



# DISTRIBUTION *In Review*

VOL. 2011, ISSUE 5

**Special Edition:  
BRAC 2005  
WRAP-UP**



# DLA DISTRIBUTION *In Review*

## Table of Contents

|                                                                                 |    |
|---------------------------------------------------------------------------------|----|
| An Update from the DLA Distribution Commander .....                             | 3  |
| Reducing, realigning and reshaping: BRAC 2005 transforms DLA Distribution ..... | 4  |
| San Joaquin, California .....                                                   | 6  |
| Puget Sound, Washington .....                                                   | 8  |
| Hill, Utah.....                                                                 | 9  |
| Barstow, California .....                                                       | 10 |
| San Diego, California.....                                                      | 10 |
| Susquehanna, Pennsylvania .....                                                 | 12 |
| Richmond, Virginia.....                                                         | 13 |
| Norfolk, Virginia.....                                                          | 14 |
| Tobyhanna, Pennsylvania .....                                                   | 15 |
| Warner Robins, Georgia.....                                                     | 16 |
| Cherry Point, North Carolina.....                                               | 18 |
| Anniston, Alabama.....                                                          | 18 |
| Albany, Georgia .....                                                           | 19 |
| Jacksonville, Florida .....                                                     | 20 |
| Oklahoma City, Oklahoma.....                                                    | 22 |
| Corpus Christi, Texas.....                                                      | 23 |



# COMMON PURPOSE: UNITY OF EFFORT, UNITY OF THOUGHT

## AN UPDATE FROM THE DLA DISTRIBUTION COMMANDER



The wrap up of 2005's Base Realignment and Closure decision sees DLA Distribution emerging as a revitalized organization.

BRAC presented our organization with the tremendous opportunity to redesign the distribution network and rise to a greater level of support for our customers.

I believe we used that opportunity to its fullest, effectively transforming our wholesale and retail storage and distribution capabilities by reconfiguring the distribution network. The centerpiece of these efforts was the development of two additional Strategic Distribution Platforms and the realignment of our remaining distribution centers as Forward Distribution Points.

The purpose of these two new SDPs, at Warner Robins, Ga., and Oklahoma City, Okla., is to ensure our network can accommodate

surges in demand, such as those experienced during the conflicts in Afghanistan and Iraq. The addition of these hubs will also allow for increased capacity to handle those surges as they occur and accommodate contingencies.

Additionally, we've returned over 15.4 million gross square feet of space back to our hosts on various installations.

By eliminating this excess capacity within our infrastructure, we have reduced overhead costs and streamlined our inventory- both efficiencies which can ultimately be passed on to the customer.

As is often the case, these benefits did not come without challenges and sacrifice.

We closed a distribution center in Columbus, Ohio. I'm sure this was difficult for all involved, but the hard work executed by the employees that supported that

distribution center throughout its 90-year history is truly appreciated and never to be forgotten.

BRAC was no doubt bittersweet. However, the long-term benefits for this organization are very worthwhile. And to all those that supported this effort over the past six years, once again, your tireless dedication to the mission astounds me. You have helped DLA Distribution and our customers come out stronger, and I thank you.

### DLA DISTRIBUTION IN REVIEW

#### Commander

RDML Thomas C. Traaen, SC, USN

#### Deputy Commander

William H. Budden, SES

#### Chief of Staff

COL Frederick R. Dennison, USA

#### Public Affairs Officer

Stacy L. Umstead

#### Co-Editor

Emily C. Tsambiras

#### Co-Editor

Jessica R. Roman

DLA Distribution is the lead center for distribution for the Defense Logistics Agency. DLA Distribution In Review is an authorized publication intended for civilian and military employees of DLA Distribution and subordinate

commands. DLA Distribution In Review is circulated monthly. Unless otherwise indicated, all photos are property of the Defense Logistics Agency. The contents of DLA Distribution In Review do not necessarily reflect the official views of, or endorsed by, the U.S. Government, Department of Defense, Defense Logistics Agency or DLA Distribution.

Address mail to: Editor, DLA Distribution In Review, DLA Distribution (CX), 2001 Mission Drive, New Cumberland, PA 17070-5000 or [ddc.paostaff@dla.mil](mailto:ddc.paostaff@dla.mil), phone number 717-770-2880. DLA Distribution In Review is also available online at the DLA Distribution website, [www.distribution.dla.mil](http://www.distribution.dla.mil).



# Reducing, realigning BRAC 2005 transformation

By Emily Tsambiras, DLA Distribution Public Affairs

Base Realignment and Closure 2005 has come and gone, and in its wake left DLA Distribution less one distribution center and 15.4 million gross square feet in infrastructure. Despite the decision's significant demands, the organization worked steadfastly to meet deadlines while maintaining support to its customers during wartime, and ultimately emerged a streamlined network of 26 distribution centers providing effective, efficient and innovative distribution solution for its customers.

## BRAC 2005 objective

The purpose of BRAC 2005 was to realign the Department of Defense's total asset inventory to reduce expenditures on operations and maintenance. Its proposed end state was four-fold: eliminate excess infrastructure; reshape the Nation's military; optimize military readiness; and realize significant savings in support of transforming the Department of Defense.

As a result of this decision, the landscape of DLA Distribution facilities within the continental United States was dramatically reconfigured, as these recommendations served to eliminate the organization's excess physical capacity and execute inventory reductions through attrition, redistribution, and disposal in order to obtain the

proposed \$2.9 billion in BRAC savings.

## Impact on DLA Distribution operations

One of the most substantial actions resulting from the BRAC decision was the disestablishment of DLA Distribution operations located in Columbus, Ohio. The distribution center, which had over 90 years of service to America's military, was deactivated on Sept. 30, 2008, after all buildings were vacated, the remaining 34,000 shipments processed, and physical assets redistributed to its sister distribution centers for reuse.

