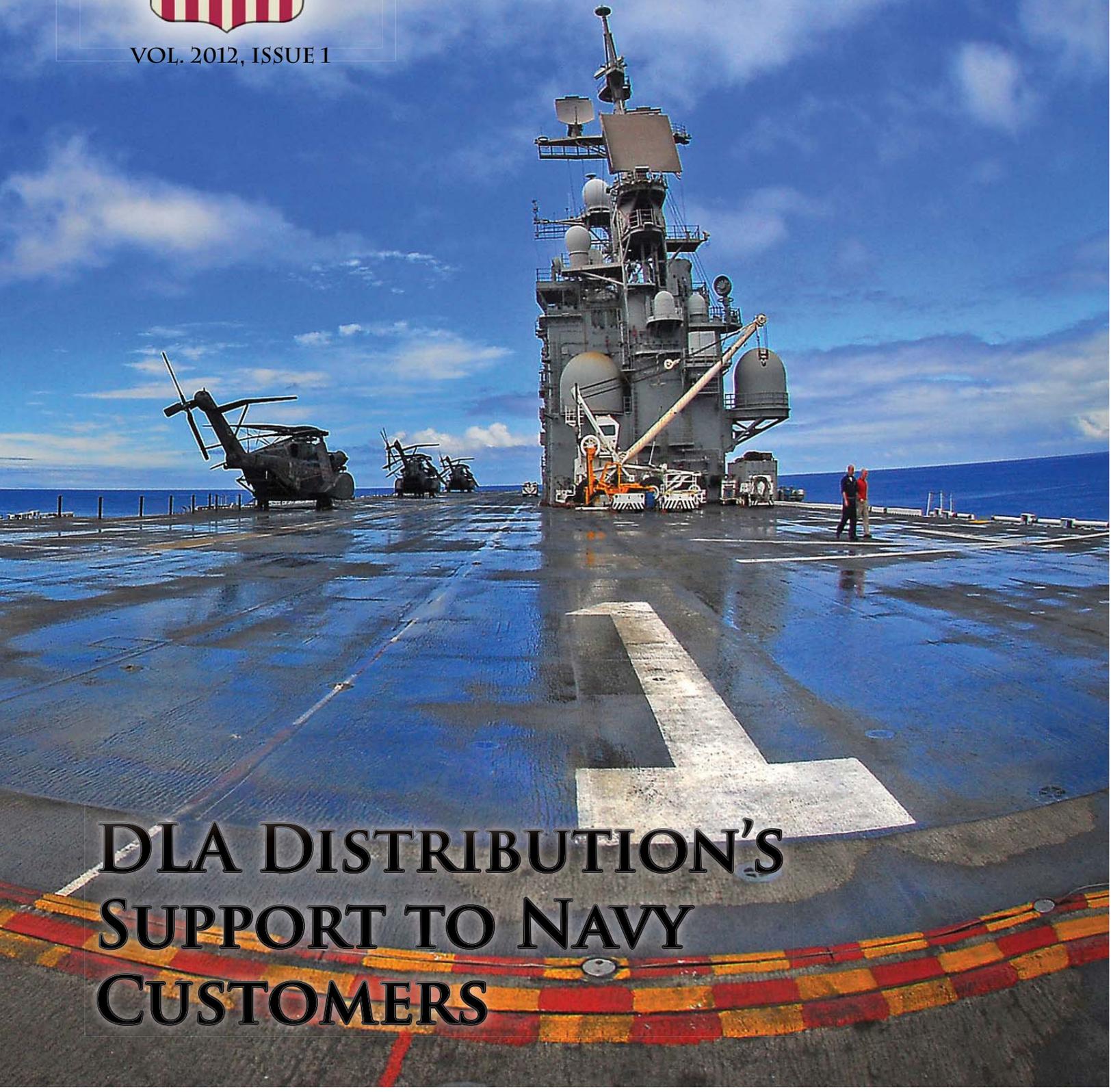




VOL. 2012, ISSUE 1

DISTRIBUTION *In Review*



**DLA DISTRIBUTION'S
SUPPORT TO NAVY
CUSTOMERS**



DLA DISTRIBUTION *In Review*

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Cover photo courtesy of Navy MC2 Daniel Barker



COMMON PURPOSE: UNITY OF EFFORT, UNITY OF THOUGHT

AN UPDATE FROM THE DLA DISTRIBUTION COMMANDER



As we begin 2012, I wanted to take a moment to reflect back on the many accomplishments of the DLA Distribution workforce in 2011. We had a great year, and I know that your outstanding work will continue into 2012.

In the area of performance, we successfully developed and implemented a robust and aggressive distribution center review process to drive improved performance across the DLA Distribution network. Focusing on five key pillars of success (people, equipment, facilities, processes and financials) and conducting weekly “deep dives” into all distribution centers’ health in these areas, we successfully increased the overall operational performance from 66 percent at or above standard, to 87 percent at or above standard. I know you will continue to strive for even more in 2012.

We had several important successes in the customer and stakeholder engagement arena.

Our distribution center in Kuwait successfully transitioned between contractors, moving 1.6 million cube (44 million pounds) of materiel in a record 81 days.

We formally established our 26th distribution center in Kandahar,

Afghanistan, and that center is now providing full operational support.

Also in Afghanistan, we successfully established an operational Theater Consolidation and Shipping Point at Deh Dadi II in response to a Request for Forces from Central Command to assist with clearing container backlogs from Forward Operating Bases. From May 2011 to the present, more than 200 commercial containers have been trans-loaded into over 500 government containers and forwarded to their ultimate destination. Through the establishment of the TCSP, DLA Distribution has demonstrated the ability to effectively react and provide tailored solutions in support of the warfighter.

In support of Presidential Drawdown 2011-90, and at the direction of the Joint Chiefs of Staff and Department of State, we successfully executed three separate consolidation and shipping missions of uniforms and medical supplies to the Libyan Transitional National Council. Over 200 463L air pallets and five seavans were expedited in support of this mission.

After the devastating earthquake and tsunami struck Japan in March 2011, our workforce provided essential support to Operation Tomodachi. We processed over 70 tons of food, almost 20,000 gallons of

water and over 317 pounds of medical supplies. Over 132 tons of other material was distributed in support of military operations. Additionally, we took care of more than 30 DLA Distribution family members during Operation Pacific Passage.

Finally, in the area of distribution network optimization, we developed a hazardous material Center of Excellence. Our optimization strategy reduced cost and increased operating efficiencies relating to the storage and distribution of hazardous materials stored throughout the DLA Distribution CONUS network. Through the consolidation of hazardous material into a single Center of Excellence, DLA will realize saving and cost avoidance in excess of \$30 million and reduce operating risk associated with this complex commodity.

In 2012, I know you will continue to build on the successes of 2011, observing logistics efficiencies, continuing customer and stakeholder engagement and improving distribution network optimization both in current and future operations.

DLA DISTRIBUTION IN REVIEW

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Kuntz inducted into Defense Logistics Agency Hall of Fame

By Stacy L. Umstead, DLA Distribution Public Affairs

Patricia A. Kuntz, former traffic management specialist, Defense Logistics Agency Distribution, New Cumberland, Pa., was inducted into the DLA Hall of Fame Oct. 26, for her significant and enduring contributions to the agency.

The induction was part of DLA's 50th Anniversary ceremony.

Kuntz distinguished herself throughout her 28 years of civilian service to the Federal Government, 26 of which were served on the installation at New Cumberland, Pa.

Kuntz began her Federal career as a shipment clerk with the New Cumberland Army Depot in 1981, inscribing data for the transportation division of what is now DLA Distribution Susquehanna, Pa., the largest and busiest Department of Defense distribution center in the world.

Kuntz followed a steady career of increasing responsibility continuing on in the same facility, which in 1991 upon the transfer of the New Cumberland installation to the Defense Logistics Agency was called Defense Distribution Region East, and finally, her New Cumberland career culminated in her position as Chief, DLA Distribution's Transportation Division, then called the Defense Distribution Center.

At NCAD, and later at DDRE, Kuntz began to acquire not only the technical knowledge as she moved through the ranks, but also began sharpening her

skills with people and leadership, having spent more than ten years in supervisory positions throughout her time there.

