



June 2010

**INSIDE THIS ISSUE:**  
DLA DISTRIBUTION'S  
1<sup>ST</sup> NAVY  
COMMANDING  
OFFICER

DLA's Norfolk, Va. distribution  
facility to play key role in supporting  
Operation Pacer Goose 2010

DLA Distribution welcomes new  
leaders

DLA achieves major US EPA  
milestone

DLA's Susquehanna depot  
supplies shelters to U.S. troops in  
Afghanistan





# DLA DISTRIBUTION *In Review*

## Table of Contents - June 2010

|   |           |
|---|-----------|
| Table of Contents - June 2010 .....   | 2         |
| From the Commanding Officer .....   | 3         |
| DLA’s Norfolk, Va. distribution facility plays key role in supporting Operation Pacer Goose 2010.....   | 4         |
| “Clyde” gets a facelift.....  | 6         |
| DLA’s Barstow distribution center introduces new crane.....   | 7         |
| DLA’s Corpus Christi distribution center recognized for excellence in safety .....  | 8         |
| DLA’s Guam distribution center participates in Typhoon Exercise “PAKYO” 2010, revalidates emergency response plans .....                                | 9         |
| <b>Traaen assumes command of DLA Distribution as first Naval commanding officer.....</b>  | <b>10</b> |
| <b>Meet the new DLA Distribution commander –</b>  |           |
| <b>United States Navy Supply Corps Rear Adm. Thomas C. Traaen .....</b>   | <b>12</b> |
| DLA Distribution welcomes new leaders .....   | 14        |
| DLA achieves major U.S. EPA milestone.....  | 16        |
| DLA Distribution Susquehanna supplies shelters to U.S. troops in Afghanistan .....  | 17        |
| DLA Distribution Europe delivers school supplies to Department of Defense Education Activity .....  | 18        |
| DLA Distribution Susquehanna excels again in support of the Warfighter .....  | 19        |
| A look at DLA’s Kuwait distribution center .....  | 20        |
| Employee involvement – A DLA Distribution culture update.....   | 22        |
| “Strategically Speaking” United States Navy Lt. Cmdr. Gwen Garcia, regional distribution operations department head, DLA Distribution Norfolk, Va. .... | 23        |



4



10

# FROM THE COMMANDING OFFICER

On June 25, I relieved Brig. Gen. Pete Talleri as DLA Distribution Commander. I am honored that the Director of DLA, VADM Thompson, has given me this opportunity to take the helm of DLA Distribution. I feel privileged to be leading an organization that contributes so significantly to a nation at war.

Over the course of my career I have been on the receiving end of the products that DLA provides and I have always been impressed with the quality of service DLA, and in particular this organization, has delivered. I admire your dedicated and devoted service you provided to the Fleet whether I was submerged on a submarine, provided aviation support to the Marines, led Naval logistics efforts in the Pacific, or provided Humanitarian Assistance in Indonesia after the Tsunami in 2004 and most recently the earthquake in Haiti.

On the first of August, I will be deploying to Kuwait for seven

months to assume responsibility for Central Command's Deployment and Distribution Operations Center. During this time period, I will be fortunate to closely observe the transition of DLA Distribution Kuwait, Southwest Asia to a new contractor, the establishment of our Deployable Depot in Kandahar, and the opening of a detachment in Bahrain. I will be in a unique position of holding both the reigns of theater distribution and inventory which will allow me to work with the logistics enterprise to optimize the entire supply chain.

I have directed the DLA Distribution headquarters staff to take the next 180 days to develop a strategy to lead us into the future. This plan will look to improve our operations in three specific areas... effectiveness, efficiency, and our work force. Each of these areas are aligned with the DLA Director's Guidance but will be unique to the contributions that DLA Distribution makes to the overall DLA effort. The plan will focus in three time continuums...



near-term tactical improvements (6 months to a year) that we can move quickly on, mid-term operational improvements (1-3 years) that will set the foundation for future operations and, finally, long-term strategic initiatives that will cross financial time zones. Over the next 180 days I will ask each of you to put forth your thoughts and ideas on how we can formulate and deliver an executable plan for the March 2011 timeframe.

I look forward to working with each of you over the course of the next two years. Stay Safe!