Another task was to create an

additional two DLA Distribution Strategic Distribution Platforms. With two previously existing SDPs, located in San Joaquin, Calif., and Susquehanna, Pa., the decision was made to transform DLA Distribution Oklahoma, Okla., and DLA Distribution Warner Robins, Ga., into SDPs through the addition of state-of-the-art consolidation, containerization, and palletization capabilities. The creation of a Containerization Consolidation Point at these distribution centers created four primary locations for materiel to be consolidated from supporting distribution centers for overseas shipment.

These supporting distribution centers, comprised of remaining



One of the most substantial actions resulting from the BRAC decision was the disestablishment of DLA Distribution operations located in Columbus, Ohio.

# Designing and reshaping: DLA Distribution

CONUS sites, were identified as Forward Distribution Points, responsible for feeding materiel to the SDPs. The FDPs consolidated their supply and storage functions and associated inventories with their associated supported industrial activities, such as maintenance depots and shipyards, and moved all materiel not supporting local industrial customers to SDPs for storage.

All impacted distribution centers combined materiel movement and optimization projects, consisting of configuration changes and installation of storage aids, to reduce the inventory and infrastructure requirement mission execution, and returned all excess storage to their respective host activities.

Other BRAC actions completed include DLA Distribution Red River, Texas' eradication of activities from Lonestar Army Ammunition Plant, as well as the disestablishment of storage and distribution functions for the commodity privatization of tires and petroleum, oils, lubricants and compressed gases.

## ***DLA Distribution end result***

Ultimately, DLA Distribution completed the return of 147 full/partial buildings equaling 13 million gross square feet and allowed for the re-mission of approximately 2.4 million gross square feet.



**DLA Distribution's phased approach to vacating Lone Star Ammunition Plant allowed the United States Army to meet Base Realignment and Closure timeline.**

These results, achieved through unprecedented levels of cooperation and communication between DLA Distribution, customers, DLA Inventory Control Points, and DLA Disposition

Services serve to improve the mobilization, deployment and sustainment of combatant forces deployed worldwide through enhanced operational efficiency.



## SAN JOAQUIN, CALIFORNIA

Defense Logistics Agency Distribution San Joaquin, Calif., is nearing completion of several storage optimization projects mandated under the 2005 Base Realignment and Closure decision. BRAC 2005 was a change in DLA Customer Alignment

at Forward Distribution Points, or FDPs, with three major intentions: identify the correct Supply Storage and Distribution functions necessary for FDPs to provide support to service industrial customers; retain minimum stock at FDPs; and relocate all other wholesale Supply Storage and Distribution to DLA Distribution Strategic Distribution Platforms.

DLA Distribution San Joaquin, Calif., is aligned with FDPs located in Puget Sound, Wash.; Hill, Utah; San Diego, Calif; and Barstow, Calif. The movement of material from the FDPs to the SDP required extensive collaboration and analysis by both

FDP and SDP BRAC project staffs. “With the ultimate goal of reducing facilities infrastructure within DLA Distribution by 15.1 million gross square feet, it was vital for the distribution center to put eyes on the material to be transferred, validate weight and cube requirements, and the scheduled delivery of inbound FDP material into the existing available storage,” said DLA Distribution San Joaquin, Calif., commander Marine Col. Adrian Burke.

BRAC 2005 created a projected workload of approximately 218,000 lines and over 3.8 million cubic

STRATEGIC DISTRIBUTION PLATFORM



**DLA Distribution San Joaquin, Calif., requested and received over \$15 million in available Base Realignment and Closure funding to complete required storage optimization projects.**



**The 2005 Base Realignment and Closure decision created a projected workload of approximately 218,000 lines and over 3.8 million cubic feet of needed storage space for DLA Distribution San Joaquin, Calif.**

feet of needed storage space for the distribution center. Realizing and understanding the need for additional storage and storage optimization to accommodate this new workload, the organization requested a visit from DLA Distribution and Army Logistics Support Activity leadership to validate the most efficient storage optimization projects with the intent to increase warehouse and workforce efficiencies.

DLA Distribution San Joaquin, Calif., requested and received over \$15 million in available BRAC funding to complete the required storage optimization projects. Leadership developed and executed an overarching Storage Optimization Plan consisting of rewarehousing

projects, relocating dormant stock out of the active hub, segregating dormant stock, and consolidating multiple locations.

In addition to the BRAC capital equipment projects, DLA Distribution San Joaquin, Calif., implemented more effective and efficient use of storage space by increasing the number of planographed locations and reconfiguring location sizes and material routing in order to increase space utilization.

The approved BRAC 2005 funds were used to install narrow aisle package and pallet racks, as well as a two-story walk and pick bin selection area. These projects involved 22 bays within 11 warehouses, for a total

of over 8 million gross square feet. Additionally, this effort has added nearly 131,000 new storage locations.

“Our BRAC 2005 projects have increased functionality and moved our organization closer to the goal of plant optimization in our role as a Strategic Distribution Platform. This provides increased flexibility and ultimately increased efficiency to better support the warfighter,” said Burke.



## PUGET SOUND, WASHINGTON

*By Rory Pitts, DLA Distribution Puget Sound, Wash.*

Over the last few years, Defense Logistics Agency Distribution Puget Sound, Wash., has been actively engaged in executing the Base Realignment and Closure goals set forth in the 2005 execution plan and in April 2011, the Northwest distribution center successfully completed this initiative and achieved its stated goals of returning

multiple buildings to the host with a footprint reduction of 123,121 gross square feet.

Throughout the various stages of its BRAC execution plan, the distribution center continued to support major customers, Puget Sound Naval Shipyard and the Trident Refit Facility by ensuring these customers received the right materiel to perform their various missions. Additionally, the Puget Sound distribution center provided uninterrupted service to Material Processing Center customers USS Stennis, USS Nimitz, USS Lincoln, four Seawolf Class submarines and eight smaller navy ships.

“The essence of the Business Plan Supply, Storage, and Distribution

Management Reconfiguration was for the Puget Sound distribution center to retain the minimum necessary supply, storage, and distribution functions and inventories required to support Puget Sound Naval Shipyard, Bremerton, Washington, and to serve as a wholesale Forward Distribution Platform in support of the local customer base,” said Navy Cmdr. Chris Rodrigues, commanding officer, DLA Distribution Puget Sound, Wash.