She developed skills in negotiation and team building which enabled her to spearhead the accomplishment of several major transportation initiatives that had tremendous impacts not only on DLA Distribution, but also have caused broad-sweeping effects on the Department of Defense, and service to the Warfighter.

She was instrumental in making PowerTrack a success. PowerTrack revolutionized the payment of Transportation services and became a treasure-trove of information that provided the department the tool to make smarter decisions and save scarce transportation dollars.

Kuntz helped to make Velocity Management work for the Army, which synchronized the transportation and distribution processes allowing the Army to take giant steps towards controlling the breadth and depth of their inventories. She took Velocity Management and planted the seed for the expansion of dedicated trucks the precursor to what is now considered time-definite delivery.

In 1998, Kuntz then moved out of the production environment, and assumed the position of traffic management specialist in DLA Distribution Headquarters, New Cumberland, Pa., where she rapidly became a sought after commodity.

Kuntz's leadership helped to make



Defense Logistics Agency Distribution employee, Patricia A. Kuntz, is the newest member of the DLA Hall of Fame.

the initiative of direct booking work. Direct booking significantly reduced the time it took to schedule container shipments and in turn increased the velocity of those shipments saving precious time and increasing readiness.

Kuntz was also there to ensure the success of the Vendor Shipment Module. VSM is an information technology capability that allows vendors to print military address labels using DLA Distribution's barcode system so that shipments can be sent directly from the vendor to the customer. This capability provides DLA Distribution with visibility of the items throughout the distribution pipeline, and eliminates much of the frustrated freight at the warehouses—an enormous problem prior to the undertaking of this technology.

Continually putting the needs of the warfighter first, Kuntz traveled

directly to the customer to analyze the processes, not only discovering the needs of the customer, and the realities they faced when adopting new processes, but she also brought the information back to DLA Distribution, for improved service to the warfighter. She had the foresight to recognize the potential in new ideas and used not only her technical knowledge, newly-obtained customer feedback, but also, most importantly, her credibility and skill of creating the support needed to make many of the ideas become reality.

Possibly one of the most important events in Kuntz's career was being there to help the concept of pure pallets turn into reality. Early into Operation Iraqi Freedom operations, massive amounts of materiel was being sent from the continental United States to a small number of points in the United States European Command and United States Central Command area of responsibilities where it was a struggle to sort and deliver to individual units.

Pure pallets moved the sorting from the end of the distribution chain, back to CONUS and began delivering directly to high-volume customers. Kuntz assisted CENTCOM with establishing the route plans of these pure pallets. She was involved in the initial stage of its development, and traveled to Kuwait and Bahrain at the start of the war, working with customers to get feedback on how to best support the customers in theater.

Kuntz then worked with the depots to establish appropriate staging lanes and to resolve any Distribution Standard System issues for routing materiel. A simple idea now, but at the time pure pallets was revolutionary. It would be very difficult to estimate the enormous impact that pure pallets has had on the service to the warfighter in terms of inventory and manpower savings and its impact on readiness.

The DLA Distribution commander and all depot commanders, especially the OCONUS commanders, depended on Kuntz's many years of experience to assist with streamlining their dedicated truck routes (or establish new ones, as with CENTCOM), container shipments, and route plans. Dedicated truck is the direct delivery of shipments to specified locations to meet a pre-established delivery date and time. Dedicated trucks improve efficiencies at the distribution center and for the customer by decreasing customer wait time as well as substantially reducing the cost of the shipment of items. DLA Distribution currently has over 150 dedicated truck routes reaching over 500 delivery locations, and more are added each year.

At a time when dedicated truck was not yet an industry standard or even yet heard of, Kuntz led a partnership with the U.S. Navy to deliver high priority shipments to customers via truck, a more cost effective transportation mode. She successfully led her DLA Distribution team to meet Navy's unique requirements under the dedicated truck program. Because of her strong leadership and efforts, DLA and the Navy partnered to move high priority shipments via surface (truck) and still were able to meet cost savings and required delivery dates of the customers. This was the first time that the Navy was willing to participate in such a surface mode test involving their high priority shipments. The tests proved so successful that the Navy and DLA implemented the program throughout the U.S. and it is still in existence today.

Finally, DLA Distribution recognized the importance and potential of a new concept called the Defense Transportation Coordination Initiative and they sent their best--Kuntz. She tirelessly served as the civilian distribution functional lead within

the United States Transportation Command DTCI Program Management Office.

Implementation of DTCI enabled DoD to improve the reliability, predictability and efficiency of DoD material moving within CONUS. Through her exemplary efforts, this initiative has resulted in significant changes to the movement of all domestic freight shipments by all services and DoD agencies using all modes of commercial transportation. The end result has been reduced transportation rates based upon freight optimization and modal shifts while improving system-wide in-transit visibility.

Despite personal inconveniences, Kuntz's commitment to the success of the DTCI program and its benefits did not waiver even though it required her be away from her home duty station for extended periods of time. Kuntz was so dedicated to the success of DTCI that she left her family in Pennsylvania to join the TRANSCOM family in Scott, Air Force Base, Illinois, for the last two years of her Federal Service, travelling the U.S. once again, to make a vision, reality.

Her technical knowledge, hands-on customer analysis, foresight in embracing innovation, and leadership combined with her ability to build consensus, have been the hallmark of her career, enabling her to make ideas become successful realities. These accomplished realities have improved not only DLA's effectiveness in serving the warfighter, but also have left a multi-global footprint of increased "velocity, value, and visibility," and in many cases, have made what was then a new process/way of doing business, into what is now an industry standard.

Kuntz is the recipient of the 2007 Top Ten DLA Personnel of the Year Award and the 2004 Ancient Order of St. Christopher.



A LOOK AT THE UNITED STATES NAVY

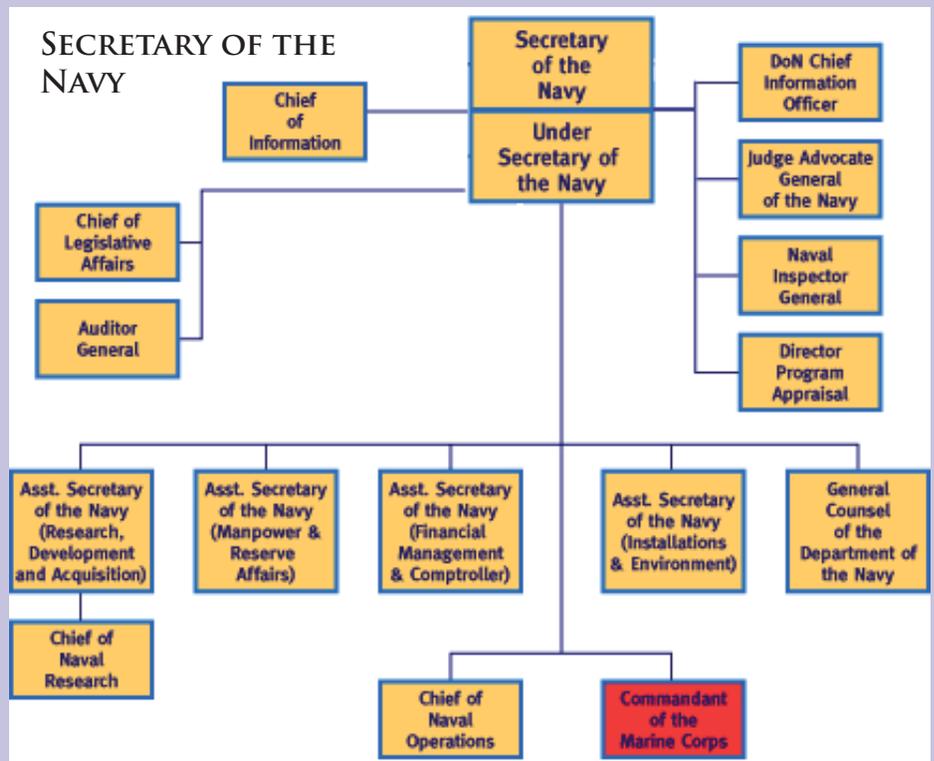
Source: U.S. Navy

MISSION OF THE NAVY

The mission of the Navy is to maintain, train and equip combat-ready Naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas.

