, manufactured and installed within weeks of the urgent requests from operating forces, while maturing versions were soon being applied to Humvees, cargo trucks, bulldozers, road graders and tow trucks. MCA Albany also developed the Humvee Egress Assistance Trainer, which simulates the results of a close IED blast and trains Marines to safely exit an overturned vehicle.

Since July 2009, DLA Distribution Albany, Ga., has continually supported the Mine-Resistant, Ambush-Protected, or MRAP, vehicle project. This independent suspension systems, or ISS, project is vital to the sustainment of this life-saving vehicle. More than 1,500 20-ft. containers with the replacement ISS kits have been shipped. Earlier that same year, in support of the deployment of the 2nd Marine Expeditionary Brigade, nearly 800 truckloads of supplies were dispatched in a 120-hour span to meet the deploying units' needs.

In January 2010, after the devastating earthquake that ravaged Haiti, DLA Distribution Albany, Ga., exemplified their ability to respond in a time of crisis. Teams worked around the clock to load the vital sustenance bound for a place that most have never been, for a nation of people that they may never meet. These efforts culminated with a staggering 200,000 cases of Meals, Ready-to-Eat, or MREs, being shipped to aid

in the relief efforts.

Recently DLA Distribution Albany, Ga., hosted a meeting with personnel representing the Army and NEFAB, a company that creates custom prefabricated boxes. The Albany site was chosen to conduct a trial run to test the durability of housing three kilowatt generators in prefabricated boxes. Key players at DLA Distribution Albany, Ga., worked side-by-side with the Army and NEFAB personnel to step through the construction process to uncover any potential set backs to the project. The purpose of this project is to find a well designed prefabricated box that not only will withstand the process of being transported all over the world, but will also have the ability to be a reusable commodity for the Army. This test run included 500 three kilowatt generators that were boxed up and will be shipped to field units

so the data can be gathered and a determination made as to the awarding of a contract.

On the verge of spanning six decades of continuous service, MCLB Albany, Ga., has been an integral part of the surrounding community and the defense of our nation and its allies. DLA Distribution Albany, Ga., is proud to be a part of MCLB Albany's rich history dating back to March 1, 1952, when the base was first commissioned as the Marine Corps Depot of Supplies. Since that time, many changes have taken place, many contingencies and wars have been fought; yet through it all, this once great hunting ground has answered the call. It has always provided the Warfighter with the tools and resources needed to survive and perform their duties, just as it does today.



Employees move large containers at DLA Distribution Albany, Ga.

"Strategically

Dale Gill, chief, Preservation, Packaging, and Marking Branch, DLA Distribution Oklahoma City, Okla.



Warfighter support enhancement:

DLA Distribution Oklahoma City, Okla., has multiple initiatives ongoing to continuously improve customer wait time for aircraft structural and engine overhaul components moving from the Oklahoma City Air Logistics Center in and out of the distribution center inventory. Teaming with distribution center senior leaders, Air Logistics Center senior leadership, and distribution and Air Force subject matter experts, we have established new receiving, packaging, and shipping operations to match the Air Logistics Center's maintenance turn-in areas and have reduced distribution processing times. These efforts are improving materiel management visibility and are supporting improved timeliness for off-base shipments to Warfighters and Air Force contract sites, as well as to on-base critically scheduled aircraft production lines.

Stewardship excellence:

The DLA Distribution Oklahoma City, Okla., packaging function is supporting process improvements for materiel receipt to ship, receipt to stow, and stow to ship operations for the annual production of over 200,000 bare item aircraft structural and engine components moving from the Air Logistics Center into and out of the distribution center accountable inventory. As DLA Distribution Oklahoma City, Okla., performs this critical bare item packaging operation, we are assuring the correct item is being worked, it is in the proper condition, the correct quantity is being moved, and the military criteria for wrapping, cushioning, and containerizing, or crating, is being accomplished as designed for each component. In meeting these criteria, the distribution center is managing a large container reclamation program to assure specialized reusable containers are readily available to meet off-base shipping demands, to support the storage of extra large to binable items, and to support the manufacturing of containers for moving critical surface items from shop-to-shop, over miles of rough Air Logistics Command road conditions.

Leadership and workforce development:

DLA Distribution Oklahoma City, Okla., leadership has established new daily operational production reviews with supervisors, managers, and subject matter experts focusing on the distribution center's major process pulse points. These efforts are improving process knowledge, improving on the floor management visibility, establishing new learning opportunities, and improving communications at all levels. In addition, the distribution center is improving functional training, recurring operational safety reviews, internal supply support operations, and mission and customer reimbursable accounting practices.