The organization’s intense BRAC planning began in July 2007, with the execution phase kicking off with a contract modification in April 2009 to begin materiel movement. The Puget Sound team defined the goals and developed



Throughout the various stages of its Base Realignment and Closure execution plan, DLA Distribution Puget Sound, Wash., provided uninterrupted service to Material Processing Center customers USS Stennis (seen above), USS Nimitz, USS Lincoln, four Seawolf Class submarines and eight smaller navy ships. (Photo courtesy of U.S. Navy)

courses of action for reaching their facility's return target. The operational goal was to align the distribution center as a FDP and decrease the warehouse footprint through consolidation and optimization of available storage cube.

The planning model included removal of a conveyor system and unused carousels to open up floor space for installation of new bin rack storage aids. Racks were reconfigured in two other warehouses making way for "right sizing" of the type of material carried, eliminating unused storage space and enhancing optimization efforts.

The net result of this effort included an increase in location utilization and a continued effort to improve storage density," said Rodrigues. "Additionally this effort has improved our warehouse practices and allows us to right size the material into the right location."

"Not only did Team Puget Sound execute the BRAC requirements," Rodrigues continued. "They were innovative in their actions and improved processes and production, positioning us for continued service excellence."

## HILL, UTAH

*By Jessica Roman, DLA Distribution Public Affairs*

DLA Distribution Hill, Utah, has maximized its potential by consolidating existing warehouse space, as well as converting unused processing areas into



**The new overhead conveyor system at DLA Distribution Hill, Utah, allows the entire area to be connected without taking up valuable floor space.**

storage space.

"Prior to BRAC, the upper processing level of the warehouse was used primarily for the receipt of material, packaging of material, and office space," said Kyle Swaner, DLA Distribution Hill, Utah, distribution facilities specialist. "Much of the conveyor and other systems used to process the material were not being used to their greatest potential. As a result, several projects were undertaken to maximize the use of our footprint."

The BRAC projects at DLA Distribution Hill, Utah, included the tear out and removal of unused conveyor; reconfiguration and consolidation of the receiving process and packaging area to streamline receipt and processing; installation of a streamlined overhead conveyor system to maximize floor space; installation of a new dimension and weigh system; removal of several old break rooms and the construction of a single multi-purpose break and training room to accommodate all employees; installation of new pallet and package racks; reconstruction of a locked cage to use space more efficiently; and

installation of energy efficient lighting in the rack locations.

The reconfiguration and consolidation resulted in the availability of approximately 56,000 square feet that can now be used for storage, including approximately 34,000 square feet for pallet racks, 7,500 square feet for package racks, and 15,000 square feet for a walk-to-pick area. "The walk-to-pick area houses small, fast-moving items, and is adjacent to the receiving and packing area which maximizes efficiencies in storage and distribution of these items," said Swaner.

The new overhead conveyor system allows the entire area to be connected without taking up valuable floor space, and eliminates the need to walk an item from one area to the next. "Centralizing storage with the other distribution functions will allow us to generate 70-80 percent of our daily issue workflow from the same building," said Swaner. These BRAC initiatives will result in improved operating efficiency, directly impacting warfighter support enhancement.



## BARSTOW, CALIFORNIA

*By Matthew J. Balogh, contracting officer representative*

Defense Logistics Agency Distribution Barstow, Calif., recently concluded the final phase of its ongoing effort to reduce its overall footprint under the Base Realignment and Closure 2005, which mandated a footprint reduction through realignment, consolidation and optimization.

DLA Distribution, Barstow Calif., has returned more than 524,000 gross square feet to the host installation.

Projects were divided into four multiple phase projects to ensure minimizing the effort on normal day-to-day operations, while safely and efficiently striving to attain the maximum reduction in a minimum amount of time.

Phase one included the transfer of Marine Corps stock into DLA to manage the storage and distribution process of their materiel.

Phase two consisted of transferring DLA and Service-owned inactive stock (both serviceable and unserviceable) to DLA Distribution San Joaquin, Calif., while accepting material transfers from other distribution

depots and processing dormant stock for disposal.

Phase three enabled the depot to install brand new racking in three warehouse bays, procure three new narrow-aisle stock selectors and authorized additional contracted manpower in order to aggressively consolidate and rewarehouse material into the three newly racked warehouse bays.

Phase four decreased aisle width in several warehouse bays from the current 11 feet to seven feet, working around the 20 foot on-center structure beams, incorporating bulk areas where racking is not possible.

This project allowed for an increase of 1.4 million attainable cubic feet or approximately 94,000 square feet of new usable storage space.

The main focus for the BRAC projects was to decrease DLA's overall footprint and cut overall operating costs, while becoming more efficient.

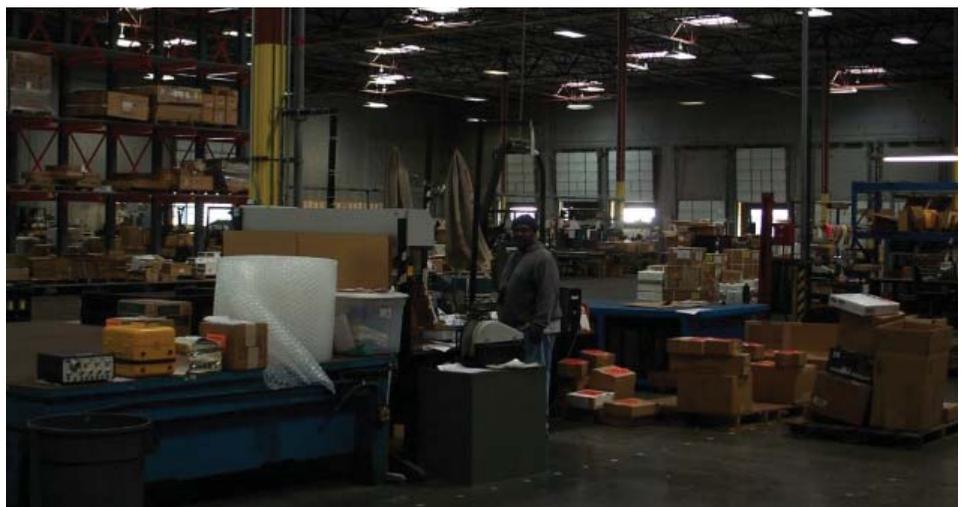
BRAC enabled the distribution center to reconfigure and

consolidate receiving processes and packaging area operations into a more centralized area, while maximizing overall space utilization.