AN OVERVIEW

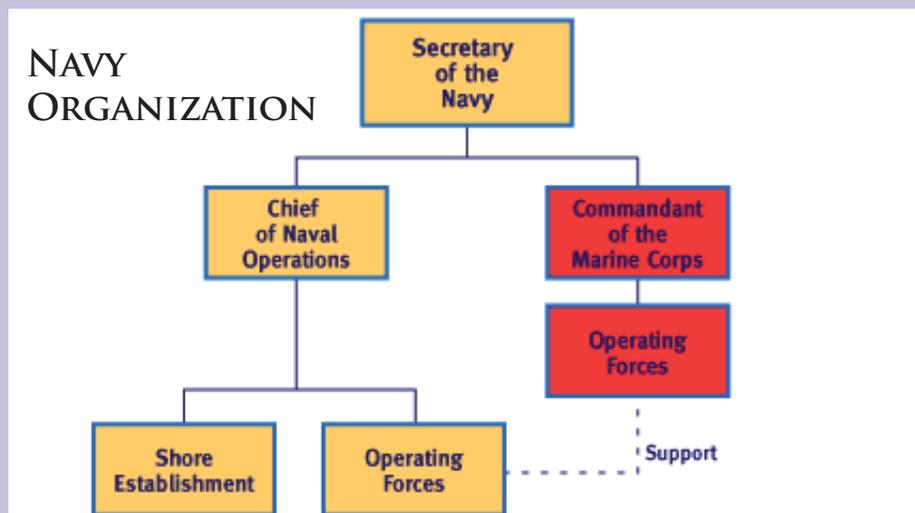
The following chart presents an overview of the organization of the Department of the Navy. The U.S. Navy was founded on October 13, 1775, and the Department of the Navy was established on April 30, 1798. The Department of the Navy has three principal components: The Navy Department, consisting of executive offices mostly in Washington, D.C.; the operating forces, including the Marine Corps, the reserve components, and, in time of war, the U.S. Coast Guard (in peace, a component of the Department of Homeland Security); and the shore establishment.



The dashed line marked "Support" indicates the cooperative support of the Navy-Marine Corps team. Each of the operating forces supports the other.

THE SECRETARY OF THE NAVY

The Secretary of the Navy is responsible for, and has the authority under Title 10 of the United States Code, to conduct all the affairs of the Department of the Navy, including: recruiting, organizing, supplying, equipping, training, mobilizing, and demobilizing. The Secretary also oversees the construction, outfitting, and repair of naval ships, equipment and facilities. SECNAV is responsible for the formulation and implementation of policies and programs that are consistent with the national security policies and objectives established by the President and the Secretary of Defense. The Department of the

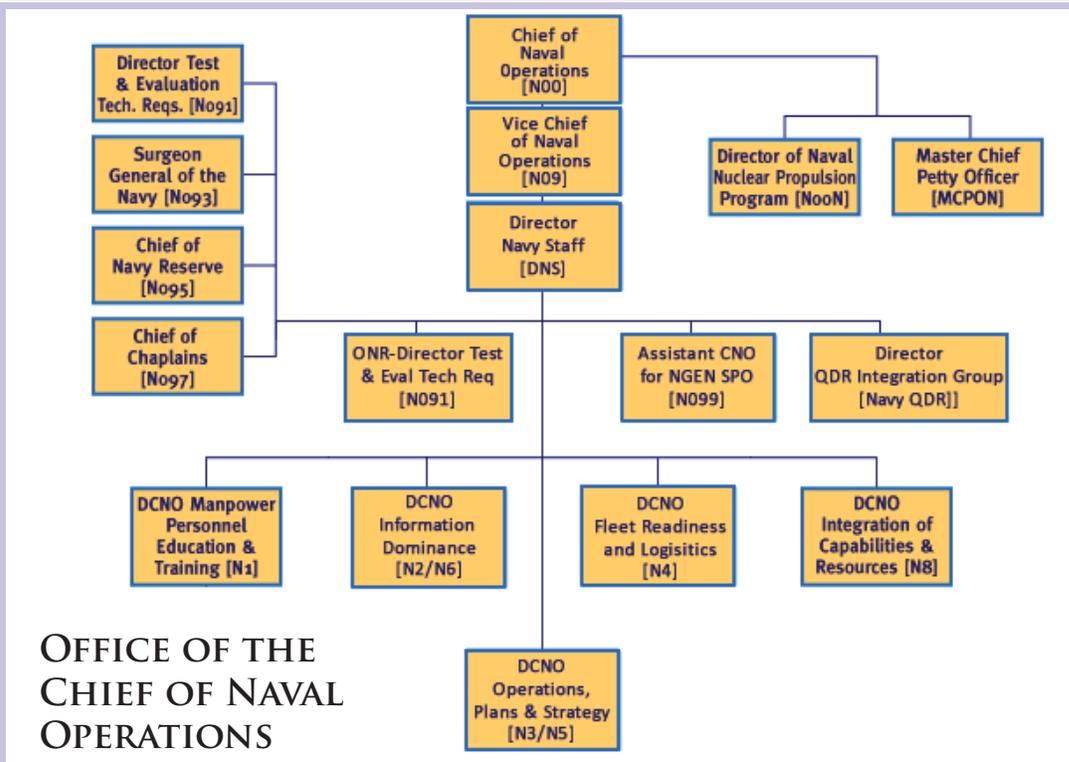


Navy consists of two uniformed Services: the United States Navy and the United States Marine Corps.

OFFICE OF THE CHIEF OF NAVAL OPERATIONS

The Chief of Naval Operations is the senior military officer in the Navy. The CNO is a four-star admiral and is responsible to the Secretary of the Navy for the command, utilization of resources and operating efficiency of the operating forces of the Navy and of the Navy shore activities assigned by the Secretary.

A member of the Joint Chiefs of Staff, the CNO is the principal naval advisor to the President and



to the Secretary of the Navy on the conduct of war, and is the principal advisor and naval executive to the Secretary on the conduct of naval activities of the Department of the Navy. Assistants are the Vice Chief

of Naval Operations, the Deputy Chiefs of Naval Operations and a number of other ranking officers. These officers and their staffs are collectively known as the Office of the Chief of Naval Operations.

NAVY SHIPS



Amphibious Assault Ships - deploy and support U.S. ground forces in remote locations



Destroyers - fast warships providing multi-mission offensive and defensive capability, independently or in fleet support



Aircraft Carriers - allowing the mobile projection of Naval Air Power across the globe



Cruisers - multi-mission warships capable of engaging multiple simultaneous targets and employed in force support or independent action



Submarines - capable of underwater operations and designed to carry out research, rescue, or specific wartime missions



Battleships - heavily armed and armored warships designed to engage other warships and provide shore bombardment



Frigates - warships designed to protect other ships and as anti-submarine warfare combatants



THE SHORE ESTABLISHMENT

The shore establishment provides support to the operating forces (known as “the fleet”) in the form of: facilities for the repair of machinery and electronics; communications centers; training areas and simulators; ship and aircraft repair; intelligence and meteorological support; storage areas for repair parts, fuel, and munitions; medical and dental facilities; and air bases.