DLA Distribution Oklahoma City, Okla., initiatives are on track to set new standards for process understanding for a major Department of Defense overhaul mission, focused on creating an enhanced strategic focus for weapon system material visibility, readiness, and performance.

As a professional team, we need to continuously improve and lean our end-to-end processes, improve our knowledge of customer requirements, manage by walking around, and provide timely resolutions.

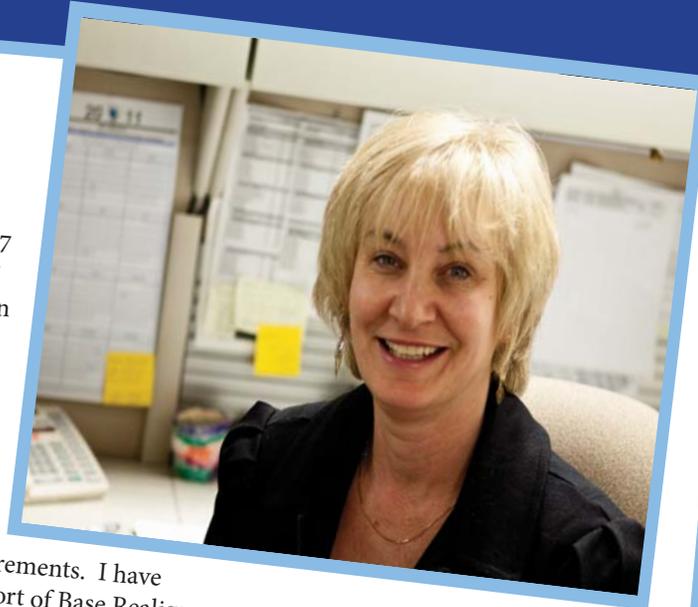
Dale Gill
Chief, Preservation, Packaging, and Marking Branch, DLA Distribution Oklahoma City, Okla.

Speaking

**Donna Kautz, contract specialist,
DLA Distribution**

Warfighter support enhancement:

Working in the DLA Distribution Acquisition Operations, or J7, office, I have been provided with many opportunities to support the Warfighter. For instance, I am responsible for construction contracting support to DLA Installation Support Susquehanna, Pa. J7 procures maintenance and repair services and minor construction of new efforts to ensure support of the installation's facilities. In addition to construction contracting, I have procured a large number of the Department of Defense's temperature sensitive material shipments, to include, but not limited to, vaccines and readiness medications, to forces worldwide. Cold chain packaging protocols are in place to ensure compliance of temperature sensitive medical material shipments. Furthermore, I have been instrumental in negotiating long term contracts for the various packaging components to ensure product delivery that preserves combat capabilities and readiness requirements. I have also been involved with procurements of rewarehousing efforts in support of Base Realignment and Closure. These contracts involved performing rewarehousing of mission stock, physical inventories, and location surveys, as well as stock selection and shipment preparation at various DLA Distribution installations.



Stewardship excellence:

As a contract specialist, I am responsible for managing supply and service procurement actions in support of our Warfighting customer. One aspect of this is to ensure the government receives a fair and reasonable price through the use of competition and negotiations. In addition to issuing competitive solicitations and invitations for bids, I conduct price and cost analysis for sole source contracts and modifications.

Workforce development:

The contracting acquisition career field falls under the Defense Acquisition Workforce Improvement Act, which requires education and training standards, requirements, and courses at different certification levels. I am currently working towards Level III Advanced Certification. In addition to supporting my certification, J7 has provided me with other opportunities for growth and advancement in my career field by offering acquisition, business, program management, and other pertinent training. Additionally, there are online continuous learning acquisition classes to enhance current skills and to learn new skills, as well as training to prepare for the deployment of eProcurement.

Customer engagement:

I am a J7 focal point for all construction related contract actions. I am mission oriented, customer focused and provide a proactive approach in executing contract actions in an efficient and effective manner. I provide dedicated support to Installation Support facilities engineering customers and have developed an excellent working relationship with them. We meet on a regular basis to review all new and on-going construction projects and discuss ways to improve meeting mission needs in a more efficient manner. An example of this successful working relationship was apparent during the award of a multiple construction task order contracts (MATOC) for use by DLA Distribution Susquehanna, Pa. These contract vehicles will create long term relationships between the contractors, the acquisition office and the facilities engineering service group. Long term relationships will provide straightforward/ streamlined solutions for quality and compliance issues that may occur and assist in an accelerated resolution. The use of the MATOC contracts will reduce procurement administrative lead time, contract administration, and project costs.

Donna Kautz
Contract specialist, DLA Distribution

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



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

DLA Distribution's support to Army customers