## DLA DISTRIBUTION IN REVIEW

### Commander

RDML Thomas C. Traaen, SC, USN

### Deputy Commander

William H. Budden, SES

### Chief Integration Officer

Perry L. Knight

### Public Affairs Officer

Stacy L. Umstead

### Co-Editor

Emily C. Blubaugh

### Co-Editor

Jessica R. Roman

DLA Distribution is the lead center for distribution for the Defense Logistics Agency. DLA Distribution In Review is an authorized publication intended for civilian and military employees of DLA Distribution and subordinate commands. DLA Distribution In Review is circulated monthly. Unless otherwise indicated, all photos are property of the Defense Logistics Agency. The contents of DLA Distribution In Review do not necessarily reflect the official views of, or endorsed by; the U.S. Government, Department of Defense, Defense Logistics Agency or DLA Distribution.

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





# DLA's Norfolk, Va. distribution facility plays key role in supporting Operation Pacer Goose 2010

By Stacy L. Umstead, DLA Distribution Public Affairs

Defense Logistics Agency's Norfolk Intermodal Hub played a key role in supporting Operation Pacer Goose, the U.S. Space Command's yearly surface sustainment resupply of U.S. Air Force personnel and contractors at Thule Air Force Base, Greenland.

Thule AFB is the U.S. Armed Forces' northernmost installation, located 750 miles north of the Arctic Circle. Resupply for the installation by ship occurs once a year typically in the summer months when the ice around Thule thins enough to be broken up, allowing vessels to pull into port.

Hub employees loaded seven containers and breakbulk cargo loads that are too large or too heavy to use a 40-foot container as a conveyance.

DLA's Norfolk Intermodal Hub has supported this operation since 1997. "In 2009, we processed more than 250, 40-ft. containers, with over 10,000 measurement tons (400,000 cubic feet) of materiel, said Bobby Scarboro, director of IMH's Ship Operations.

The annual operation to resupply Thule began in 1952 using U.S. Navy combatant ships to get the goods to and from the base.

DLA's Distribution facility in Norfolk, Va., has a diverse customer base, including ships - from aircraft carriers to destroyers to submarines - as well as major Navy industrial activities and shore establishments. Increasingly, the organization provides support to local Air Force and Army installations. The organization serves customers worldwide with particular emphasis on Europe, the Caribbean, Central and South America, the Mediterranean, the Indian Ocean, Southwest Asia including Afghanistan and Iraq.

DLA Distribution Norfolk, Va.

The yearly resupply provides the air base with military equipment, vehicles, medical supplies, dry goods, Commissary and Base Exchange supplies, and specialized equipment to handle jobs in ice and snow.

According to Cris Toledo, director of the Norfolk Intermodal Hub, a commercial vessel under charter to the Military Sealift Command docked at Naval Station Norfolk's Pier 8, DLA Distribution Norfolk's ship operation headquarters, where Intermodal



**A team of 48 people loaded the commercial ship bound for Greenland with military equipment, vehicles, medical supplies, food, dry goods, and equipment to handle ice and snow.**



**A container is loaded onto commercial vessel under charter to Military Sealift Command for resupply to Thule Air Base Greenland. The annual resupply occurs in the summer months when the ice around Thule thins enough to be broken up, allowing vessels to pull into port.**

receives, stores, and issues a variety of material. Material in storage is actively managed to maintain accountability and condition. The center also provides standard packing, specialized storage and hazardous material packing and shipping operations. It also interfaces with direct

vendor-to-customer and local delivery services. In addition, the organization provides special services based on customer needs, such as packing and transshipment of radioactive and level one/

subsafe material. Military operations are not the only recipients of its program of services, as a major stock point for meals ready-to-eat and humanitarian daily rations, DLA Distribution Norfolk, Va., is often called upon to provide humanitarian relief supplies in the United States, the Caribbean, and other countries.



**One of four tractors, each weighing approximately 57,000 pounds, is loaded onto a commercial carrier at DLA Distribution Norfolk, Va. The tractors will be used for snow removal at Thule Air Base.**



**Workers prepare for the loading of four 57,000 lb. tractors during the annual Operation Pacer Goose at DLA Distribution Norfolk, Va. The operation resupplies Thule Air Base, Greenland, the northernmost U.S. military installation, 750 miles north of the Arctic Circle.**



## "Clyde" gets a facelift

By Glenn S. Mellon, DLA Distribution Anniston, Alabama

A long-standing landmark at DLA Distribution Anniston, Ala., has received a facelift. The portal crane used to lift heavy combat vehicles from the train tracks at the depot was manufactured in 1985. "Clyde the Crane," as this piece of equipment is known, was considered state-of-the-art when it was built.