- **Naval Education and Training Command** - Develops the workforce through education and training that builds

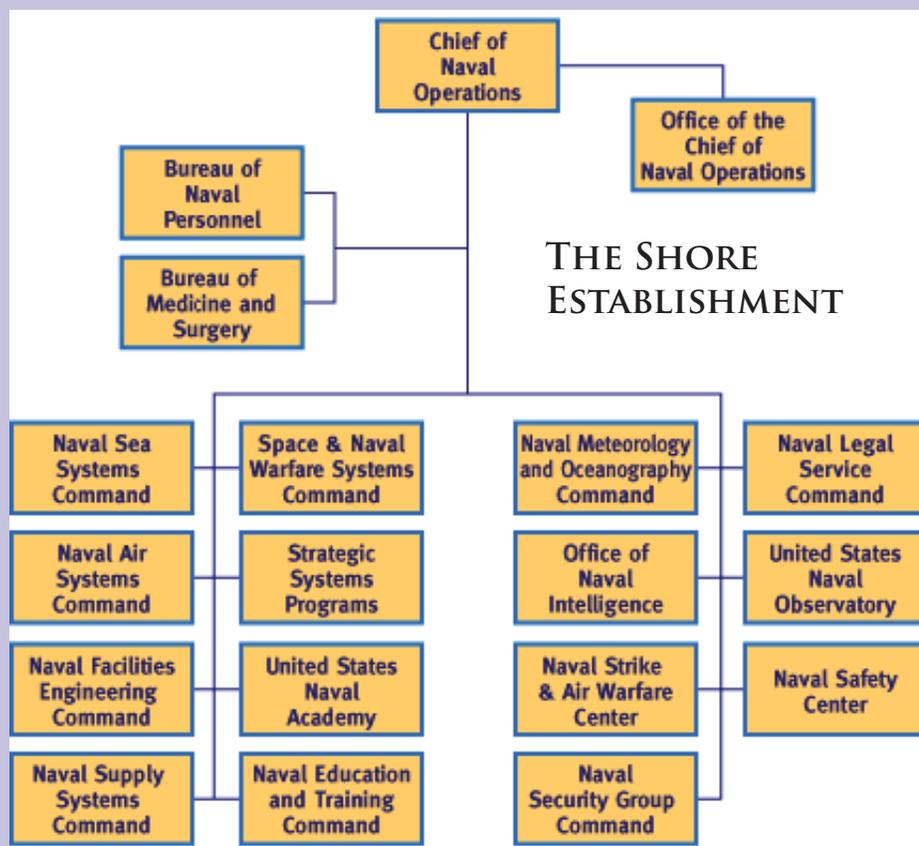
personal, professional, and leadership skills

- **Naval Meteorology and Oceanography Command** - The Naval Meteorology and Oceanography Command traces its ancestry to the Depot of Charts and Instruments, a 19th century repository for nautical charts and navigational equipment. In the mid-1970s, the Navy’s meteorology and oceanography programs were integrated in a single organization reflecting nature’s close interaction of sea and air. This structure is today the Naval Meteorology and Oceanography Command.
- **Space & Naval Warfare Systems Command** - SPAWAR is one of three major Department of Navy acquisition commands. SPAWAR delivers higher-end Navy information

technology products and services to the fleet and other Defense Department stakeholders. As the Navy’s Information Dominance Systems Command, SPAWAR designs, develops and deploys advanced communications and information capabilities. With more than 8,900 active duty military and civil service professionals located around the world and close to the fleet, SPAWAR is at the forefront of research, engineering, acquisition and support services that provide vital decision superiority to our forces at the right time and for the right cost.

- **Naval Facilities Engineering Command** - NAVFEC is the Systems Command that delivers and maintains quality, sustainable facilities, acquires and manages capabilities for the Navy’s expeditionary combat forces, provides contingency engineering response, and enables energy security and environmental stewardship.

- **Naval Supply Systems Command** - The NAVSUP enterprise is uniquely positioned to provide support to customers around the world. NAVSUP executes its mission along three main business lines: Weapon Systems Support, Global Logistics Support, and Sailor and Family Support. Across all of these business lines are 25 distinct “products and services” that enable NAVSUP to support Navy requirements. These products and services, which constitute NAVSUP’s basic business, play a key role in maintaining warfighter readiness and improving the quality of life for Sailors and their families.



- **Naval Air Systems Command**
- NAVAIR's mission is to provide full life-cycle support of naval aviation aircraft, weapons and systems operated by Sailors and Marines. This support includes research, design, development, and systems engineering; acquisition; test and evaluation; training facilities and equipment; repair and modification; and in-service engineering and logistics support.
- **Naval Sea Systems Command**
- The Naval Sea Systems Command is comprised of command staff, headquarters directorates, affiliated Program Executive Offices and numerous field activities. Together, NAVSEA engineers, builds, buys and maintains ships, submarines and combat systems that meet the Fleet's current and future operational requirements. NAVSEA is the largest of the Navy's five system commands. With a force of 60,000 civilian, military and contract support personnel, NAVSEA engineers, builds, buys and maintains the Navy's ships and submarines and their combat systems.
- **Bureau of Medicine and Surgery** - BUMED was established as part of the Department of the Navy by an Act of Congress on August 31, 1842. It is the centralized administrative organization of the Medical Department, located in Washington, D.C. As such, it is the guardian of health care for the Navy and Marine Corps. BUMED exercises direct control over naval hospitals, medical centers, dental clinics, preventive medicine units, and technical

schools for Medical Department personnel both inside the United States and around the world. BUMED is additionally responsible for the medical support of the Marine Corps.

- **Bureau of Naval Personnel**
- Naval personnel matters were originally handled by the Secretary of War until the establishment of the Navy Department on April 30, 1798. It was not until 1815 that the Secretary of the Navy took control of personnel matters. In 1861, the Office of Detail was created and functions related to the detailing of officers and the appointment and instruction of volunteer officers, as well as the purchase of ships and related matters were transferred. The Bureau of Equipment and Recruiting was concurrently established to handle enlisted recruiting and service record maintenance. The Bureau of Navigation was established in 1862 and three years later the Office of Detail was placed under it. In 1889, the Bureau of Equipment and Recruiting transferred its enlisted personnel activities to the Bureau of Navigation as well. On May 13, 1942 the command's name changed to the Bureau of Naval Personnel, and in 1982 it changed to Naval Military Personnel Command. In 1991, the name changed back to the Bureau of Naval Personnel or "BUPERS" for short. BUPERS is led by the Chief of Naval Personnel.
- **United States Naval Academy**
- Founded in 1845 by Secretary of the Navy, George Bancroft, the Academy started as the Naval School on 10 acres of old



The Tarawa-class amphibious assault ship USS Nassau (LHA 4) returns to Naval Station Norfolk.

Fort Severn in Annapolis, Md. Since then, the history of the Naval Academy has reflected the history of the United States. As our country has changed culturally and technologically, so has the Naval Academy. In only a few decades, the Navy has moved from a fleet of sail and steam-powered ships to a high-tech fleet with nuclear-powered submarines and surface ships and supersonic aircraft. The Academy has changed, too, giving midshipmen the up-to-date academic and professional training they need to be effective naval officers in their assignments after graduation. Every day, as the undergraduate college of the naval service, the United States Naval Academy strives to accomplish its mission to develop midshipmen "morally, mentally, and physically."

- **Naval Safety Center** - NSC provides safety assistance and advice to the CNO, CMC, and the Deputy Assistant SECNAV for Safety in order to enhance the warfighting capability of the Navy and Marine Corps, preserve resources and improve combat readiness by preventing mishaps and saving lives.
- **Naval Strike & Air Warfare Center** - NSAWC is the center



of excellence for naval aviation training and tactics development.

NSAWC provides service to aircrews, squadrons and air wings throughout the United States Navy through flight training, academic instructional classes, and direct operational and intelligence support.

- **United States Naval Observatory** - USNO provides a wide range of astronomical data and products, and serves as the official source of time for the U.S. Department of Defense and a standard of time for the entire United States.

