



DISTRIBUTION *in Review*

Vol. 2012, Issue 5

GLOBAL DISTRIBUTION EXCELLENCE



FROM THE WAREHOUSE FLOOR TO OUR CUSTOMER'S DOOR..WE
DELIVER GLOBAL DISTRIBUTION EXCELLENCE EVERY STEP OF THE WAY.

-DLA DISTRIBUTION



Vol. 2012 Issue 5

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GLOBAL DISTRIBUTION EXCELLENCE

AN UPDATE FROM THE DLA DISTRIBUTION COMMANDER

Since arriving here in June, I've had the privilege of witnessing, first hand, the hard work and dedication of the DLA Distribution workforce. Nobody provides "Global Distribution Excellence" better. I'm proud to be part of such an amazing team. As I continue my tenure leading this great organization, I offer you my commitment and focus to keep the organization moving forward.

My philosophy is simple, "Know your stuff. Tell your story. Have fun." No one should know your stuff as well as you. Tell your story routinely and you'll become more proud of what you're doing. Everyone has a key role in this organization. I want you to understand how you fit in at DLA Distribution. Lastly, have fun. I love what I do. I love making a difference every day. I hope that you do too.

We are working to finalize our organization's Fiscal Year 2013 Annual Operating Plan. This plan supports the DLA Director's Big Ideas and has several major initiatives, Performance, Standardization, Distribution Network Optimization, FY 13 Business Planning, Customer Service and Workforce Development. Our mission is to leverage the global distribution network to enable logistics excellence. Our vision is that we are the preferred choice for global distribution support.

With a solid command and control foundation, we will facilitate a strategic vision integrated with DLA strategic guidance and provide an agile and flexible structure postured to address current and future challenges.

We are focusing management efforts and monitoring metrics in the areas of workload, people, compliance, facilities and equipment in order to improve distribution operations.

We are continuing to shape an integrated strategy within each theater using a collaborative process to establish our long term plan for distribution support. In addition, we will incorporate and expand our planning for Whole of Government distribution support to FEMA and USAID. Lastly, we will address OPLAN and "Whole of Government" requirements for expeditionary distribution capability that will drive force generation staffing, equipment and funding.

This plan will serve to define those areas that have been identified by the workforce as needing improvement. The AOP ensures we continue to provide the right service to the right people at the right price, with a deeper focus on our forward-deployed centers and support to industrial sites.

We will continue to strive to be the best value to our customers through initiatives including container utilization, Strategic Network Optimization and standardization efforts.



Our plan is designed to support the DLA Director's Big Ideas which is intended to save the taxpayers over \$14 billion in five years. With DLA Distribution responsible for nearly \$344 million of the savings, the AOP focuses achieving savings through better and smarter processes and leveraging buying power and eliminating waste.

As we release the AOP, it is important that each and every DLA Distribution employee understands what is expected of them in supporting the initiatives outlined in the AOP, if you don't, please ask your supervisor for clarification. It is only through your understanding of this mission that you can contribute, and it is only with your contribution that we can be successful.

As I travel to our distribution centers, I look forward to meeting each of you, shaking your hand and thanking you for your continued service in providing "Global Distribution Excellence."



**DLA DISTRIBUTION NORFOLK, VA.,
PARTNERS WITH U.S. AIR FORCE
TO RESUPPLY BASE IN GREENLAND**

By Jessica Roman, DLA Distribution Public Affairs

At the United States Armed Forces northernmost base in Greenland, 750 miles north of the Arctic Circle, resupply of large and heavy items is a difficult task. Once a year, Thule Air Base welcomes Operation Pacer Goose – a resupply mission that occurs during the summer months when the ice around the base thins enough to be broken up, allowing vessels to safely pull into port.

“The annual Pacer Goose mission ensures Team Thule is equipped to sustain their mission throughout their year-long assignment. While we do use weekly airlift to provide light and perishable items, Pacer Goose provides transportation of oversized and heavy cargo that cannot be airlifted into Thule Air Base,” said Jeffrey Allen, Senior Executive Service. Allen is the

director of logistics for Installations and Mission Support at Headquarters Air Force Space Command, Peterson Air Force Base, Colo.