Now, in 2010, after long service to DLA Distribution Anniston and Anniston Army Depot, the facelift is complete. Clyde has undergone crane repairs, modernizations, and upgrades to increase the main hoist capacity and increase the crane life expectancy by more than 20 years.

Prior to the repairs, Clyde had a 75-ton lift capacity and worked on obsolete direct current motors. Clyde's modernization and upgrade included electrical and mechanical portions, which consisted of the conversion of its direct current motors to alternating current motors and upgrading from a 75-ton lift capacity to an 80-ton lift capacity.

There is a trend in the general mechanical



Clyde's repairs included repainting of all structural steel.

industry to move away from the direct current motors and to convert to the alternating current motor because the replacement parts are more accessible for the remainder of its extended life. Clyde's upgrade to an 80-ton lift not only increased the capacity but also allows DLA Distribution Anniston, ANAD, and the Department of Defense greater flexibility with future operations. Clyde also had structural upgrades performed, which consisted of cleaning, preparing, and repainting of all structural steel and the operators cab.

While Clyde underwent the rebuild process, a crawler crane was put in place to handle all operations that Clyde would normally perform. The rebuilding process was both challenging and exciting, and will help to carry DLA Distribution Anniston into the future to continue providing quality service to both the Warfighter and DoD. Clyde was placed back into full service the first week of June 2010.



"Clyde," the newly upgraded crane at DLA Distribution Anniston, Ala., lifts a tank.

# DLA's Barstow distribution center introduces new crane

By Emily Blubaugh and Jessica Roman,  
DLA Distribution Public Affairs

DLA Distribution Barstow, Calif., recently acquired a new member of its family: a 100-ton saddle crane. With the organization's mission increasing as a result of the railcar shipping of cross-leveling of operational assets from Albany, Ga., and the addition of roll-back assets from Iraq coming to the Marine Corps Logistics Command maintenance center to be refurbished or renovated, a more reliable crane was needed to service the depot.

Specifically used for large tanks, ship and submarine drive shafts and propellers, and any other large vehicle or materiel up to 100 tons, DLA Distribution Barstow has increased its ability to load and offload vehicles by 20 tons. Its spacious outdoor storage operations and because the LOGCOM center is collocated makes the new crane an optimal choice.

"Having a 'brand new' reliable piece of equipment will eventually add up to a major



**A new 100-ton capacity crane helps DLA Distribution Barstow, Calif., complete the offload of large vehicles.**

cost savings," said Matthew Balough, DLA Distribution Barstow contracting officer representative. "The old crane was 25 years old and was not mission capable or fully mission capable, thus forcing us to rent equipment in order to accomplish our mission."

A two day operator's course is required for all employees

to become certified to operate the crane, including one day in the classroom and one day of operational instruction. The initial training of six personnel was received directly from the manufacturer, ShuttleLift.



find us on **facebook**  
at [www.facebook.com/dla.mil](http://www.facebook.com/dla.mil)



## DLA's Corpus Christi distribution center recognized for excellence in safety

*By Emily Blubaugh, DLA Distribution Public Affairs*

DLA Distribution Corpus Christi, Texas, which prides itself on safety accountability touting its slogan "Safety is everyone's responsibility," has been recognized for its efforts by the Contractor Safety Council of the Coastal Bend, which presented the organization with a safety award in the category "Most Improved for Calendar Year 2009."

The only local entity recognized in the category, DLA Distribution Corpus Christi earned the award for their efforts in reducing its recordable incident rate. In calendar years 2007 and 2008, DLA Distribution Corpus Christi had a Total Recordable Incident Rate average of 6.5, which equates to 15 injuries over the two-year period. The organization's TRIR for CY2009 was .83, with only one injury sustained the entire year. The goal for 2010 is zero recordable injuries, a goal that the organization has met to date.

"Since joining the DLA Distribution Corpus Christi family a year ago, I've challenged everyone to apply risk management principles before performing any task within this organization and encouraged the reporting of near misses and accidents, not as a punitive measure but to improve best business practices and to prevent repetition. This award is a

testimony to the efforts of our workforce in fostering a safety conscious environment and culture within our organization," said DLA Distribution Corpus Christi commander United States Army Lt. Col. Bernard Warrington, Jr.

This attitude resonates throughout the organization, specifically through the implementation of 6S key operating principles which help to ensure a safe and efficient working environment. The 6S's include: Sort, Straighten, Scrub, Safety, Standardize, and Sustain.