THE OPERATING FORCES

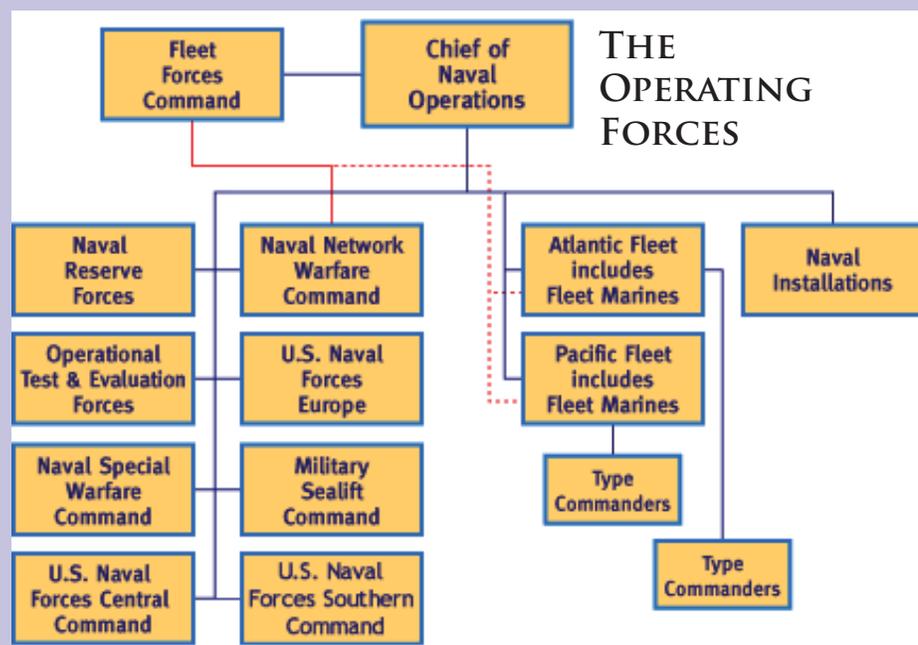
The operating forces commanders and fleet commanders have a dual chain of command. Administratively, they report to the Chief of Naval Operations and provide, train, and equip naval

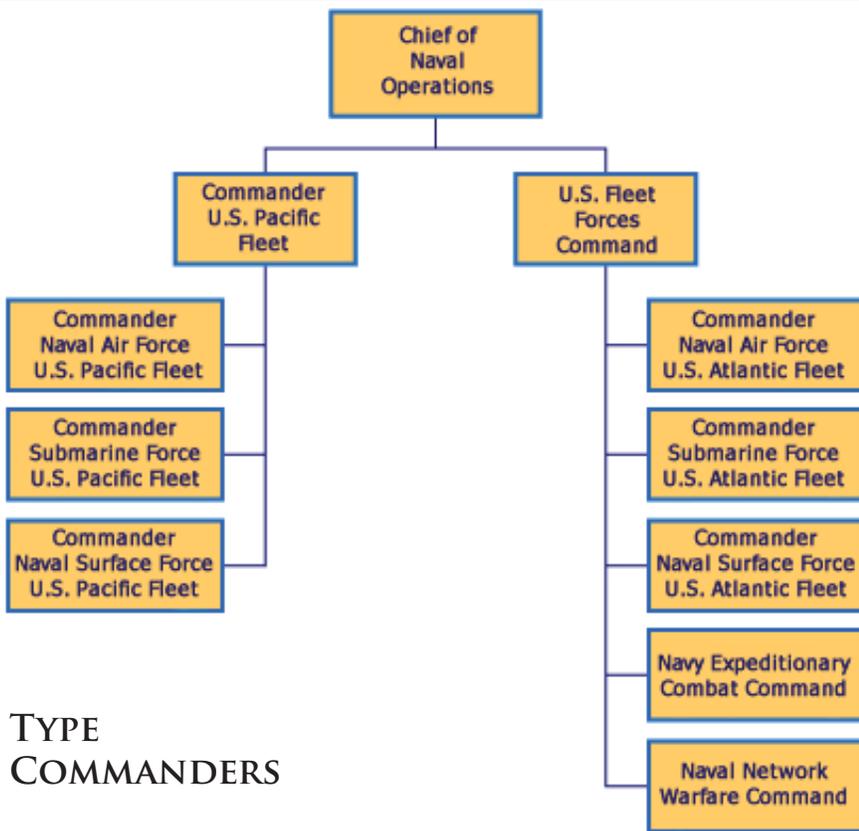
forces. Operationally, they provide naval forces and report to the appropriate Unified Combatant Commanders. Commander Fleet Forces Command commands and controls fleet assets on both the Atlantic and Pacific coasts for interdeployment training cycle purposes. As units of the Navy enter the area of responsibility for a particular Navy area commander, they are operationally assigned to the appropriate numbered fleet. All Navy units also have an administrative chain of command with the various ships reporting to the appropriate Type Commander.

- **U.S. Naval Forces Europe/ U.S. Naval Forces Africa** - Responsible for providing overall command, operational control, and coordination of U.S. Naval Forces in the European and African Command area of responsibility. Area of responsibility covers approximately half of the Atlantic Ocean, from the North Pole to Antarctica; as well as the Adriatic, Baltic, Barents, Black, Caspian, Mediterranean and

North Seas. NAVEUR-NAVAF covers all of Russia, Europe and nearly the entire continent of Africa. It encompasses 105 countries with a combined population of more than one billion people and includes a landmass extending more than 14 million square miles. The AOR covers more than 20 million square nautical miles of ocean, touches three continents and encompasses more than 67 percent of the Earth's coastline, 30 percent of its landmass, and nearly 40 percent of the world's population.

- **U.S. Naval Forces Central Command** - Conducts persistent maritime operations to forward U.S. interests, deter and counter disruptive countries, defeat violent extremism and strengthen partner nations' maritime capabilities in order to promote a secure maritime environment in the USCENTCOM area of responsibility.
- **Type Commanders** - All ships are organized into categories by type. Aircraft carriers, aircraft squadrons, and air stations are under the administrative control of the appropriate Commander Naval Air Force. Submarines come under the Commander Submarine Force. All other ships fall under Commander Naval Surface Force. The Atlantic and Pacific Fleets mirror one another. Normally, the type command controls the ship during its primary and intermediate training cycles and then it moves under the operational control of a fleet commander.
- **Pacific Fleet includes Fleet Marines** - U.S. Pacific Fleet





TYPE COMMANDERS

protects and defends the collective maritime interests of the United States and its allies and partners in the Asia-Pacific region. In support of U.S. Pacific Command and with allies and partners, U.S. Pacific Fleet enhances stability, promotes maritime security and freedom of the seas, deters aggression and when necessary, fights to win.

- **Military Sealift Command** - MSC's mission is to support our nation by delivering supplies and conducting specialized missions across the world's oceans
- **Naval Reserve Forces** - The mission of the U.S. Navy Reserve is to provide mission-capable units and individuals to the Navy and Marine Corps Team throughout the full range of operations from peace to war. In today's environment, this mandate takes on added

meaning and responsibilities as the Navy Reserve is called on to play an increasingly active role in the day-to-day planning and operational requirements of the active Navy. The Navy Reserve represents 20 percent of the Navy's total assets and is a significant force multiplier the fleet must have to meet its growing global commitments.

- **Naval Special Warfare Command** - NSW is comprised of approximately 8,900 total personnel, including more than 2,400 active-duty Special Warfare Operators, known as SEALs, 700 Special Warfare Boat Operators, also known as Special Warfare Combatant-craft Crewmen, 700 reserve personnel, 4,100 support personnel and more than 1,100 civilians. NSW, in San Diego, Calif., leads the Navy's special operations force and

the maritime component of United States Special Operations Command, headquartered at MacDill Air Force Base, Tampa, Fla. NSW Groups command, train, equip and deploy components of NSW Squadrons to meet the exercise, contingency, and wartime requirements of the regional combatant commanders, theater special operations commands and numbered fleets located around the world. Additionally, they receive support from permanently deployed NSW units in Guam, Bahrain and Germany.

- **Operational Test & Evaluation Forces** - As the sole independent agent for Operational Test and Evaluation in the Navy's acquisition process, OPTEVFOR conducts OT&E in a realistic operational environment. OPTEVFOR advises the Chief of Naval Operations on the operational effectiveness and suitability of new and improved war fighting systems and capabilities, tactics, and procedures.
- **United States Fleet Forces Command** - United States Fleet Forces Command supports both the Chief of Naval Operations and Combatant Commanders worldwide by providing responsive, relevant, sustainable Naval forces ready-for-tasking. The command provides operational and planning support to Combatant Commanders and integrated warfighter capability requirements to the CNO. Additionally, U.S. Fleet Forces Command serves as the CNO's designated Executive Agent for



*Anti-Terrorism/
Force Protection,
Individual
Augmentees, and
Sea Basing.*

*In collaboration
with U.S. Pacific Fleet, U.S. Fleet
Forces Command organizes,
mans, trains, maintains, and
equips Navy forces, develops
and submits budgets, and
executes readiness and personnel
accounts to develop both
required and sustainable levels
of Fleet readiness. Additionally,
the command serves as the
unified voice for Fleet training
requirements and policies to
generate combat-ready Navy
forces per the Fleet Response
Plan using the Fleet Training
Continuum.*

- **Naval Network Warfare Command** - Naval Network Warfare Command/Task Force 1010 commands and controls Navy Networks and leverages Joint Space capabilities to deliver Information Dominance for Navy and Joint operations.
- **Commander, Naval Installations** - Commander, Navy Installations Command enables and sustains Naval forces from the Shore by designing, developing and delivering integrated shore capabilities to the Fleet, the Fighter and the Family. On any given day, CNIC programs and services launch every shore-based ship, submarine and aircraft and take care of every Sailor and their families. Navy Installations Command includes 11 regions and 74 installations. CNIC is around the globe supporting the Fleet, Fighter and Family 24-hours a day, seven days a week.