DLA Distribution, Barstow, Calif.'s BRAC initiatives will continue to result in enhanced operating efficiencies, therefore positively impacting direct support to the warfighter.

## SAN DIEGO, CALIFORNIA

For DLA Distribution San Diego, Calif., Base Realignment and Closure 2005 enabled the implementation and execution of material movement and storage optimization. Major tasks for the distribution center included the development of overarching resource plans, storage aids, optimization plans, and facility return requirements.



**DLA Distribution San Diego, Calif., employees work in the newly configured packing and shipping area.**



**New storage aids at DLA Distribution San Diego, Calif., allow for the reconfiguration of items into new spaces.**

In the planning stage, the DLA Distribution San Diego, Calif., team formulated a committee to develop an action plan, which defined the mission requirements both during and after BRAC implementation. Some of the required actions included the new mission reconfiguration plan, execution schedules, space impact, and resource requirements.

Four buildings and boat storage sheds on Naval Base San Diego were returned to the host following the execution of the facilities execution plan. Two buildings were also returned to Naval Base Coronado.

The execution of the facility

returns required a comprehensive plan, including identifying additional new missions after BRAC augmentation, as well as the redistribution of 68,000 National Stock Numbers to other distribution and storage activities. Additionally, the distribution center consolidated operations for the storage and distribution missions, ensured storage locations were appropriate to item size, and added new storage aids and infrastructure projects.

One building was reconfigured as the primary distribution hub for Naval Base San Diego. Improvements in this building included the integration of receipt, induction, packing and shipping operations. Bin, rack and bulk

storage were also optimized.

The distribution center also consolidated operations for the retrograde receipt and induction process center and the Packing, Packaging, Preservation and Marking operation and the information technology network infrastructures hub.

BRAC efforts at DLA Distribution San Diego, Calif., afforded a reduction in footprint for covered and open storage, while improving supply systems, storage processes, and distribution management, all resulting in superior support to the warfighter. With a unified effort, this evolution was executed successfully to meet planned milestones and BRAC mandated goals.



## SUSQUEHANNA, PENNSYLVANIA

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

Under the Base Realignment and Closure legislation of 2005, the Defense Logistics Agency was mandated to reorganize its infrastructure to more efficiently and effectively support its customers, increase operational readiness and facilitate new ways of doing business. The BRAC recommendations that most affected DLA Distribution were in the supply, storage and distribution area. Prescribed changes required realignment and consolidation that focused on reducing redundancy in the network, streamlining operations, and improving support.

DLA Distribution implemented actions to reduce its storage footprint through realigning stock and prescribing improved use of storage space.

The role played by its largest center, DLA Distribution Susquehanna, Pa., was not only to participate in the realignment of stock within their existing facilities, but to actually increase their storage footprint in order to receive additional materiel from distribution centers at Tobyhanna, Pa., Richmond, Va., Norfolk, Va., and Columbus, Ohio, allowing



**Members of DLA participate in a ribbon cutting ceremony for a Base Realignment and Closure funded construction project at DLA Distribution Susquehanna, Pa.**

them to achieve footprint reduction goals.

The deadline for implementing all BRAC recommendations was September 2011. To meet this goal, numerous projects were orchestrated simultaneously at DLA Distribution Susquehanna, Pa., including the recruitment of additional full time employees, storage optimization, movement of incoming materiel and BRAC funded construction projects.

“What began as a rewarehousing mission grew quickly into a robust receiving operation,” said Navy Lt. Cmdr. Andy Henwood, BRAC manager at Susquehanna. “The reshaping of our infrastructure included the rewarehousing of over 3,700 truckloads of material. We also executed 43 space optimization projects which ended up optimizing over 2.3 million square feet of existing warehouse space.”

The inbound BRAC stock positioned at Susquehanna included over 134,000 different National Stock Numbers that filled over 590 truckloads and occupied more than 640,000 cubic feet of

storage space. Susquehanna was already managing 845,000 National Stock Numbers in 2009. As of September 2011, the additional stock brought the distribution center to nearly 970,000 different line items that are currently being stored and distributed.

BRAC funding also provided for two new warehouses to be constructed at Susquehanna, as space optimization efforts would only accommodate a portion of the incoming materiel. In June 2009, ground was broken on two new warehouses to increase storage capability by almost 600,000 square feet, the equivalent of 11 football fields.

The purpose of the larger of the two buildings is to store rack and bulk material such as truck axles, water tight doors for ships, aircraft fuel tanks, and various large commodities. In contrast, the second warehouse is designed for canister storage for large containerized items such as HUMVEE engines or transmissions.

# RICHMOND, VIRGINIA

By Emily Tsambiras, DLA  
Distribution Public Affairs

Defense Logistics Agency Distribution Richmond, Va., has long been responsible for the worldwide distribution of hazardous and non-hazardous products to U.S. Armed Forces, foreign military sales customers, and other Federal agencies.

However, the past six years has seen many changes for one of DLA Distribution's more unique sites. Experiencing a round of Base Realignment and Closure and A-76 decisions, as well as a bid to become the DLA Hazardous Materiel Center of Excellence, DLA Distribution Richmond, Va., has capitalized on these opportunities by aligning with customer requirements and optimizing resources.

"Over the past several years, DLA Distribution Richmond, Va., has managed to increase and reenergize business opportunities and customer support, while reducing its overall footprint," said DLA Distribution Richmond, Va., director John Pearson.

In 2005, DLA Distribution Richmond, Va., was a 350-acre government-operated distribution center with a mission to receive, store and issue the nearly 300,000 line items maintained in its five million gross square feet of covered storage.