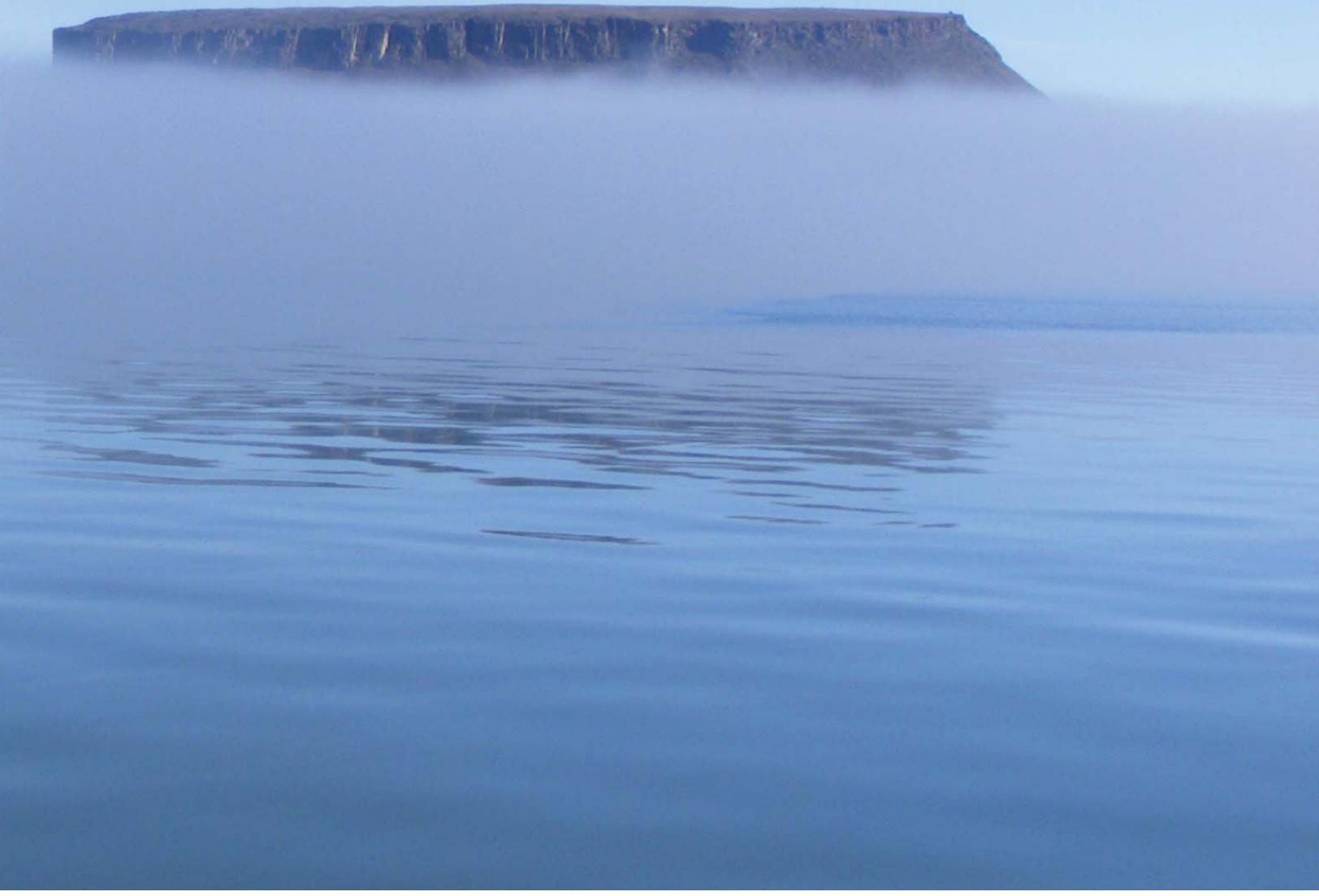
DLA partners with the Air Force every year – along with other agencies – to support Operation Pacer Goose. “AFSPC and DLA have an outstanding relationship in their Pacer Goose partnership,” said Allen. “AFSPC funds the mission and approves the cargo, while DLA receives, processes, and oversees the loading of the vessel at its intermodal hub in Norfolk, Va. By using sealift, the Air Force is able to use the most economical means to deliver mission essential equipment and supplies that would be cost prohibitive using airlift.”

In support of Operation Pacer Goose, Defense Logistics Agency Norfolk, Va., worked to process, lift, and stow a shipload of freight – more

than 186,800 cubic feet of material – onboard the Ocean Giant, a new heavy-lift vessel. The items onboard the Ocean Giant, including military gear, vehicles, medical supplies, dry goods, Commissary and Base Exchange supplies, and unusually large construction and safety equipment will supply Thule Air Base until next summer.

“This year we loaded a total of 64 seavan contains,” said Crispin Toledo, DLA Distribution Norfolk, Va., Intermodal Hub director. “Some of the more interesting items we loaded included a bulldozer, a snow tractor, and a fire truck.”

“The operation also allows ordinary housewares with low airlift priority like refrigerators, pillows, and towels, as well as Morale, Welfare, and Recreation items to be delivered,” said Allen. “This year’s vessel transported



a 9,000 pound antenna and two 4,000 pound radomes to be used by Raytheon as they upgrade the Digital Airport Surveillance Radar.”

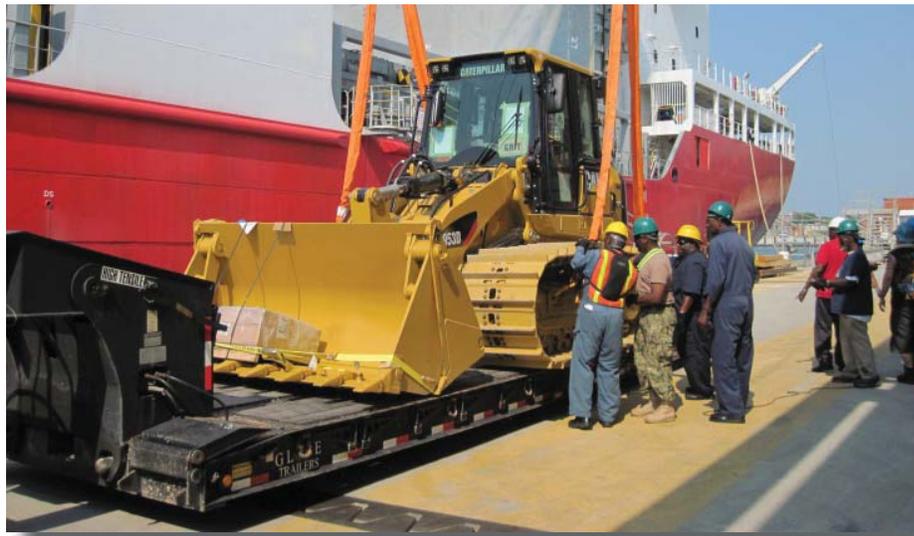
After supplying Thule Air Base, the Ocean Giant returned to Norfolk to discharge more than 164,400 cubic feet of retrograde material, including hazardous waste and damaged vehicles.

Both the load and discharge of Ocean Giant were accomplished by the DLA Distribution Norfolk, Va., Intermodal Hub team, with augmentation from the Naval Cargo Handling Battalion 12/13 from Bessemer, Ala., and the Ocean Giant ship’s company.