"I firmly believe that the 6S's, considered key in our daily operations, make our working environment a safer one and our Recordable Injury Rates are proof that the process is working," said DLA Distribution Corpus Christi's safety officer David Howard.

To reinforce the emphasis on safety, the organization actively engages the workforce in safety awareness activities, which include monthly safety meetings and training, morning meetings, weekly safety topic and training conducted by supervisors, safety handouts, safety stand-down meetings, special guest speakers and visual queues. Additionally, citing a link between a healthy workforce and a safe workforce, Warrington has implemented an Annual Employee Wellness



**Contractor Safety Council**

Day as well as a workforce-wide fitness challenge.

"It is the right of every employee to be provided a safe and healthy workplace. This is not just a leadership effort; it is a collective effort from all of us," said Warrington.

The Contractor Safety Council is a local training facility that helps various entities with various amounts and depths of safety training. Each year the CSC reviews award submissions from organizations containing: OSHA/MSHA injury and illness statistical data from the last three years of OSHA 300 logs; client/customer references; a written synopsis of the Safety Management Program; and on-site evaluations for entities selected "Excellent."

The selection panel is comprised of seasoned safety professionals from various backgrounds to include general industry, construction, refineries, mining and engineering firms.

# DLA's Guam distribution center participates in Typhoon Exercise "PAKYO" 2010, revalidates emergency response plans

DLA's Guam, Marianas distribution facility recently wrapped up participation in Typhoon Exercise "PAKYO" 2010, an exercise to validate emergency response plans for U.S. military organizations stationed on the island of Guam.

Working with the Joint Region Marianas and the Naval Base Guam emergency management team, DLA Distribution Guam, Marianas conducted table top exercises on their Typhoon Condition of Readiness checklist, and exercised inter-agency disaster coordination and communication capabilities.

In addition, a full field exercise was conducted at the organization, allowing emergency responders to respond to a mock fire in the hazardous materiel building. "This allowed DLA Distribution Guam and tenant partners to execute fire response, evacuation, refuge and accountability plans," said United States Marine Corps Lt. Col. Ly Fecteau, DLA Distribution Guam commander.

"Guam, located in the tropical belt of the Pacific Northwest, is one of the most prone areas for a tropical cyclone activity in the world. Because of this known fact, natural disaster planning is a high priority for the island," said Fecteau. "Our participation in these annual exercises ensures necessary procedures and



In 2002, Typhoon Pongsona hit the island of Guam.

plans are in place to protect and safeguard personnel and property in the event of an actual emergency."

DLA Distribution Guam is a tenant command located on US Naval Base Guam, providing forward stock positioning and enhanced physical distribution services to the military community on Guam and customers in Western Pacific Theater of Operations. Its storage and distribution facilities are strategically positioned to reduce transportation and customer wait time.

The organization performs standard distribution functions to include receipt, store, stock readiness and issue with related functions to include sea van surface and air inbound/outbound

shipments, World Wide Express service, emergency walk thru requisitions, Packing, Packaging, Preservation and Marking, or PPP&M, and transshipment services. As part of its mission, it provides tailored distribution services through the Material Processing Center which serves as a centralized receipt activity for afloat customers in the Guam area of responsibility.

Commodities stored at the center include repair parts, Navy Ship Store products, ODS Compressed Gases, Consumable items, Hazardous Material, Navy Level One / Subs safe material and Depot Level Repairable. DDGM also prepositions Humanitarian Assistance / Disaster Relief items in an event of a disaster or request for assistance in the Asia/Pacific region.



# Traaen assumes command of DLA Distribution as first Naval commanding officer

*By Emily Blubaugh, DLA Distribution Public Affairs*

In a ceremony at DLA Distribution headquarters, New Cumberland, Pa., on Jun. 25 United States Navy Supply Corps Rear Adm. Thomas C. Traaen became the first Navy commanding officer of DLA Distribution.

Traaen comes to DLA Distribution as former vice director for Logistics, The Joint Staff and expressed

his excitement at becoming DLA Distribution's eighth commanding officer, "I look forward to stepping into my new leadership role and working with each and every one of you," said Traaen. "I will cherish every moment of command and hope that I can fill the shoes of your previous commanders who, along with you, have skillfully formulated this command into the winning institution that it is today."

In addition to his command at DLA Distribution, Traaen has been selected to deploy to Kuwait to serve as the director of Central Command's Deployment and Distribution Operations Center for six months.