NAVY PERSONNEL

(AS OF JAN. 3, 2012)

ACTIVE DUTY: 324,209
OFFICERS: 52,966
ENLISTED: 266,736
MIDSHIPMEN: 4,507
READY RESERVE: 87,952 [AS OF NOV. 23, 2011]
SELECTED RESERVES: 53,973
INDIVIDUAL READY RESERVE: 33,979
RESERVES CURRENTLY MOBILIZED:
4,421 [AS OF DEC. 27, 2011]
PERSONNEL ON DEPLOYMENT: 48,110
NAVY DEPARTMENT CIVILIAN EMPLOYEES: 203,609

SHIPS AND SUBMARINES

DEPLOYABLE BATTLE FORCE SHIPS: 285
SHIPS UNDERWAY (AWAY FROM HOMEPORT):
60 SHIPS (21% OF TOTAL)
ON DEPLOYMENT: 96 SHIPS (34% OF TOTAL)

ATTACK SUBMARINES UNDERWAY (AWAY
FROM HOMEPORT): 16 SUBS (30%)
ON DEPLOYMENT: 16 SUBS (30%)

SHIPS UNDERWAY

AIRCRAFT CARRIERS:

USS CARL VINSON (CVN 70) - 5TH FLEET
USS JOHN C. STENNIS (CVN 74) - 5TH FLEET
USS ABRAHAM LINCOLN (CVN 72) - 7TH FLEET

AMPHIBIOUS ASSAULT SHIPS:

USS BATAAN (LHD 5) - 5TH FLEET
USS MAKIN ISLAND (LHD 8) - 5TH FLEET

AIRCRAFT

(OPERATIONAL): 3700+

DLA DISTRIBUTION SUPPORT TO NAVY

*By Emily Tsambiras, DLA
Distribution Public Affairs*

The mission of the Navy is to maintain, train and equip combat-ready naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas. In order to meet that mission, however, sailors must remain well-supplied, often to support long tours at sea. As a result of this need, nearly everywhere there is a Navy concentration DLA Distribution has a collocated distribution center to support its naval customer.

DLA Distribution provides a significant percentage of its services to the Navy via nine worldwide sites collocated with major Navy customers. These sites provide tailored support to transiting ships and naval carriers, providing restocking services to eliminate excess Navy handling via Materiel Processing Centers. Collocated distribution sites within the continental United States include distribution centers located in Puget, Wash.; San Diego, Calif.; Norfolk, Va.; Cherry Point, N.C.; and Jacksonville, Fla. Sites located outside the continental U.S. include Yokosuka, Japan; Pearl Harbor, Hawaii; Guam; and Sigonella, Italy.

Although not located at naval sites, DLA Distribution's other 17 sites also support Navy customers. DLA Distribution Strategic Distribution Platforms in Warner Robins, Ga., Oklahoma City, Okla., and Susquehanna, Pa., serve as primary sources for the majority of material shipped to the Navy, while supporting Forward Distribution

Points can provide local support to the Navy maintenance mission. Theater Distribution Platforms located in Germany and Japan provide in-theater supply support for high demand or critical stock needed to support deployed Navy units.

DLA Distribution's OCONUS support to Navy was initiated in 1999, when Navy customers in Yokosuka, Japan, and Pearl Harbor, Hawaii, requested that the organization take over distribution functions. In 2005, distribution facilities were established in Guam, Korea, Kuwait, and Sicily to provide worldwide pre-positioned stock to support the War on Terrorism.

Overall, DLA Distribution supports the Navy through maintenance of over \$15 billion in Navy-owned materiel, consisting of over 413,000 National Stock Numbers, and comprising approximately 15 percent of the organization's total inventory value. In Fiscal Year 2011, DLA Distribution executed over two million receipts and issues in support of U.S. Navy customers around the globe, including its largest customers, Fleet Readiness Centers located in Jacksonville, Fla., and Cherry Point, N.C., as well as Naval Air Stations located in Virginia.

With nearly half a million active and reserve members and 286 active ships operating alongside more than 3,700 aircraft, supporting the Navy is no small feat. However, DLA Distribution remains committed to providing timely support, anytime, anywhere, to its Navy customers, both operational and deployed.

Navy Top 20 Customers (Based On MRO Count)

- *Fleet Readiness Center East-NADEP (Cherry Point, N.C.)*
- *Marine Aviation Logistics Squadron OEF (Bastion, Afghanistan)*
- *Marine Aviation Logistics Squadron 29 Aviation Supply Officer (Jacksonville, N.C.)*
- *Fleet Readiness Center Southeast (Jacksonville, Fla.)*
- *Marine Aviation Logistics Squadron 14 (Cherry Point, N.C.)*
- *Naval Air Station (Norfolk, Va.)*
- *Naval Air Station Oceana (Va.)*
- *Puget Sound Naval Shipyard IMF (Bremerton, Wash.)*
- *Marine Aviation Logistics Squadron 39 (Camp Pendleton, Calif.)*
- *Marine Aviation Logistics Squadron 11 Receiving Officer (San Diego, Calif.)*
- *USS George H. W. Bush (CVN 77)*
- *Marine Aviation Logistics Squadron 16 (San Diego, Calif.)*
- *Naval Air Warfare Center - Aircraft Division (Patuxent River, Md.)*
- *Marine Aviation Logistics Squadron 24 (Marine Corps Base Hawaii, Kaneohe Bay, Hawaii)*
- *Marine Aviation Logistics Squadron 26 (Jacksonville, N.C.)*
- *Norfolk Naval Shipyard GF (Portsmouth, Va.)*
- *DLA Aviation at San Diego (San Diego, Calif.)*
- *Ship Repair Facility and Japan Regional Maintenance Center Yokosuka (Yokosuka, Japan)*
- *Fleet Readiness Center Northwest (Oak Harbor, Wash.)*
- *USS George Washington (CVN 73)*



DEFENSE LOGISTICS AGENCY AND NAVAL SUPPLY SYSTEMS COMMAND PARTNER TO OPTIMIZE DISTRIBUTION NETWORK

By Jessica Roman, DLA Distribution
Public Affairs

In a partnership with the Naval Supply Systems Command, the Defense Logistics Agency continues the Navy Warehouse Transfer Initiative. The NWT initiative enables, at full operational capability, which is targeted for 2015, an integrated distribution/transportation operation generating process improvements and creating improved asset visibility of stock in storage to include cross-docked stock at materiel processing centers and full in-transit visibility to monitor the movement of stock to fulfill customer requirements.

As part of the optimization process, Navy infrastructure in use today to house materiel will be reduced considerably through joint partnership and evaluation of retention levels, and then ultimately the rewarehousing of materiel from the NWT sites into existing DLA Distribution centers across the globe.

In 2010, the “As Is Where Is” transfer of eighteen Navy-owned distribution sites to DLA Distribution was completed, and the optimization phase running from fiscal year 2011 through 2015 is now underway. This phase includes consolidating item locations and footprint in order to return space to the host, and installing DLA Distribution’s

management system, the Distribution Standard System. Implementation of the DLA system will support both process and footprint optimization, through the extension of DLA tools, processes, and procedures to the NWT sites.

“We made significant progress in our optimization efforts during fiscal year 2011”, said Joelle Monroe, of the DLA Distribution NWT program office. “We accomplished 19 percent of the planned 60 percent footprint reduction, and 30 percent of the planned 50 percent labor reduction, with end state goals targeted for completion in September 2015.”