“Successful completion of this year’s operation took an immense amount of teamwork,” said Norfolk commander Navy Capt. James Watts. “I am extremely impressed by the efforts that were displayed by the ship crew and Intermodal Hub personnel, and am proud that we could play such an integral role in the vital resupply mission.”

NCHB military personnel and IMH stevedores, crane operators, blockers and bracers, and riggers worked two of the ship hatches simultaneously to minimize the time Ocean Giant stayed berthed to Pier 8 in Norfolk. “Together, and in partnership with the Ocean Giant’s ship’s company, this talented and experienced shiploading team accomplished the load in only 26 hours and discharge in under 24 hours,” said Watts. “The quick response was much faster than originally planned.”

The Norfolk distribution center partnered with the U.S. Air Force; Military Sealift Command, who contracted the cargo vessel Ocean Giant for the mission; Crowley Maritime Corporation, who supplied the vessel and a crew capable of handling the challenges of navigating through the ice in the northern-



George Brackett, Navy AWO1 Eddie Pugh, Larry Grantum, and Roy Lathan check the rigging before lifting a 70,000 pound bulldozer.

most reaches of the Atlantic Ocean; and the U.S. Coast Guard who provided a ship to escort the vessel through the icy waters.

“Operation Pacer Goose went exceptionally well this year, including the off-loading of both the tanker and cargo ship with zero mishaps, significant weather related delays, or stoppages,” said Air Force 1st Lt. Ksenia Vorpaeva, stationed at Thule Air Base.

“In addition to cargo, Team Thule received 11.5 million gallons of JP8, our single source of energy that keeps aircraft, ground and utilities running throughout the year. The successful coordination and execution of Operation Pacer Goose is vital to Thule’s continued survival.”

In upcoming years, the operation will support new requirements. “Future year projects include transporting a 250,000 pound telescope and associated cargo to support researchers from the Smithsonian Astrophysics Observatory,” said Allen. “AFSPC and DLA’s partnership continues to



George Brackett, Navy PS3 Velicia Hicks, Larry Grantum, Charles Mapes, and Navy AWO1 Eddie Pugh steady the fire truck as it begins its lift onboard.

grow stronger every year, with DLA’s support always being outstanding.”

The annual operation to resupply for Thule Air Base began in 1952 using Navy combatant ships to get the goods to and from the base. DLA Distribution Norfolk, Va.’s, Intermodal Hub has supported this operation in a ship-loading capacity since 1997, first as a Navy activity and then as a DLA asset.

Any organization wishing to ship materials aboard Pacer Goose should contact AFSPC/A4R, Air Force Master Sgt. William Armstrong via e-mail at william.armstrong.1@us.af.mil.

GOING GREEN: SUSQUEHANNA EMBRACES THE LARGEST SOLAR AIR HEATING INSTALLATION IN THE U.S.

By Terra Phelps, DLA Distribution Public Affairs

In an effort to support the Defense Logistics Agency director's Big Ideas, DLA Distribution Susquehanna, Pa., is in the process of supplementing the Eastern Distribution Center's current heating system with a solar-powered 'green' heating system. Estimated to save over \$300,000 per year, the updated system will decrease operating costs. Once completed, the installation will be the largest solar air heating installation on a single building in the United States.

Over 55,000 square feet of SolarWall will be installed on Susquehanna's EDC. The project will utilize existing equipment, making it a cost-efficient design. Controls were added to shut down the fresh air intakes of existing air handling units once the SolarWall fans turn on. The installation plan is broken up into four functioning walls.

Wall one consists of over 25,000 square feet of SolarWall, and is connected to two 17,000 cubic feet per minute air handling units. Once the SolarWall temperature reaches the return air temperature, the air handling unit will take 100 percent of the air from the SolarWall. This means the air handling unit can be used at maximum capacity to deliver 100 percent fresh air, heated by the sun, into the building without any re-circulated air.

Walls two, three, and four contain over 29,000 square feet of SolarWall, and are connected to 12 in-wall fans, delivering 85,600 cubic feet per minute of fresh, pre-heated air. All fans are located near the loading dock doors which is where most of the heat loss in the building occurs. Instead of using air ducts, the existing high-volume low-speed fans will turn on once the ceiling temperature is ten degrees above the floor temperature. The existing HVLS fans were installed originally with

manual operation controls. With the SolarWall installation, they will now run independently by using temperature sensors, so even on days when the SolarWall is not active due to cloud coverage, DLA will benefit from the HVLS fans circulating the warm ceiling air throughout the building.

The installation of the SolarWall began in September and projected to be completed by March 2013. The U.S. Department of Energy has rated the SolarWall transpired solar panel invention in the top two percent of all energy innovations.

"The intent for this project is to provide a significant source of heating energy from the sun and reduce the amount of energy from fossil fuels," said DLA Distribution installation energy manager Brian Robinson. "The SolarWall is just one phase of the energy reduction strategy for the EDC."



Over 55,000 square feet of SolarWall is being installed at DLA Distribution Susquehanna, Pa., to convert its existing heating system into a solar-powered 'green' heating system. It will be the largest SolarWall installation in the United States on a single building. (Photo by Terra Phelps.)

ROTA HELO MOVEMENT YIELDS LARGE COSTS SAVINGS

By Carl Cluck, DLA Distribution Sigonella, Italy, at Rota, Spain

Defense Logistics Agency Distribution Sigonella, Italy's, detachment in Rota, Spain, is hard at work participating in an initiative to modify helicopter intermodal operations. The helo operation, which experimentally moves the vehicles by land and sea versus air, is yielding substantial savings to the United States government in transportation costs.

Previously, deployed helicopters were flown via large military transport aircraft from within the Continental U.S. to their outside CONUS location and vice versa. However, there is a significant cost savings associated with avoiding airlift of the helos.