"Upon his departure in August, Tom will be responsible for the movement of all material and personnel throughout the Middle East and I am extremely pleased not only to have a





DLA flag officer leading this important organization, but to know that immediately upon his return to DLA Distribution, he will take this already high-performing organization to the next level,” said DLA director Vice Adm. Alan S. Thompson.

Thompson officiated the day’s ceremony, and praised DLA Distribution employees in his opening remarks, “This is a wonderful day of leadership as we bid farewell to our Marine general, and welcome DLA Distribution’s first Naval officer. It is also an opportunity for me to recognize the entire DLA Distribution team, which I think of as a global enterprise

part of a larger global enterprise,” said Thompson. “You represent the best of DLA as you relentlessly work to provide the most effective and efficient logistics support to our Nation’s Warfighters,” he continued.

Traaen replaced United States Marine Corps Brig. Gen. Peter J. Talleri who became DLA Distribution’s first Marine commander in June 2008. Thompson presented Talleri with the Defense Superior Service Medal in recognition of the multitude of initiatives brought to fruition under his two-year command.

“Under Pete’s guidance, DLA Distribution provided

unparalleled distribution support to our military forces – at home and abroad, in garrison and deployed. The programs he directed expanded our forward presence and increased our ability to provide accurate and cost-effective logistics support to the military Services,” said Thompson.



# Meet the new DLA Distribution commander – United States Navy Supply Corps Rear Adm. Thomas C. Traaen

*By Stacy L. Umstead, DLA Distribution Public Affairs*

United States Navy Supply Corps Rear Adm. Thomas C. Traaen assumed command of DLA Distribution on June 25 and is responsible for a global storage and distribution network managing inventory valued in excess of \$98 billion through fixed and deployable infrastructure and expeditionary personnel. DLA Distribution operates 25 distribution facilities around the world to include deployable capability, with more than 10,000 civilian, military, reservists and contractors.

Traaen is a native of Gig Harbor, Wash. He earned his commission through the Navy ROTC program graduating from the University of Washington in 1982. He holds a Masters Degree in Business Administration from the University of Georgia and obtained an Executive Master of Business Administration from Duke.

His sea duty assignments include duty as supply officer, USS Lewis & Clark (SSBN 644) Blue crew homeported in Charleston, S.C.; stock control officer, USS Simon Lake (AS 33) forward deployed to Holy Loch, Scotland and supply officer USS Tarawa (LHA 1) where he led logistics efforts during Operation Determined Response and the recovery efforts of the USS Cole (DDG 67). He is qualified as both a Submarine Warfare and Aviation Supply Corps Officer.

Shore assignments include duty as the trident outfitting officer, priority requirements officer and database management officer, Polariss Material Office, US Atlantic Fleet, Charleston, S.C.; Flag aide and P-3

weapon systems manager, Naval Aviation Supply Office, Philadelphia, Pa.; Business and financial manager for the Tomahawk Cruise Missile Program, Command and Control Project Office PMA-281, commander, Naval Air Systems Command, Arlington, Va.; head shore detailer and director Detailing Division, Office of Supply Corps Personnel, Arlington, Va.; Executive officer, Fleet and Industrial Supply Center, Yokosuka, Japan; Director Fleet Supply, Commander U.S. Pacific Fleet, Pearl Harbor, Hawaii; and deputy commander for Fleet Logistics Operations, Naval Supply Systems Command, Mechanicsburg, Pa.

His flag officer assignments include assignment as chief of staff, Logistics, Fleet Supply and Ordnance, Commander United States Pacific Fleet Pearl Harbor, Hawaii and vice director for Logistics The Joint Staff where he served as the Joint Staff liaison officer to USAID during Operation Unified Response.

His decorations include the Defense Superior Service Medal, Legion of Merit (three awards), Meritorious Service Medal (five awards), Navy and Marine Corps Commendation Medal (four awards), Navy and Marine Corps Achievement Medal (two awards), and various unit awards. He was the recipient of the 2005 Vice Adm. Stanley R. Arthur Award for Military Logistician of the Year.

With a stellar Naval resume, Traaen becomes the first Naval officer to command DLA Distribution. The following provides a little insight into the new commanding officer:

**Q:** Command tour at DLA Distribution is two years. In addition to commanding DLA Distribution,



the US Central Command selected you to deploy for six months to command the Central Command Deployment and Distribution Operations Center located at Camp Arifjan, Kuwait. What are you looking forward to most while serving in this dual capacity?