**The past six years have seen many changes for one of DLA Distribution's more unique sites. After a round of Base Realignment and Closure and A-76 decisions, DLA Distribution Richmond, Va., is now preparing to become DLA's Hazardous Center of Excellence.**

Major change came underway with the announcement of 2005's BRAC decision, mandating the relocation of storage and distribution functions from many of DLA's distribution centers, as well as the privatization of packaged petroleum, oils, and lubricants, and compressed gases, directly impacting the organization.

As a result, DLA Distribution Richmond, Va., vacated and returned more covered storage space to its host, Defense Supply Center Richmond, than any of DLA Distribution's other 25 distribution centers, reducing its footprint by approximately 75 percent. Today, the distribution center encompasses 12 warehouses, covering approximately 12 million gross square feet and storing over 58,000 line items.

In 2008, another major change was introduced when DLA Distribution Richmond, Va., became a

contractor-run distribution center. The decision was the outcome of an A-76 competition process establishing a federal policy for deciding whether to retain recurring, commercial-like activities within the government or contract them out to a private sector source. As a result, the organization implemented its Continuing Government Activity to oversee its new operations.

One exception to this decision was the organization's Ozone Depleting Substances reclamation and cylinder refurbishment mission. Government employees continued to operate the only DoD organic-compressed gas reclamation and maintenance facility for the recoup of gases and the refurbishment of all types of compressed gas cylinders for reissue to the services.

Looking forward, it appears more change is in the stars for the distribution center. Poised to



become a single commodity-based depot- much like its co-located sister site, DLA Distribution

Mapping- in July 2011, DLA's Supply Chain Management Council approved a plan to transition DLA Distribution Richmond, Va., to a Hazardous Center of Excellence, or COE.

By making Richmond the Hazardous COE, it allows an increase in hazardous operational efficiencies, while also minimizing risk associated with Continental U.S. hazardous material distribution services. The plan also reduces DLA Distribution costs associated with hazardous storage and military construction projects across the CONUS network; a one-time \$29 million MILCON cost avoidance and approximately \$5 million per year in operational savings.

Once the distribution center fully transitions to a COE- through the purge of all non-HAZMAT and transfer and inception of all CONUS HAZMAT- its footprint will consist of nine total warehouses. Operations will focus solely on hazardous commodities, enabling the organization to provide exclusive HAZMAT support to its global customers.

Over the years, despite the many changes, one thing has remained the same. "As our mission continues to evolve, DLA Distribution Richmond, Va., remains dedicated to providing agile and responsive support to customers worldwide," said Pearson.

## NORFOLK, VIRGINIA

In 2009, when DLA Distribution Norfolk, Va., became fully engaged in reducing their footprint by 75 percent for Base Realignment and Closure 2005, there were already many moving parts. The organization was engaged in day-to-day mission operations, the addition of new Material Processing Center workload and its new procedures, and the start of Navy Warehouse Transfer. In addition to the high workload, realignment and reorganization was in its early stages.

DLA Distribution Norfolk, Va.'s BRAC tasks included vacating many buildings through rewarehousing, consolidating warehouse locations and processing redistribution orders, and disposals. The immediate goal was to reduce footprint while ensuring that operations maintained a high performance level and that new initiatives were executed successfully. The long-term goal was to ensure successful operations after the BRAC was completed.

The efforts started out with intense planning, revamping work processes and shifting people between mission and other efforts so that all areas were covered. The team developed new and innovative ways to execute the heavy workload, re-designed intra-depot transport routes to minimize conflicts, and developed creative ways to combine several warehouses full of material into only a few.

After a lot of hard work, the results speak for themselves. DLA Distribution Norfolk, Va., returned 18 warehouses to the host, rewarehoused 50,000 line items, processed 80,000 redistribution orders, cleared more than 2,000 inventory discrepancies, and consolidated 100 National Item Identification Numbers with more than 50 different locations. "Since conquering the challenge of BRAC, we believe that nothing is impossible if we work together and put our best foot forward- every time," said DLA Distribution Norfolk, Va., commander Navy Capt. James Watts.



Ed Hall, a supervisor at DLA Distribution Norfolk, Va., inspects new racks put in place post-BRAC optimization.

## TOBYHANNA, PENNSYLVANIA

In early 2009, DLA Distribution Tobyhanna, Pa., began a long and challenging journey down the road toward becoming a Forward Distribution Platform as the result of the 2005 Base Realignment and Closure initiative.

Not only was DLA Distribution Tobyhanna, Pa., required to move approximately 12,000 lines of stock to DLA Distribution Susquehanna, Pa.- its supporting Strategic Distribution Platform- but BRAC also challenged the organization to reduce infrastructure by nearly 60%.

All this was to be done in only 30 months. All the while, distribution support to host Tobyhanna Army Depot, and, ultimately, to the warfighter, could not waver.

Initially working with a dedicated team of ten employees, the BRAC project leader set about laying the foundation for what was to become a successful effort to downsize, minimize and consolidate storage operations.

As the extent of the effort became clearer, the realization set in that the BRAC effort would require the involvement of the whole workforce. Management conducted frequent meetings with the entire team and sought their input to develop strategies, solve problems, overcome obstacles and improve work processes in order to accomplish all BRAC-related goals while maintaining a high degree of distribution support to



**DLA Distribution Tobyhanna, Pa., has reduced its covered storage space by approximately 577,000 gross square feet by vacating all or part of five buildings, while reducing its current inventory to 21,000 lines valued at over \$5.4 billion.**

TYAD and other customers.

were incorporated.

The workforce had never experienced this kind of pressure before but took on this challenge, remembering its motto, “One Team, One Focus – Let’s Roll!” Like its famous mascot, racehorse Sea Biscuit, DLA Distribution Tobyhanna, Pa., was determined to WIN!

The plan called for identifying dormant and excess stock, notifying the owners, and eliminating the identified material through attrition and disposal actions. This process resulted in the disposal of over 18,000 lines of excess stock which freed up storage space that was no longer required and could be returned to TYAD for repair, overhaul and maintenance functions.