This new helo initiative uploads the vehicles onto a ship destined for Rota Naval Air Station, upon which they are transported from the port/pier to the airfield where they are uploaded to aircraft for the journey to their deployed location.

Conversely, when they return to CONUS from their deployed location, they are flown back to Rota, where they are transported from airfield to port to arrive CONUS via ship.

It is estimated that the associated cost avoidance is roughly \$10 million per year.

Each helo operation is a coordinated event between many players including DLA; Naval Supply Systems Command; Naval Facilities Engineering Command; European Command's transiting Army troops; Theater Aviation Sustainment Manager-Europe, 405th Army Field Support Brigade, or TASM-E; Rota port operations; military police; firemen; and contractors. Twelve DLA employees took part in this operation, lasting two days in total.

The task was to transport more than 30 helicopters, comprised of Apaches, Blackhawks, and Ospreys, and approximately 380 pieces of cargo, of which about 330 were containers, from the airfield to the port for pre-staging. Distance between the locations is approximately three miles.

With the assistance of the TASM-E and its Materiel Handling Equipment, the group transported twelve helos in the first convoy. Over the course of the first morning, it took three convoys to move all the helos.

Firemen were positioned at the journey's half-way point to check the temperature of the helo wheels. The wheels of the vehicles are not designed for long distance surface travel, and as a result they

needed to be carefully monitored for over-heating.

The afternoon was dedicated to the second phase of the operation: transporting the containers. This proved to be the more time-consuming task. This was constant movement, as opposed to the convoy-formatted transport required of the helos. After the first day was completed, approximately 50 containers remained. The containers were picked-up on the airfield for port delivery early the following day, officially ending DLA's involvement with the operation.

The DLA employees involved expressed a feeling of mission accomplishment and DLA organizational pride that comes with taking on an enormous task and completing it in a timely and safe manner.

"The team at Rota did a remarkable job and we are very proud to have assisted in this operation," said DLA Distribution Sigonella, Italy, commander Navy Cmdr. Jeffrey Schmidt.



DLA DISTRIBUTION EUROPE, USAMMCE PARTNERSHIP CREATES EFFICIENCIES, REDUCES COSTS SAVINGS AND CUSTOMER WAIT TIME

By Elise Holtan, DLA Distribution Europe Transportation chief

Balancing cost and utilization against velocity has always been a challenge for both high and low volume shippers. To assist the customer in combating this issue, in September 2011, Defense Logistics Agency Distribution Europe and United States Army Medical Material Center Europe formed a partnership for shipment of materiel within the European Command area of operation.

DLA Distribution Europe's Transportation Division met with USAMMCE Transportation chief Army Capt. Dana Love to discuss the possibilities of using DLA Distribution Europe's dedicated truck network to resolve issues with the customer's

deliveries to Italy, United Kingdom, and Turkey.

USAMMCE's volume was not high enough to justify sending costly underutilized trucks to these locations, and military airlift was proving to be more time consuming than surface movement, especially with regard to hazardous materials.

Discussions yielded the discovery that DLA Distribution dedicated truck routes were going to the locations the customer required shipment, and on a more frequent basis than its current transportation options.

Love immediately saw the positive dividends of cooperation between the two organizations. "Supplying medical materiel to EUCOM customers is becoming more economically feasible

while maintaining the rapidity that is required for such a perishable commodity. Cross-communication and action define my experience with DLA."

The partnership officially kicked off with 14 pallets of USAMMCE material traveling through DLA Distribution Europe's Theater Consolidation and Shipping Point for onward movement to Sigonella, Italy, via DLA Distribution Europe's extensive dedicated truck network.

"Increasing the synergy between our units in a consolidated transportation network within EUCOM has not only introduced better velocity of supplies, but also reduction of cost for overall mission support," said Brian Burkholder, DLA Distribution Europe deputy commander.



United States Army Medical Material Center Europe is now using DLA Distribution Europe's dedicated truck network for deliveries to Italy, United Kingdom, and Turkey.

COMMANDING GENERAL DISCUSSES KEY INITIATIVES AND PROGRAMS AT RED RIVER DISTRIBUTION CENTER

By Terry Carter, DLA Distribution Red River, Texas

Defense Logistics Agency Distribution commander, Army Brig. Gen. Susan Davidson recently visited DLA Distribution Red River, Texas, to tour operations and discuss future initiatives to help deliver global distribution excellence.

Davidson began her visit with a discussion on key initiatives, including safety and workload. Addressing the staff, she presented her command philosophy by saying, “I want you to know your stuff, tell your story and have fun.”

Davidson was then given a brief by the command staff, including Red River’s vision and mission. A tour of various warehouses and discussion with employees followed the brief. Davidson was shown improvements made within Red River with the assistance of DLA Distribution staff.

A tour of Red River Army Depot industrial supply points and main tenant repair lines was included to highlight joint initiatives between RRAD and DLA to increase efficiencies in supply and maintenance missions. During the tour, Davidson had the chance to see consolidation points, the Mine-Resistant Ambush-Protected vehicles, retail support, outside storage lots, mission support, and depot operations.

“We have an outstanding workforce here at DLA Distribution Red River, and it shows as I speak with employees,” said Davidson. “It is obvious you care and take pride in your work.”

DLA Distribution Red River, Texas, primary mission is to provide distribution services and tailored logistics solutions of the highest quality, on time and at the best value to the warfighter and other customers. The distribution center provides distribution support for Class IX repair parts and secondary items for tracked and wheeled vehicles, aircraft and major weapon systems. These distribution services are housed in a state-of-the-art distribution facility. This facility became operational in 1998 and provides for receipt, storage, packaging/ marking and shipping functions to be performed under one roof.