**A:** Being both the DLA Distribution commander and the CDDOC commander provides me the unique opportunity to bring supply together with distribution which will allow me to work on optimizing the CENTCOM Supply Chain. It also allows me to talk directly with the three major stakeholders, CENTCOM, DLA and TRANSCOM to ensure we are positioning ourselves for future operations in the CENTCOM AOR. We need to ensure we are building our logistics systems to allow the Joint Force Commander Freedom in the battle space.

**Q:** While serving at the CDDOC, you will have your finger on the pulse of the movement of all materiel and personnel throughout the Middle East, what challenges do you foresee as the drawdown of Iraq and the buildup of Afghanistan continues?

**A:** First, we need to ensure that the draw down continues to progress

successfully. The theater has done a stellar job of moving both personnel and material out of Iraq. We can't solely focus on the draw down, we will still have Soldiers, Sailors, Airmen and Marines in this theater and we will need to remain vigilant about the support we provide. Additionally, the Department of State will commence deploying to Iraq and we need to ensure we are supporting them as required. In terms of our efforts in Afghanistan our Deployable Depot will be a force multiplier in supporting our forces, particularly given how fragile our ground lines of communication can become. We also need to think through how we reverse our supply chain to retrograde material given that, like Iraq, we will draw the force down at some point. Finally, we need to determine if DLA Distribution Kuwait, Southwest Asia is positioned properly to provide optimal distribution services in the future.

Q: Your most recent tour was as Vice Director of Logistics on the Joint Staff working for United States Army Lt. Gen. Kathleen Gainey who previously served as DDC Commander. What advice, or guidance, has she provided you?

A: Working on the Joint Staff was one of the most rewarding professional experiences I have had. Lieutenant General Gainey, as most of you know is a great leader, a terrific mentor and most of all a true educator...she taught me a lot about Joint Logistics. She told me that the workforce across the DLA Distribution Enterprise was the best, bar none, based on my very short time in command I couldn't agree with her more. I want to ensure we continue to develop our people as we look to become more efficient about our business...I think our people know how to do this, we need to give them the tools to continue to move forward. I took a trip to DLA Distribution Oklahoma City, Oklahoma and held a town hall which

was a great experience for me. The Oklahoma employees are working on several process improvement teams aimed at improving work flow that are not as efficient as they could be.

Q: How has your position at the Joint Staff prepared you for your assignment(s)?

A: Lieutenant General Gainey has written a Joint Logistics Concept, formally known as the Joint Logistics White Paper. It is a vision of what Joint logistics should look like in the period 8 to 20 years in the future. Since DLA has a major stake in how we deliver logistics support in the future, my participation in developing this concept gives me great insight into where we need to go in the future to meet the tenants of this concept.

Q. Earlier this year, the Secretary of Defense signed a Request for Forces requesting DLA send its expeditionary depot to Kandahar, Afghanistan – a historical moment for DLA. What will be the key to their success?

A: There is no doubt in my mind that from a DLA Distribution Enterprise perspective the team of our experts will perform admirably, they are in Kandahar and all reports indicate they are on track for a 31 July start-up. To measure success we need to go back to the tenants of Perfect Order Fulfillment...the right material, at the right place, at the right time. The key to success is stock positioning. If we can meet our POF goals and reduce customer wait time we will be successful. A secondary order of affect will be to reduce the requirement for Strategic airlift; the goal here is to reduce this requirement by 35%.

Q: Throughout your career, there's no doubt that you have seen and experienced changes in military logistics. What changes do you wish to see in the future in order to sustain our military readiness?

A: What differentiates us from

commercial industry is the ability to capture and analyze data. Industry has agile information systems that allow them to adjust quickly to market demand; we need to build our information systems in the same manner. Also, we need to be better at analyzing our logistics readiness and displaying it through a Common Operating Picture, something we were working on while I was on the Joint staff.

Q: Can you expand upon your philosophy...Common Purpose, Unity of Thinking, Unity of Effort?

A: The DLA Distribution enterprise is made up of thousands of people and millions of moving parts. We make a difference to the Warfighter and we need to be singularly focused on this mission. To get our Enterprise aligned, we need Common Purpose... Warfighter support. To provide unparalleled customer service we need unity of effort, and thought... everyone pulling on the oar at the same time and in the same direction. We should have open dialogue, but once we pick the preferred course of action we need to all align and move out.

Q: What would you like people to know about you?