Stock that remained was rewarehoused into reconfigured storage areas where process improvements such as new storage aids, new material handling equipment and revised product flow

Another project included working with TYAD and the Army Communications and Electronics Command to upgrade storage of large generators. Army funded the renovation of several sheds and the purchase of specially designed oversized stacking racks in order to maximize the storage capacity of these large assets. These projects increased storage efficiency and freed up thousands of square feet of warehouse space for return to TYAD.

As a result of the “Team Tobyhanna” BRAC effort, DLA Distribution Tobyhanna, Pa., has reduced its covered storage space by approximately 577,000 gross square feet by vacating all or part of five buildings, while reducing its current inventory to 21,000 lines valued at over \$5.4 billion and intends to continue the effort of consolidating distribution operations in the Southwest quadrant of the TYAD installation as a best business practice.



## WARNER ROBINS, GEORGIA

The 2005 Base Realignment and Closure, or BRAC, decision effectively transformed Defense Logistics Agency Distribution Warner Robins, Ga., from a narrowly-focused support depot into one of four DLA Strategic Distribution Platforms.

Under the 2005 BRAC law, DLA Distribution Warner Robins, Ga., became the distribution hub of the Southeast, mapping DLA Distribution sites at Anniston, Ala., Albany, Ga., Cherry Point, NC, and Jacksonville, Fl., to Warner Robins.

“Over the last three years, DLA Distribution Warner Robins, Ga., has morphed into a SDP through a number of BRAC-related projects,” said Frank Holobinko, DLA Distribution Warner Robins, Ga., director. “Several synchronized steps, including the transfer of DLA and Service-owned inactive stock - both serviceable and unserviceable - from distribution centers throughout the region to DLA Distribution Warner Robins, Ga., were carefully planned.”

Nearly \$24 million in BRAC funding for storage aids, new conveyor/automated material handling systems, or AMHS,

and designated material handling equipment was designated to enhance the organization’s operational capability and efficiency in handling the incoming materiel. An aggressive rewarehousing project and the simultaneous installation of new storage aids, resulting in reconfigured bin, rack and bulk storage, commenced in 2009.

A major challenge was creating the requisite space to transfer stock to Warner Robins, Ga. “In addition to clearing space, we had to work closely with DLA Distribution headquarters and the four regional distribution centers to identify and ship designated stock in a synchronized effort allowing the centers to meet their targeted downsizing dates- many of which were tied to required dates for them to turn facilities over to their hosts,” said Holobinko.

To make this work, two teams, a BRAC Stock Transfer Order team and a BRAC rewarehousing team, were formed. The rewarehousing



**“Over the last three years, DLA Distribution Warner Robins, Ga., has morphed into a SDP through a number of Base Realignment and Closure-related projects,” said Frank Holobinko.**

team set out to create space by building processes and analyzing warehouse utilization. Comprised of 16 people, the team succeeded in systematically clearing one stock room after another, providing the space the STO team needed to receive and store materiel from the regional centers. As the rewarehousing team was making space, the STO team was busy receiving, processing, and stowing materiel from the regional centers. In the end, the STO team processed and stowed over 71,000 receipts in approximately 12 months.



**as morphed into a Strategic Distribution Platforms through a Frank Holobinko, DLA Distribution Warner Robins, Ga., director.**

The BRAC rewarehousing team targeted nearly 40,000 stock numbers that were dispersed throughout 19 warehouses. One item, which had previously been stored in over 240 separate locations, was restocked into one location.

In three years, the team processed approximately 166,000 transactions, moving nearly 7 million pieces valued at over \$6 billion into approximately 18,000 locations, ultimately vacating

nearly 35,000 locations. This result was a 52 percent reduction in locations. In the end, more than two million cubic feet of storage space was made available for storage aid installation and restocking. Not only was storage efficiency significantly affected, but inventory accuracy benefitted, as well. The rewarehousing team found 152,000 items that needed to be adjusted from the inventory, and located more than 79,000 items previously unaccounted.

“The three-year effort in consolidation of locations also reduced split picks and inventory time, and has had a direct impact on our organization meeting three consecutive semiannual inventory goals in the past two years,” said Holobinko

Another critical component of DLA Distribution Warner Robins, Ga.’s transition to an SDP was the opening of a 165,000 square feet general purpose warehouse outfitted with state of the art AMHS equipment and six air

pallet pits for its mission as a Consolidation Containerization Point.

Since mid-February 2011, the CCP has assumed the lead role in shipping energy dissipating pads, or EDPs, and parachutes, necessary to resupply forward operating locations through Southwest Asia. Achievements in processing have reduced unfilled backorders for EDPs by over 95 percent, and low cost, low velocity parachute backorders by over 50 percent.

In May 2011, the SDP was tapped to receive and process nearly 115 containers from Kuwait. To date, nearly 80 containers totaling over 3,400 line items and nearly 1.1 million units have been processed.

Overall, the BRAC storage aid project resulted in a net gain of nearly 260,300 new locations, and has led to a new, more efficient plan-o-graph and positioning of stock closest to point of use or shipment.

“Our transformation to an SDP is a testament to the strength and flexibility of the men and women throughout our Southeastern distribution centers, as they teamed, coordinated, and overcame hurdles and unforeseen circumstances along the way,” said Holobinko. “The storage efficiencies, increased capacity, and modernized equipment gleaned from this process provide DLA’s worldwide distribution network flexibility and reinforce DLA’s significant capability as America’s Combat Logistics Agency.”



## CHERRY POINT, NORTH CAROLINA

With the Base Realignment and Closure 2005 initiative at a close, the DLA Distribution Cherry Point, N.C., team has successfully completed their mission to reduce foot print through realignment, consolidation and optimization.

Throughout the BRAC process, Cherry Point consolidated similar work into existing buildings, streamlined duplicate locations for material storage, and built contingencies for future operations. The consolidation projects paved the way to many subsequent projects, yielding the conversion of approximately 80,000 gross square feet of support space to storage space,

improving the net to gross and storage density. Through material consolidation and rewarehousing plans, two major sites and two improved sheds were turned over to the host installation ahead of schedule.