The distribution center also has a large Class VII major end item distribution mission. The Army has designated DLA Distribution Red River, Texas, as the storage site for its Bradley Fighting Vehicle Systems, Multiple Launch Rocket Systems, High Mobility Artillery Rocket Systems and the High Mobility Multipurpose Wheeled Vehicles. In support of these systems, the distribution center builds and maintains a supply of basic issue items and components that accompany wheeled and tracked vehicles shipped to units in the field. These kits include such things as wrenches, vehicle jacks, tie-down ropes or cables, and other items needed to perform



DLA Distribution Red River, Texas, employee Bernadette Martin demonstrates Logistics Modernization Program processing to Army Brig. Gen. Susan Davidson, DLA Distribution commanding general during her recent visit.

minor maintenance in the field. The distribution center is also the primary distribution point for the Single Channel Ground and Airborne Radio System. This system links communications in a network between wheeled vehicles, tracked vehicles, helicopters, and soldiers on foot.

When weapon systems, vehicles, or aircraft are delivered to Service units, those units also get support packages assembled by distribution center employees. Tailored logistics support for these weapon systems involves total package kitting which includes spare parts, tools, technical publications/ manuals and diagnostic equipment needed to keep a particular item up and running until full operational support systems are in place. The distribution center tailors this support to specific customer requirements. In addition, the distribution center provides rebuilt roadwheels and track and complete wheel assemblies for many of the vehicles being used by the various Services.

SUSQUEHANNA'S CONTAINERIZATION CONSOLIDATION POINT ADAPTS TO CHANGES IN WARFIGHTER FUEL STORAGE REQUIREMENTS

By Terra Phelps, DLA Distribution Public Affairs

Defense Logistics Agency Distribution Susquehanna, Pa., employees adapt to incoming material warranted by modifications in military fuel storage requirements. Since June, empty steel drums have been received daily to be processed for warfighters outside the continental United States.

The steel drums are replacing the collapsible fuel storage tanks, also referred to as fuel bladders, previously used by the warfighter in Afghanistan. Portable and semi-portable fuel storage is vital for the warfighter to maintain operations on site. The drums offer longer storage capacity and easier mobility once filled.

“Processing the drums has become a new endeavor for the Air Lines

of Communication and outloading operations here at DLA Distribution Susquehanna's Containerization and Consolidation Point,” said DLA Distribution Susquehanna commander Army Col. David G. Touzinsky. “The drums are bulkier and heavier than the previously-used collapsible fuel bladders.”

Once the empty drums are received on heat and pressure treated compliant pallets from the vendor, they are inducted into the Distribution Standard System, then cross-docked to outbound staging lanes. Priority levels determine how soon the drums will be shipped as well as how they will be shipped (by air or sea).

A distribution process worker will containerize the drums once they fall into his or her lane assignment. Each pallet of drums has a carton control

number that employees assign to their personal identification number. This is useful in tracking materiel and developing standards or goals for each shift as well as accountability.

Initially, the drums were processed to be shipped out on air pallets which could hold a maximum of 24 drums. Currently, the drums are prepared for loading into 40-foot metal sea containers, or sea vans, capable of containing 120 drums. ALOC is for processing high-priority items while sea shipments are ordered up to 40 days in advance.

Drums are tracked at every stage in the process with careful monitoring via active radio frequency identification tags, which allow in-transit visibility by the customer. DLA Distribution Susquehanna, Pa., has processed over 3,000 drums since June.



Defense Logistics Agency Distribution Susquehanna, Pa., employees adapt to incoming material, steel drums, warranted by modifications in military fuel storage requirements.



MEET DLA DISTRIBUTION'S COMMANDER: ARMY BRIG. GEN. SUSAN A. DAVIDSON

In this second in a series of conversations with DLA Distribution leadership, DLA Distribution's 9th commander, Army Brig. Gen. Susan A. Davidson talks about the organization and delivering Global Distribution Excellence.

Q. In the short time you have been in command, what has been your impression of the organization?

A. Phenomenal place to be! Professionalism, pride and commitment are evident everywhere. The workforce truly cares about what they do and who they support!

Q. With the closure of our facility in Kuwait and the drawdown of forces in Afghanistan, how will DLA Distribution continue to support the CENTCOM AoR?

A. As the world changes we must continue to support our Forces to ensure they are ready for ANYTHING that comes their way. OEF and OIF

are not the only concerns in the CENTCOM AoR, the unknown of that region continues to be a concern, and DLA Distribution will provide CENTCOM headquarters with the confidence they will have what they need, where they need it and when they need it. As some of you know, the Defense Planning Guidance gives us reason to focus not only on the CENTCOM AoR but to also focus on the PACOM AoR... without question, there will be no lack of mission for us as we deliver Global Distribution Excellence!

Q. With DoD's shrinking budget, what can the distribution workforce do to help DLA reduce costs?

A. We are by our very nature an efficient logistic function. Storage and Distribution have to possess accuracy and agility to deliver 114,000 transactions a day. As we hone our skills, develop even better ways to leverage our technology and watch carefully for Industry best practices

we can mimic, our costs will go down ... So, keep looking for a more efficient way to deliver distribution excellence. Over the last several years, opportunities created by the workforce of DLA Distribution have saved the Department of Defense money by eliminating unnecessary actions. An example is the warehouses we vacated in Mechanicsburg by consolidating and coordinating for disposal of 'no longer needed' items.

Q. You have worked with our previous commander, Army Lt. Gen. Kathleen Gainey. What advice did she give you prior to taking command of DLA's lead center for distribution?