A: We are a nation at war, our troops depend on us every day, whether we are providing parts to the industrial base for equipment reset, or delivering material to a Forward Operating Base, In CENTCOM or in PACOM or to the people in Haiti during a HA/DR mission. I take what we do seriously as I know each of you do...let's ensure we are providing the best service we possibly can

Q: Always a question when you take command in Central Pa., Steelers, Eagles or Ravens?

A: Seahawks



# DLA Distribution we



Leonard "Lenny" Wallace assumed his current position as director of DLA Distribution Jacksonville, Fla., in Spring 2010. Before assuming the position of director, Wallace served as deputy commander beginning in 1992. Wallace is a graduate of the State University of New York at Binghamton, with a Bachelor of Arts in Psychology. He also holds a Master of Business Administration from the University of Miami.



United States Marine Corps Col. Adrian A. Burke assumed command of DLA Distribution San Joaquin, Calif., on June 4, 2010. Burke previously served as director of logistics, J4, U.S. Forces Afghanistan.



United States Navy Supply Corps Capt. James E. Watts assumed command of DLA Distribution Norfolk, Va. on June 10, 2010. Watts previously served as director of the Nuclear Reactors Supply Chain Management Directorate, Naval Inventory Control Point Mechanicsburg, Pa. In this role, he worked closely with Naval Reactors Headquarters in Washington, District of Columbia, in providing nuclear reactor items to shipyards, aircraft carriers and submarines.

# welcomes new leaders

Retired United States Navy Supply Corps Cmdr. John M. Pearson, became the director of DLA Distribution Richmond, Va., on June 18, 2010. Prior to assuming the position of director, Pearson served as DLA Distribution Richmond deputy commander beginning July 27, 2008.



United States Navy Supply Corps Cmdr. Robert Csorba assumed command of DLA Distribution Mapping on June 18, 2010. Csorba graduated from Washington State University in 1991 earning his bachelor's degree in History and his commission through the Naval Reserve Officers Training Corps Program.





# DLA achieves major U.S. EPA milestone

The Defense Logistics Agency is now one step closer toward removing the former Memphis Defense Depot from the U.S. Environmental Protection Agency's National Priorities List, or NPL.

In mid-May, the USEPA Region 4 director approved the Preliminary Closeout Report, or PCOR, for the former depot documenting that the site has reached "construction complete" status.

The PCOR summarizes all remedial actions taken at the site and documents the completion of all construction required to address releases to the environment. "This is USEPA's final regulatory milestone prior to removal of the site from the NPL, which will occur when all remedial goals are met and the long-term groundwater monitoring is completed," said Michael Dobbs, DLA Distribution Memphis Depot cleanup program manager and chief, Environment, Safety and Occupational Health

The USEPA placed the depot on the NPL, also known as Superfund, in 1992. The DLA, USEPA and Tennessee Department of Environment and Conservation, or TDEC, entered into a Federal Facilities Agreement in March 1993, which governs the site's cleanup activities. Then in 1995, all 642 acres of the depot was selected for closure by the Base Realignment and Closure commission. The depot was deactivated September 30, 1997.

After many years of investigation and several early removal actions to



**As a result of the Defense Logistics Agency's commitment to the fast track clean up of the former Memphis Depot, more than 400 acres of land has already been transferred and reused. The Memphis Depot Business Park opened in 1997 and employs more than 1,300 people.**

make property available for transfer and reuse, DLA implemented the remedial actions approved by the USEPA and TDEC in two Records of Decision, or ROD, and a ROD Amendment.

"Achievement of construction complete status and approval of the PCOR are major milestones for DLA because it is the largest environmental project we have ever undertaken," said Dobbs. "Restoring DLA properties just makes sense in terms of protecting human health, restoring the property for community reuse, and saving taxpayers' money through added economic opportunities after the property is restored."

With the bulk of the soil and groundwater contaminants removed

from the 642-acre property throughout the last 15 years, the remaining remedies include a soil vapor extraction system and an air sparging/soil vapor extraction system that will operate until 2014. The small amount of remaining groundwater contaminants will degrade through natural processes over the next several years.

During this time, the U.S. Army will continue to operate the systems and monitor the groundwater. After long-term monitoring determines that the groundwater has achieved the remedial goals stated in the RODs, which are the Safe Drinking Water Act maximum contaminant levels, USEPA will remove the depot from the NPL.