One of the most important pieces to Cherry Point's consolidation plan was to ensure proper stock positioning of service-owned material. Prior to BRAC efforts, the total National Stock Number count for stock was more than 50,000, totaling \$3.3 billion. After BRAC, 32,000 NSNs remain; however, each NSN reflects the unique operation of the local customer. More than 32,000 Stock Transfer Orders were shipped to the servicing Strategic Distribution Platform at DLA Distribution Warner Robins, Ga. Throughout the transfer process, production schedules remained steady, and neither requisition processing nor material shipments to the customer from strategically repositioned stock at the SDP negatively impacted local operations.



**Formally support space, this bay has been converted to rack and bulk storage as part of the Base Realignment and Closure initiative at DLA Distribution Cherry Point, N.C.**

Cherry Point also absorbed two new responsibilities as a result of BRAC. The distribution center now handles Class II flight clothing for the surrounding air stations, and the functions of local hazardous material processing and storage.

Cherry Point reduced its covered warehouse space by approximately 261,000 gross square feet. This action cut the operation size by more than half, while still providing customers the same level of service.

Overall, the number of buildings at DLA Distribution Cherry Point, N.C., has decreased. However, the size of the operation continues to grow to support an ever-changing world of supply.

## ANNISTON, ALABAMA

*By Jessica Roman, DLA Distribution Public Affairs*

DLA Distribution Anniston, Ala., has completed its Base Realignment and Closure turn-ins by reducing covered storage at the distribution center by over 701,000 gross square feet.

At the beginning of the process, DLA Distribution Anniston, Ala., had 2,406,000 gross square feet of storage space, and achieved a total end state of just under 1,700,000 gross square feet. To accomplish the storage space reduction of 788,000 gross square feet, 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, the 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 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 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 of DLA materiel were shipped 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 square feet by 701,000, and 33 retained buildings, resulting in improved operating efficiency, directly impacting warfighter support enhancement.

## ALBANY, GEORGIA

Defense Logistics Agency Distribution Albany, Ga., recently completed requirements of Base Realignment and Closure 2005, which mandated a footprint reduction through realignment, consolidation and optimization.

Throughout the BRAC process, the distribution center returned more than 475,000 gross square feet to the host installation. Several steps were required in order to achieve the end state, including transferring DLA and Services inactive stock (both serviceable and unserviceable) to DLA Distribution Warner Robins, Ga.; shipping DLA-owned bulk cloth to various vendors; and processing dormant stock for disposal. An aggressive rewarehousing effort and the installation of new storage racking to reconfigure bulk storage also aided in the reduction of infrastructure.



The Albany distribution center began the movement of material to the Warner Robins facility in June 2009, and the last stock transfer order was completed in October 2010, moving over 15,000 STOs during that time. The distribution center moved over 4,000 rolls of government-furnished cloth to a private vendor, which emptied two bays of storage space, and also disposed over 300,000 cube of dormant DLA and Service owned dormant stock.

The distribution center identified several areas where the installation of pallet racks would optimize existing space, creating over 3,000 additional locations for stock. Some of these locations were used to store single items that had been taking up large amounts of floor space. The removal of an unused conveyor system created an additional 4,000 gross square feet for bulk storage.

Upon completion of the

racking projects, the distribution center began the optimization process. National Stock Numbers with multiple locations were consolidated into a single location when possible. Stacking heights were adjusted and items were rewarehoused by commodity, such as generator and engine.

The distribution center also looked at support space and identified areas that could be consolidated or converted into storage space. Packing was being performed in multiple areas within the same warehouse, but using information technology solutions, Albany was able to consolidate small, medium and heavy pack areas into the same bay. This not only opened up 4,000 gross square feet for storage, it also allowed the packing supervisor to have all employees in one location, creating a more efficient process.

With teamwork and communication, Albany was able to accomplish their BRAC mission on time. The efficiencies and improvements gained will

positively impact and improve warfighter support.

## JACKSONVILLE, FLORIDA

*By Pat Quenga, DLA Distribution BRAC office*

DLA Distribution Jacksonville, Fla., has met their Base Realignment and Closure execution plan.

Throughout the various stages of DLA Distribution Jacksonville, Fla.'s BRAC execution plan, the distribution center continued to support its major customer, the Fleet Readiness Center Southeast, by ensuring it has the right materiel to perform depot maintenance on aircraft engines, avionics, airframes and other electronic components. The distribution center is responsible for the receiving, storage, issue, packaging, preservation and worldwide shipment and transportation of all assigned materiel.

The essence of the Supply, Storage, and Distribution Management Reconfiguration plan is for DLA Distribution Jacksonville, Fla., to retain the minimum necessary supply, storage, and distribution functions and inventories required to support the Naval Aviation Depot, Jacksonville, Fla., to serve as a wholesale Forward Distribution Platform, and to relocate all other wholesale storage and distribution functions and associated inventories to the Strategic Distribution Platform in Warner Robins, Ga.

“DLA Distribution Jacksonville, Florida, continues to support the



**New racks helped to accomplish Base Realignment and Closure goals at DLA Distribution Albany, Ga.**



**A DLA Distribution Jacksonville, Fla., employee moves material from its current warehouse to its new location.**

warfighter while meeting the BRAC goals by remaining on the glide path with a dedicated Continuing Government Agency and contracted service provider team,” said Diane Covalt, DLA Distribution BRAC office.

“Our intense BRAC planning began in July 2007, with the execution phase kicking off with a contract modification in March of 2008 to begin materiel movement. We put a mark on the wall and developed courses of action on reaching their facility return target. The operational goal was titled, ‘BRAC Footprint Diminution’ and the overall plan was to decrease the warehouse

footprint through consolidation and maximization of available storage cube,” said Lenny Wallace, DLA Distribution Jacksonville, Fla., director.