A. 'Take care of your people'... I've actually worked with, or for, Lieutenant General Gainey several times through my career, from the sands of Saudi Arabia to the sea-ports of the Pacific, and several places in between and throughout that time she has offered much mentoring

**"STAY ENGAGED...LOOK FOR OPPORTUNITIES TO
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“WE MUST PROVIDE THE RIGHT SERVICE TO THE RIGHT PLACE AT THE RIGHT PRICE, LEVERAGING OUR GLOBAL FOOTPRINT, AND CLEARLY DEFINING PROCESSES TO ENSURE SUCCESS.”

and continually challenged me to be the best I can be. She also reminded me that the strategic level logistics throughout the DoD are interconnected and are all pulling together toward success. That success is dependent upon communications at all levels. She reminded me, as part of that team, I am never alone, always remember you can ‘phone a friend.’

Q. As you move forward in your two years with Distribution, what do you wish to accomplish?

A. I want to define what we do to people who think they know but sometimes get it just a little bit wrong. I believe telling our story will enable much success. I think we are well on our way to defining what we bring to the Services, however, we still have a little work to do in convincing them that we make a difference. We do, every day, so we have to find a way to convince them. In the end, if we get to a point where they tell our story we will have succeeded.

Q. What do you envision the distribution network to look like in the next 10 years?

A. I believe it will be reflective of the footprint of our DoD. One of our greatest abilities is we are flexible in size and activity. We can distribute materiel from many platforms and we can assist in determining that size. I don’t think we’ll look much different than we do today, although we’ll be more automated and the

trigger activities in our systems will interconnect to other systems. In the end, all the technology in the world cannot replace the hearts of our workforce!

Q. How would you describe “Global Distribution Excellence?”

A. As being the first choice when the Military Services or Government Agencies need distribution services. We must provide the right service to the right place at the right price, leveraging our global footprint, and clearly defining processes to ensure success.

Q. What will be key to DLA Distribution’s future success supporting the warfighter of the future?

A. Stay engaged... look for opportunities to tell our story and offer solutions. No one does what we do better! Just continue to deliver Global Distribution Excellence!

Q. What do you want the DLA Distribution workforce of over 10,000 military, civilian and contractors to know about Army Brig. Gen. Davidson?

A. I’m human. I am blessed to be the Commander of this great organization; however, I know success is in the hands of the workforce. I love what I do and I want each member of the workforce to want to be on my team.

Q. How do you balance work and family?

A. I LISTEN...and work hard to include my family in all I do. I am blessed to have a family that is very



“ I AM BLESSED TO BE THE COMMANDER OF THIS GREAT ORGANIZATION; HOWEVER, I KNOW SUCCESS IS IN THE HANDS OF THE WORKFORCE. I LOVE WHAT I DO AND I WANT EACH MEMBER OF THE WORKFORCE TO WANT TO BE ON MY TEAM.”

proud of me and fully supports what I do. We celebrate our nation together such as going to a national cemetery on Memorial Day to pay respect, watch the fireworks on the 4th as a family, and sing happy birthday to the Army on June 14th...I stay engaged with what they think is important and try to be a part of that as well. I find vacations that are meaningful and fun...Disney loves my credit card... one of our favorite places though is in the mountains at Fontana Village, N.C., where we stay in a cabin with no phone (not even cell phone coverage) and no TV, just each other and marshmallows...We work hard not to miss once in a lifetime opportunities, like attending the Ryder Cup this year...and of course we play ‘white rabbits’ every month.

Q. It is tradition that there is always one question we ask leadership while serving in Central Pennsylvania; Steelers or Eagles?

A. YES...I love watching football, but don't have a favorite team...any suggestions?

About Davidson:

United States Army Brig. Gen. Susan A. Davidson assumed command of DLA Distribution on June 29, 2012.

Davidson was born in Dade City, Fla. Her military career began as a cadet at New Mexico Military

Institute, followed by graduation from New Mexico State University with a Bachelor of Science degree in chemistry. She received her commission in May 1983, coming on active duty in April 1986.

Her key assignments include duty as the director for Strategy and Integration, Headquarters, Department of the Army G-4 (Logistics); executive officer to the Deputy Commanding General of Army Materiel Command; deputy G3, 13th COSCOM; joint mobility operations officer, U.S. Transportation Command; executive officer, 524th Corps Support Battalion; Group S4 and support operations officer, 45th Corps Support Group; Army Reserve advisor, 78 Infantry Division; group plans officer, operations officer, and chemical staff officer, 7th Transportation Group; Human Resources Command as the director and Logistics Officers Assignment Branch Chief for Company grade officers.

Davidson has commanded at company, battalion and brigade level in peace and war. She commanded the 870th Transportation Company for 17 months, including an 11-month deployment in support of Operation Desert Shield and Operation Desert Storm. As a battalion commander, she commanded the 49th Movement Control Battalion during Operation Iraqi Freedom and at Fort Hood,

Texas. In 2007, Davidson assumed command of the 599th Transportation Group, and deployed forward to simultaneously serve as commander of the 595th Terminal Transportation Group in Kuwait for six months before returning to Hawaii to finish her 599th command time.

Her military education includes the Chemical Officer Basic Course, Transportation Officer Advanced Course, CAS3, the Air Command and Staff College, Support Operations Course, Phase II, and the Navy War College. She holds a Master of Military Art and Science degree in Advanced Military Studies, and a Master of Arts degree in National Security and Strategic Studies.

Davidson's previous assignment was as deputy commanding general/director of operations, Military Surface Deployment and Distribution Command.

Her awards and decorations include the Legion of Merit with three Oak Leaf Clusters; Bronze Star with two Oak Leaf Clusters; Defense Meritorious Service Medal; Meritorious Service Medal with four Oak Leaf Clusters; Army Commendation Medal with four Oak Leaf Clusters; Army Achievement Medal with Oak Leaf Cluster; Humanitarian Service Medal; and Army Staff Identification Badge.