With continued floor plan and process optimization, DLA Distribution has been able to improve support to Navy customers while using fewer resources. To date, NWT has allowed for the return of over 500,000 square feet of warehouse space to Navy hosts, reduced staff by more than 50 positions with no impact to government employees, and leveraged excess equipment and storage aids from exited facilities



Pat Beecher, an employee who transferred to DLA Distribution Puget Sound, Wash., Everett detachment, as part of the Navy Warehouse Transfer Initiative, scans a receipt.

for use at other distribution sites, offsetting requirements for new procurements.

The initiative is currently on schedule to achieve accomplishments in line with the jointly-agreed schedule for optimization, system deployment, and standardization of processes. DLA will deploy their standard operating system, the Distribution Standard System, in late 2012 at two locations, Submarine Base New London and Naval Weapons Station Yorktown, Cheatham Annex, supporting NAVSUP’s plan for the sunset of the Navy U2 legacy system at these locations.

Navy Warehouse Transfer is providing significant savings to both DLA and NAVSUP and is on track to meet the initiative’s projected savings of \$20 million through fiscal year 2015.

DLA DISTRIBUTION MATERIAL PROCESSING CENTERS AID NAVY'S VISIBILITY OF MATERIAL

By Jessica Roman, DLA Distribution Public Affairs

In an effort to improve efficiency, accountability, and handling, DLA Distribution is working with the Navy to increase global asset visibility.

DLA Distribution's Material Processing Centers are locations designed to receive material for the Navy, provide material visibility, sort material by customer requirements, and then deliver the material so that it can be more easily placed into its location once onboard the ship.

In a close partnership with the Navy, DLA Distribution determined what information is used to sort and store items once onboard a ship, for example the document number, serial number for the item description, project code, priority and center of gravity. Using that information, DLA Distribution builds a file containing that information using the Distribution Standard System and creates a storage location on the floor of the warehouse.

"By building these files up-front



An employee at DLA Distribution Norfolk, Va.'s, Material Processing Center, works to sort material.

with DSS, DLA Distribution's Material Processing Centers help to remove workload from Sailors on Navy ships by reducing the need to manually sort the material once it is onboard," said Dave Olenick, supply management specialist.

For those shipments being moved to Navy carriers and other large-deck ships, when DLA Distribution delivers the material, the Navy also receives a flat-file of all the information so that Sailors do not need to scan each item as it arrives, saving valuable time.

"After talking with the Navy about what information they need and how they use it, we were able to modify some of the input features in DSS to streamline the process to better support their needs and also allow them greater visibility of their supplies as they travel through the distribution chain.

Once an item comes into the Material Processing Center, a DLA Distribution employee scans the material, which reads from a specialized sortation table expressly created for the Navy, and tells the worker where to place the item on the floor to consolidate the items.

If the Navy needs a single item, it can be delivered or picked-up from the floor and manifested. When the item is signed for, delivery and signature updates are placed in DSS so that once the items are onboard the ship, the Sailor and others within the Navy knows it has been received

by the ship.

"We also worked closely with our information technology team to create a website to further increase visibility for the Navy," said Olenick. "Once we scan an item, it appears on the website to allow ship crew members to bring up all the material we have on our floors." This website also permits the ship crew member to sort material by storage location, document serial number, and other important variables should they wish to determine delivery of certain storage locations on different days of the week that supports their on-board resources on those days or to determine if they wish to "cherry pick" certain line items for immediate pick up due to on-board emergent requirements.

Material Processing Centers are currently running for the Navy in several DLA Distribution locations, including Norfolk, Va., along with the Norfolk D&S pier for submarines, Littlecreek, Va., Groton, Conn., San Diego, Calif., Jacksonville, Fla., Sigonella, Italy, Bahrain, Puget Sound, Wash., Everett, Wash., Pearl Harbor, Hawaii, Guam, Yokosuka, Japan, and Sasebo, Japan.

"We are continually working with NAVSUP, COMFISC and the Navy ships to keep moving forward," said Olenick. "We are currently supporting customer change requests for DSS to maintain our outstanding customer support."



DLA DISTRIBUTION ARMS WARFIGHTERS AGAINST FLU SEASON

By Emily Tsambiras, DLA Distribution Public Affairs

As the world moves through this year's flu season, DLA Distribution has executed the worldwide delivery of its annual influenza vaccine stores to the warfighter.

The year's first shipments of the annual flu vaccine departed DLA Distribution Susquehanna, Pa., in early August for issue to military facilities, which in turn will administer the supplies to all services.

The primary shipper of influenza vaccine for the services, DLA Distribution Susquehanna, Pa., has issued over 10 million doses in the past five years, with nearly 3 million issued last year alone. Although flu season begins to peak in November and continues through April, DLA Distribution Susquehanna, Pa., begins stocking and shipping the vaccine in the summer to ensure all military have received the vaccine early to prevent an outbreak.

The process begins at DLA Distribution's partner organization, DLA Troop Support, where the vaccine is ordered and shipped direct from the vendor. Once received into DLA Distribution Susquehanna, Pa., stock, vaccines are issued upon receipt of Materiel Release Orders.



The year's first shipments of the annual flu vaccine departed DLA Distribution Susquehanna, Pa., in early August for issue to military facilities, which in turn will administer the supplies to all services.

According to Birkley Wical, DLA Distribution stock readiness specialist, there are challenges associated with shipping the vaccine. "Maintaining cold chain protocols is vital to the shipment process and preserving the integrity of the vaccine. If the temperature rises or falls outside two to eight degrees Celsius, the product could be rendered unserviceable."

To avoid potentially compromising shipments, specialized packaging and digital temperature monitoring devices ensure quality during transport of the vaccines to the end user. "Temperature's are gauged in 15-minute increments within the shipping containers, and, ultimately, those readings are supplied back to DLA Troop Support for monitoring," said Wical.

To date, DLA Distribution Susquehanna, Pa., has shipped nearly 100 percent of its stock, or 2.7 million doses, to customers worldwide, including those in theater in the Central Command Area of Responsibility. "DLA Distribution and DLA Distribution Susquehanna, Pa., work diligently year round to ensure our warfighters receive these critical inoculations, because we understand that it is imperative to keep our heroes healthy so they can perform at their best on behalf of our nation," said Wical. DLA Distribution Susquehanna, Pa., is the only United States Pharmacopeia-compliant cold storage facility within DLA Distribution. The organization also stores and distributes anti-viral pharmaceuticals and ancillary kits throughout the year.

DLA Distribution site participates in Army Intermodal Helo operation

In an effort to support its Army customers, DLA Distribution Sigonella at Rota recently took part in an operation entitled “Intermodal Helo.”

Initiated by the Army, the operation, occurring every two to three months, involves the movement of helicopters from a local pier to the flight line located 1.5 miles away.

The task results in significant transportation cost savings for the Army as helicopters are moved into and out of the U.S. European Command and African Command Areas of Responsibility. The combination of air and ocean transportation results in a cost avoidance vice using air transportation alone.



In an effort to support its Army customers, DLA Distribution Sigonella at Rota recently took part in an operation entitled “Intermodal Helo.”

During the most recent execution of the mission, Rota employees aided in the movement of nearly 50 helicopters.

According to DLA Distribution Sigonella Navy Cmdr. Jeffrey Schmidt, the success of this operation was a result of a coordination of efforts between Naval Supply Systems Command Fleet Logistics Center Sigonella – Rota, shipboard personnel, breakmen deployed with the helicopters, DLA Distribution employees and a variety of personnel from the installation including security, fire and safety.

“The preparation and participation of these groups are key to ensuring a safe and successful operation. It is inevitably a great amount of effort over a short period of time but the satisfaction of ensuring the rapid and safe movement of essential equipment to the front lines makes it all worthwhile,” said Schmidt.



Initiated by the Army, the operation, occurring every two to three months, involves the movement of helicopters from a local pier to the flight line located 1.5 miles away.



Spotlight on: “DLA Distribution Culture Action Plans Review”- A DLA Distribution culture update

The DLA Culture Survey provides our organizations with the opportunity to identify areas for improvement based on the insights of employees across our organization. The leaders of our organizations use the results to guide them to key areas to focus on improving their cultures.