**Material destined for BRAC movement is transported by a DLA Distribution Jacksonville, Fla., employee.**

The distribution center’s BFD planning included timely coordination with DLA Distribution Enterprise Support to include bin and rack installation and removal within numerous buildings.

“The CGA team here has been intimately involved in the entire process. From the initial crawl to the execution run phase, the CGA has been the driving force to our BRAC success. They have truly loved the

BRAC planning and execution challenges they have faced in reaching and achieving our goals. I couldn’t have asked for a better cohesive group of CGA members,” said Wallace.



## OKLAHOMA CITY, OKLAHOMA

By Thomas Wahpekeche, DLA Distribution Oklahoma City Okla.

For DLA Distribution, Base Realignment and Closure 2005 is about realignment and consolidation. At its conclusion, the material movement plan will transform supply, storage, and distribution management by significantly reducing infrastructure, while also providing support to the warfighter worldwide. At DLA Distribution Oklahoma City, Okla., the goal was to maximize gains by utilizing on-hand material handling aids and apparatus, consolidating existing warehouse space, and routing critical mission assets directly into the battle zone.

“Prior to BRAC, the stockrooms were primarily utilized for long-term storage of Air Force dormant stock,” said Raymond Boutte, DLA Distribution Oklahoma City, Okla., storage operations supervisor. “Dormant stock was being sent to Disposition Services, creating voids in the material footprint. As a result, several projects were undertaken to maximize storage space capacity within the facility. The BRAC team was organized very quickly and instantly became a self-contained

unit. This team received approximately 11,000 line items. The process included unloading, verification, induction, stowing, rewarehousing, bin labeling, and transportation of material to various warehouses within the depot. An emphasis was placed on teamwork and organization throughout the operation.”

The BRAC projects at the distribution center included the installation of bin racks to facilitate storage of smaller items into approximately 10,000 bin locations. It also included the implementation of a BRAC team to conduct BRAC material inducts and stows, and the implementation of identification and routing processes for mission critical items.

“We were lucky to have reconfigurable racks already within the facility,” said Eddie Steward, maintenance operations supervisor. “Once BRAC personnel consolidated the open voids, we tasked a dedicated group of personnel to expedite the installation of the small items storage apparatus.”

The dedicated BRAC team allowed normal day-to-day operations to continue. All BRAC-related material was shipped and delivered to a Department of Defense Activity Address Code specifically set up for movement of BRAC-related material. Having the direct delivery DODAAC allowed BRAC personnel to unload, induct, and stow material all within the confines of the building.

The team operated as a self-sustained group, handling all warehousing actions related to



**At DLA Distribution Oklahoma City, Okla., BRAC’s goal was to maximize gains by utilizing on-hand material handling aids and apparatus, consolidating existing warehouse space, and routing critical mission assets directly into the battle zone.**

incoming BRAC material.

In addition to efficiencies gained for future storage, DLA Distribution Oklahoma City, Okla., was able to identify and route mission critical items directly from the induct processing area to the warfighter. “We received 49 axles in June 2009. In January 2010, we were contacted by the product specialist to screen these for serviceability due to Operation New Dawn in Iraq,” said Boutte. “After screening the material, and based on packaging, we contacted the U.S. Army Tank-Automotive and Armaments Command for help. Their screenings resulted in enabling DLA Distribution Oklahoma City, Okla., to prepare 31 of the axles for shipment to Kuwait City, Kuwait, for repair and immediate use by the troops. The remaining 18 axles were deemed expendable and sent to disposal, thereby giving the Army a clear accounting of available material.”

The results of DLA Distribution Oklahoma City, Okla.’s, BRAC initiatives continue to result in improved operating efficiency, storage optimization, and superior support to the warfighter.

## CORPUS CHRISTI, TEXAS

Defense Logistics Agency Distribution Corpus Christi, Texas, recently completed its Base Realignment and Closure 2005 projects in an effort to realign and consolidate operations, improving support to the warfighter.

To help the distribution center maximize its potential, assets reflecting inactivity by local customers were shipped to the Strategic Distribution Platform at DLA Distribution Oklahoma City, Okla.

The distribution center also installed new pallet and storage racks in multiple warehouses to consolidate locations, which helped improve and maximize efficiencies in storage and distribution. As a result

of the movement of inactive items to Oklahoma City, Corpus Christi was able to decrease the number of assets that required bins and increase the use of rack locations. The reconfiguration and consolidation resulted in the return of several buildings, totaling over 97,000 gross square feet.

Additionally, BRAC directed that the supply, storage and distribution of HAZMAT functions being performed by Corpus Christi Army Depot, transitioned to DLA. The official transfer process began in September 2010 through a series of successful strategic, operational and tactical Integrated Process Team sessions and working groups. On March 1, 2011, the transfer to DLA Distribution Corpus Christi, Texas, was complete, with all CCAD HAZMAT functions successfully transferred to DLA.

The final piece of the distribution center's BRAC goals directed the transfer of Supply Storage and Distribution functions transferred from CCAD to DLA Distribution

Corpus Christi, Texas. DLA implementation of this transfer occurred Aug. 1, 2011, with full performance on Sept. 15, 2011.

Twenty-five employees support the SS&D functions, called the Work-In-Process Control Area, within CCAD, and operate Monday through Saturday. Employees receive, store and issue consumable material, validate and store material that arrives from CCAD maintenance shops, and direct trays of material to the WIPCA storage location area. In addition, employees pick material from the storage locations at WIPCA and send it directly to the CCAD maintenance shops via automatic guided vehicle. Bulk material is delivered by DLA's local delivery personnel.

At the conclusion of DLA Distribution Corpus Christi, Texas's, BRAC goals, the material movement plan improved supply systems, storage processes, and distribution management through infrastructure reduction.



DLA Distribution Corpus Christi, Texas, employees work in the Work-In-Process Area at Corpus Christi Army Depot.



**WE ARE AMERICA'S  
COMBAT LOGISTICS  
SUPPORT AGENCY.  
WE ARE DLA.**

**COMING IN FUTURE ISSUES**

**DLA Distribution Support to Navy**