DLA DISTRIBUTION COMMANDER EXPERIENCES ANNISTON'S MISSION

By Terra Phelps, DLA Distribution Public Affairs

Defense Logistics Agency Distribution commanding general Army Brig. Gen. Susan Davidson recently visited DLA Distribution Anniston, Ala., to tour operations and discuss current and future initiatives. Davidson was briefed by Army Lt. Col. Robert D. Rouse, commander for the Anniston distribution center, division chiefs, and primary command staff members. Rouse highlighted the local mission and accomplishments. Topics included Voluntary Protection Program, improving customer support, and process standardization.

During a meeting with Anniston Army Depot commander Army Col. Brent Bolander, Davidson was able to discuss shared industry challenges. Anniston Army Depot is DLA Distribution Anniston's number one customer.

To wrap-up day one of her visit, Davidson toured the central warehouse to view distribution processes first-hand and then the west side to learn about future initiatives.

Davidson toured the small arms warehouse and learned about the standard processes and ongoing initiatives in maintaining organized and efficient weapons storage.

She walked through the Anniston Army Depot industrial facility and saw repairs and rebuilding of artillery pieces, Strykers (artillery vehicles), and M1 Abrams tanks (third generation main battle tanks produced in the United States) in progress. DLA Distribution Anniston stores the materiel before and after Anniston Army Depot rebuilds or repairs it.



Defense Logistics Agency Distribution commanding general Army Brig. Gen. Susan Davidson during her tour of DLA Distribution Anniston's small arms warehouse.

Davidson was then given a walking and driving tour of the vehicle and artillery division where major end items are stored.

While touring retail operations, Davidson was briefed on workload, processes, production support, and quality of life improvements.

Concluding her visit, Davidson watched Anniston Army Depot's

1.1 mile test track certified drivers performing final 25-mile tests on M1 tanks.

"It was a positive visit," said support office division chief Darryl McMillon. "I think General Davidson saw that we may have initiatives which could be applied across the enterprise. It means a lot to us that she took the time to visit our facilities, it really makes us feel appreciated."

AUDIT READINESS ROADSHOW COMES TO DLA DISTRIBUTION

By Terra Phelps, DLA Distribution Public Affairs

Simone Reba, Defense Logistics Agency Finance deputy director and Audit Readiness program manager, recently visited DLA Distribution headquarters to explain the purpose of audit readiness to employees during an Audit Readiness Roadshow.

Following the October memorandum from Defense Secretary Leon Panetta, in which 2017 was set as the Department of Defense's audit deadline, DLA Director Navy Vice Adm. Mark Harnitchek set a goal for the agency to be audit-ready by fiscal year 2015.

"To answer DoD's call, DLA Director Vice Admiral Harnitchek added Audit Readiness to his 'Top 5' Big Ideas and directed the formation of the DLA Audit Readiness team," said William H. Budden, Senior Executive Service member. "This is a major undertaking and will require each one of you to do your part to make this a success. There will be much to do as we all work

together to make audit readiness a way of life."

Reba explained, "With the goal of establishing systems and processes that will produce reliable financial information, DLA will be able to make more informed decisions and prevent fraud, waste, and abuse as well as improve business processes and enhance stewardship. It is important to prove to American taxpayers that their dollars are well spent."

"It is imperative that we have good controls in our day-to-day processes so that when auditors look at our numbers, they reflect what they are supposed to," said Reba. "As Panetta said, the defense budget is being reduced by \$487 billion over the next decade so we will need to be able to perform our processes more efficiently."

Audit readiness will not solely impact finance specialists: the entire DLA workforce will be engaged. From leadership to any employee who receives a paycheck, everyone is vital

and responsible for audit preparations.

Reba's overall goal with the roadshow was to make sure employees understand how they can help the Audit Readiness team.

"Please be available to the Audit Readiness team when they come to you for support," Reba said. "Their job will be to process documentation and controls, and to identify deficiencies."

DLA employees can assist the team by understanding their processes and being able to locate documentation.

"This is our time to correct inefficiencies," Reba said. "We have unfettered access to making a change."

For more information about audit readiness, visit <http://comptroller.defense.gov/fiar/about.html>.

You can also email auditreadinesshelp@dla.mil for recommendations, concerns, or questions.



Simone Reba, Defense Logistics Agency Finance deputy director and Audit Readiness Program manager, recently visited DLA Distribution headquarters to explain the purpose of audit readiness to employees during an Audit Readiness Roadshow.

NEW CARRIER APPOINTMENT SYSTEM INSTALLED AT DLA DISTRIBUTION TOBYHANNA, PA.



Ray Mercado, DLA Distribution Tobyhanna, Pa., transportation assistant, reviews carrier schedules in the new Carrier Appointment System website.

Defense Logistics Agency Distribution Tobyhanna, Pa., recently entered into a new age for scheduling trucks – the online Carrier Appointment System. CAS was designed to lighten the administrative burden for transportation personnel who spend a good portion of their day answering phones to schedule carrier appointments for both inbound and outbound shipments. CAS requires carriers with inbound shipments to DLA Distribution Tobyhanna, Pa., serviced Department of Defense Activity Address Codes to schedule their own appointments.

Carriers making a delivery to the Tobyhanna distribution center access CAS via the Surface Deployment

and Distribution Command (the creators and managers of CAS) Electronic Transportation Acquisition website. Carriers are able to list the commodity, National Stock Number, Commercial Bill of Landing number, and other descriptors of the items being delivered, and pick a date and time when they want to deliver, up to two weeks away. The date and time selected by the carrier is approved by Tobyhanna personnel, who then are able to make changes to the request as needed, based on available resources.

The distribution center is also able to add notes to the main page that all carriers can see, block out periods of time, including lunch and break

periods, and even full days, such as federal holidays.

Prior to the implementation of CAS, Tobyhanna personnel received training from SDDC, and SDDC contract personnel were on-site for the implementation. According to transportation officer John Hopkins, “Transportation personnel are working well with the system for both retail and wholesale inbound carriers.”