The DLA Culture Survey was initiated in 2003 as an assessment on the culture of the organization. Culture, as viewed through this model, is not something separate from work; it is the way work gets done in an organization. A key part of the overall culture survey and improvement process is developing action plans to improve operations of the organization. Based on this approach, efforts to change a culture should not be something separate from an organization’s overall business plans and strategy.

With this view of culture improvement, DLA Distribution has engaged in a concerted effort to focus culture plans of action on business issues rather than on particular segments of the culture model itself. The model then becomes a key guide to ensure the plans incorporate a balanced view of the organization. One approach to achieve this end has been to use a simple one page quad chart as a check on these plans. The chart has four elements: Business Challenges, Plans, Results, and Lessons Learned. In conjunction with this check process these actions plans are being embedded into the regular checks on current operations.

The first formal gathering and analysis of these plans using this check process was recently conducted. Part of this analysis was to identify commonalities across the plans and categorize the results. The categories, descriptions, and specific examples based on one element of the quad chart are displayed in the chart below.

Category	Description	Example
Performance Goals/Metrics	Statements that address a specific work process and associated performance metrics	Business Challenge: Meet denial rate of .4 and maintain
Standardization/Accountability	Statements that address efforts to improve standardization of processes and the associated drive to increase accountability	Plan: Assign accountability for processes up and down the chain
Training and Skills Development	Statements that address efforts to improve skills including but not limited to training	Result: Indoctrination time for new QAE’s reduced by 80% with simplified guidance
Change and Impact of Future	Statements that address issues of changing the organization or changes in the external environment	Business Challenge: Reduction in workforce heading our way
Mission and Core Values	Statements that address efforts at improving the mission focus and/or core values of the depot	Business Challenge: Address the challenge of developing and understanding of our core values and agreement strategies

Category	Description	Example
Leader/Supervisor Engagement	Statements that address efforts to improve the work of leaders and supervisors particularly as they engage with the workforce	Lesson Learned: The need to stay the course. In communication with inbound CDR and Senior Leadership in DLA Distribution
Culture Improvement	Statements targeted to general culture and climate issues	Result: Launched Culture Climate Team
Human Resource and Personnel Issues	Statements that address issues regarding human resources process and specific personnel related issues	Plan: Develop employee/supervisor selection process
Customer and External Issues	Statements that address issues related to external customers and stakeholders	Business Challenge: Develop a better relationship with Union and Air Force Leadership
Facilities/Equipment	Statements targeted to issues of the facilities and equipment of the depot	Business Challenge: Shelter repair equipment is outdated and needs repair or replacing
Communication and Employee Involvement	Statements that address issues of communication especially between leadership and employees and those focused on improving the involvement of employees	Lesson Learned: Communication and consistency needs to be promoted by leadership on a regular basis

The qualitative analysis of the combined plans revealed that generally the plans are of a high quality with coherence being a key measurement of quality. Coherence with respect to strategy relates to the connection between a vision/goal and the actions undertaken to achieve that vision. Coherence means that policies and actions are coordinated so that organizational energy is focused to solve key problems. To identify coherence we looked for a clear line of sight from the business challenge to the plans that address that challenge to the current results to the lessons learned.

The information below demonstrate this coherence in that the majority of the business challenges are targeted toward performance improvement and impact of changes to the organization. While the plans for addressing these challenges are targeted toward areas that can address the root causes of these problems such as increasing process standardization and accountability, skills development, leadership and supervisor engagement, and communication and employee involvement. The results are in the areas of performance, skills development, and communication, while the lessons learned from these efforts are focused on skills development, leadership engagement, and communication.

DLA Distribution Business Challenges

- *Performance Goals/Metrics*
- *Impact of Change/Future*
- *Communication and Employee Involvement*
- *Leader/Supervisor Engagement*
- *Training and Skills Development*

DLA Distribution Results

- *Training and Skills Development*
- *Performance Goals/Metrics*
- *Communication and Employee Involvement*
- *Standardization/Accountability*
- *Leader/Supervisor Engagement*

DLA Distribution Plans

- *Standardization/Accountability*
- *Leader/Supervisor Engagement*
- *Training and Skills Development*
- *Communication and Employee Involvement*
- *Culture Improvement*

DLA Distribution Lessons Learned

- *Training and Skills Development*
- *Leader/Supervisor Engagement*
- *Communication and Employee Involvement*
- *Standardization/Accountability*

Future “Culture Updates” will deal with more specific culture improvement efforts to facilitate knowledge sharing across the organization.



Supplying the trenches: DLA Distribution warfighters

By Emily Tsambiras, DLA Distribution Public Affairs

Prior to 2010, DLA Distribution had worldwide representation from operations in 13 states, and 7 countries. Its newest conquer-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,



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, delivers to the theater's back door

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 IIIIP petroleum, Class IV construction materiel and Class IX repair parts.

With nearly 10,000 Materiel Release Orders received since start up, current workload for operations includes an average of 71 MROs processed each day and an approximate total of 9,500 since the first MRO dropped July 28, 2010. The forward deployed warehouse has a current handling capability of approximately 10 containers per day, with over 5,000 receipts

posted since August 2010. The implementation of DSS greatly boosted the depot's ability to maximize capabilities in support of troops in country.

By obtaining universal visibility of the materiel, the organization was 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



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 IIIIP petroleum, Class IV construction materiel and Class IX repair parts.



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.

The organization has the unique privilege to deliver direct to troops in theater. The goal is to boost readiness with minimal wait time.

AJ2 mission

Another portion of the organization's business is managing



DLA Distribution Kandahar, Afghanistan, is strategically positioned to support customers within north and south Afghanistan.

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

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. As the organization becomes fully integrated within Afghanistan's tactical distribution network, the result will be maximized distribution and Warfighter readiness.

"Strategically Speaking"

Andrewy Cromartie, branch chief, Issue Division, DLA
Distribution Warner Robins, Ga.

Warfighter Support Enhancement

My daily objective is to meet or exceed timelines for reducing and eliminating potential bottlenecks that increase customer wait time. The teams within DLA Distribution Warner Robins, Ga.'s Issue Division understand the urgency of processing our customers' requisitions as quickly as possible and willingly take on the challenge daily.



Stewardship excellence

I supervise 36 employees, working within the available resources to meet the mission while reducing operational costs and increasing cross-training as much as possible. The benefits of the training are the subsequent opportunities to move employees across functional areas to manage surges.

My individual objective is to continuously improve and increase the effectiveness and efficiency of operational processes to support the mission. I currently assist in managing over 215,000 National Stock Numbers located across 3.3 million sq. feet of distribution warehouse space.

Workforce development

Learning should be continuous. As a leader, I focus on continually training employees after they have completed the organization's required training. One proven and effective method is to have new employees shadow an experienced team member after having completed their initial training. New employees are later released to work independently while being closely monitored by their supervisor on a 30, 60, or 90-day coaching program. Mid-year reviews also provide another valuable and effective coaching opportunity.

Performance

We are currently monitoring our production performance and validating the results against standards. In my opinion, the best methods to improve performance are to communicate the standards to all, continuously train across all functional areas and to maintain personal accountability.

Customers should know that DLA Distribution Warner Robins, Ga., celebrates every opportunity to rise to the challenge in supporting our military. We do not use the term "team" loosely; we consider ourselves an eminent part of the military team. Our mission is "complete today's work today" and provide a quality product in a timely manner. The Warner Robins team prides itself in working around the clock to process warfighter requirements. As a retired Marine, I appreciate and clearly understand the importance of having supply parts when they are needed, and I believe those sentiments would be echoed by my peers.

Additionally, I recognize that the most important assets are my team members, and their safety and success are always in the forefront of my planning and leadership actions. I believe each member is important and capable of contributing to the team. I concentrate on uncovering and overcoming their weaknesses while exploiting their strengths. Ultimately, their success equals a successful distribution center.

I live by three basic values: honor, courage and commitment.

Andrewy Cromartie,
Branch Chief, Issue Division,
DLA Distribution Warner Robins, Ga.

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

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



COMING IN THE NEXT ISSUE

DLA Distribution's support to the Marine Corps