The new system hopes to save time for distribution center personnel, increase convenience for carriers, and improve stewardship. After a successful pilot at Tobyhanna, DLA Distribution is expanding the use of CAS at other distribution center locations.

DISTRIBUTION LEADERS ATTEND DEPOT AND ARSENAL EXECUTIVE LEADERSHIP PROGRAM, GARNER PARTNERSHIPS

By Jessica Roman, DLA Distribution Public Affairs

In an effort to strengthen partnerships and support the warfighter, four Defense Logistics Agency Distribution leaders are attending the Depot and Arsenal Executive Leadership Program, a program designed to integrate leadership development and management concepts with multiple delivery methods to provide an exceptional learning experience.

The DAELP program focuses on strategic operations and general management principles. Throughout the program, instructional activities include in-class sessions with expert faculty, simulations, case studies, project learning and corporate site visits. Participants are also introduced to Lean Six Sigma at the executive level.

Focusing on partnerships with customers is a primary goal of the nine-month program.

Jerry Brown, lead strategic planner at DLA Distribution headquarters, is looking forward to integrating in an academic environment with the leaders of the industrial bases DLA Distribution supports. “We are getting the opportunity to learn first-hand, outside of the operating environment, what is important to them—what their measures of success are,” he said. “From there, we can build complementary strategies within DLA Distribution to help them achieve success. We are extremely fortunate to have DLA Distribution leadership partnered with incoming commanders of their supported industrial sites.

This will provide the opportunity for a ‘day-one’ relationship, and will serve to strengthen that partnership.”

The class also seeks to improve relationships with customers. “It gives us an inside look at the constraints and issues that the customer deals with on a daily basis,” said Rita Varner, director of DLA Distribution Albany, Ga. “It has given me a better appreciation for the responsibility these distribution centers and arsenals deal with on a daily basis. I believe that the same can be said from their perspective; I think they will realize that we take our jobs seriously and want to be a real partner.”

Paul McMillan, deputy commander of DLA Distribution Anniston, Ala., agrees. “This is a rare opportunity that seats the customer and DLA together over the course of nine months in an environment that is designed around building a stronger and more efficient organization. My industrial partner is my primary customer. The more I know about his organization’s strengths and areas of concern, the better I can develop a strategy and support plan that will meet his production requirements and make him more efficient. The more I can leverage DLA’s capabilities to my customer, the better off we are as an agency.”

As DLA Distribution continues to gain new partners, the program will help to solidify outside customer relationships, as well as internal DLA customers. “The transition of the Industrial Support that we inherited from Land and Maritime in June continues to progress very smoothly,” said Brent Cox, director of

DLA Distribution Barstow, Calif. “I believe the opportunity to attend this program with our customers will pay big dividends. We are being provided the opportunity not only to hear our customer’s philosophies about operations, but also to get to know them on a different level than just interfacing professionally.”

The curriculum includes five separate residences, focusing on strategic business and financial management; operations, manufacturing and performance improvement (on site at distribution centers, arsenals, and corporations); leading change in large organizations; a private and public sector residency; and implementing technological transformation.

“From a customer support perspective, program management and life cycle logistics will aid me most in my role as a strategic planner,” Brown said. “If we can get the distribution requirements and product support roles inserted earlier in the program cycles, we’ll be better prepared as an organization to anticipate need and respond to the industrial base.”

Learning from other leaders is also a large part of the curriculum. “There are some extremely talented and brilliant leaders in the class - all of which seem to have many of the same issues: how to build a better organization and develop new business in these times of declining workload and budgets. I think there’s a lot to be learned as a whole from the entire group. So far, it’s been exciting to deep-dive some of the higher level principles of logistics operations that our instructors are teaching at the Masters level of education,” said McMillan.



Four DLA Distribution leaders are attending the Depot and Arsenal Executive Leadership Program, including (clockwise, from top left): Rita Varner, Albany, Ga., director; Paul McMillan, Anniston, Ala., deputy commander; Brent Cox, Barstow, Calif., director; and Jerry Brown, lead strategic planner, DLA Distribution headquarters.

“The networking and benchmarking will help me tremendously,” said Varner. “These areas will open doors that I might not have had access to if my horizons had not been broadened by this class. Life cycle management is one of the many things we are diving into, and I find it extremely interesting and exciting. As a leader, I know that there is always room for improvement, or some idea out there that I missed - so being in a class with likeminded leaders is always eye-opening.”

Each participant will partner with a corporation to complete an internship. The participants will learn in December who they will be working with, and then will spend approximately six weeks with them over the winter months to learn corporate strategy from a ‘for profit’ perspective.

“I’m very much looking forward to

the corporate internships we will be completing as a part of the curriculum requirements,” said Brown. “Often our roles with strategic commercial partners are not clearly understood and taken for granted. Spending some time with them on the inside will not only provide an opportunity for better understanding of their business practices, but will also provide an opportunity for me to share the DLA Distribution philosophy.”

Brown also hopes that a deeper understanding of expectations can be gained. “I believe a good take away from this program will be a clearer understanding of our customer’s performance expectation of DLA Distribution—knowing what they need to be successful in their operating environment. Conversely, it also gives us, the DLA Distribution students, an opportunity to ensure our fellow classmates have a clear understanding

of what DLA Distribution can provide them. We have internal performance metrics to measure how effective we are. And while we may be ‘green,’ if we aren’t meeting customer expectations then they don’t share our vision of success. This forum allows us to openly discuss capability versus expectation, thus ensuring expectations are realistic and performance is accurately measured.”

Through strengthening relationships with customers and partnerships, ultimately the warfighter will benefit through improved support and processes.

“Together, I am sure that we are going to be able to develop innovative and cost effective ways to enhance our support to our partner’s operations, which will enable them to become more efficient in their plants,” concluded Cox.

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