"Our contractors were very thorough

with their due diligence in both finding the areas of contamination and removing it through the latest technology and processes,” said Dobbs. “In addition, the local citizens who served on the depot’s Restoration Advisory Board were very dedicated in helping us keep open communication with the surrounding community. The former Memphis Depot project serves as a benchmark for all future environmental cleanup projects within DLA.”

As a result of DLA’s commitment to the fast-track cleanup of the former depot, more than 400 acres has already been transferred and reused. The former military family housing units are now affordable veterans housing. The golf course and recreation areas are now used for local youth recreational programs and the Memphis Police Department built the new Southeast Precinct on a portion of the property.

The local reuse agency, the Depot

Redevelopment Corporation, opened the Memphis Depot Business Park in 1997 and currently has 30 subleases accounting for reuse of about 4 million sq. ft. of covered and uncovered facilities that support more than 1,300 jobs.

The final 195 acres to be transferred are in the process of receiving USEPA and Department of Army approval and will be transferred for productive community reuse this summer.

## DLA Distribution Susquehanna supplies shelters to U.S. troops in Afghanistan

As the United States continues build up of troops in Afghanistan, shelters are being constructed to house troops in theater. DLA Distribution Susquehanna, Pa., employees have been working diligently to support the Warfighter in Afghanistan by expediently processing construction Bill of Materiel, or BOM, requests for Operation Enduring Freedom since April of 2009.

A BOM consists of electrical and plumbing supplies, well drilling kits, bags of dry concrete, paint, air conditioners, and anything that is used to build and develop shelters, offering basic accommodations for troops deployed in country.

Materiel is coordinated with vendors who ship it to DLA

Distribution Susquehanna’s Consolidation and Containerization Point, or CCP, receiving for processing and building on 463L air pallets. Not typical in the CCP cross-dock operations, advance listings are provided to the organization as to what BOM materiel is coming and where it will be going.

A one-week snapshot of materiel processed the week of May 23 included 13 truckloads received into DLA Distribution Susquehanna, and 53 air pallets built and shipped out by roller trucks to several aerial ports. In addition, over 335 pallets of materiel are staged in lanes for Air Line

of Communication employees to palletize. Thus far, the organization has built over 1,600 air pallets and shipped almost 1,100 oversized loads of BOM material to support the Warfighter.



**Air conditioning units and electric wiring are ready to be built on hundreds of air pallets to fulfill construction Bill of Materiel requests destined for Afghanistan.**



# DLA Distribution Europe delivers school supplies to Department of Defense Education Activity

*By Thomas Brame, III, DLA Distribution Europe chief of operations*

Recently, DLA Distribution Europe was contacted by Department of Defense Education Activity Europe, or DoDEA-E, concerning a problem they were experiencing with timely deliveries of supplies and equipment for the Department of Defense Dependents School System, or DoDDS.

Previously, the process for freight destined for DoDDS, most of it flowing through Theater Consolidation and Shipping Point Europe, or TCSP-E, was to process and stage the material until a truckload was available, which could take up to two weeks. DoDEA-E would then be contacted by DLA Distribution Europe for DoDDS to coordinate a truck to pick-up the freight and route it to Mainz-Kastel Wiesbaden, Germany, where it would sit for an additional one to two weeks. Finally the freight was distributed to the schools. The entire process from the time the supplies and equipment were available at DLA Distribution Europe and TCSP-E to final delivery to the end customer was taking four to six weeks to complete.

DoDEA-E then recently contacted the organization to support direct deliveries to their schools. Operations, transportation, and TCSP-E coordinated the best way to support the 88 Department of Defense Activity Address Codes, averaging 75 deliveries per month and covering nine countries including: Great Britain, the Netherlands, Belgium, Germany, Portugal (Azores), Spain, Italy, Turkey, and Bahrain. Delivery details were coordinated with the customer, including the best days to deliver, point of contacts, material handling equipment restrictions and installation access restrictions.

The deliveries utilize a combination of small parcel carriers, transportation within Germany and commercial carriers when needed for deliveries directly to the end customer. The plan was implemented with an estimated average reduction of customer wait time of 4 to 5 weeks, benefiting the students of DoDEA-E and the families of our Warfighters.



## Let Your Voice Be Heard!

***DDC's leaders want to hear your suggestions and questions for improving DDC's culture.***

**<https://ddcnet.ddc.dla.mil>**

# DLA Distribution Susquehanna excels again in support of the Warfighter

By Edward F. Kovach, Jr., DLA Distribution Susquehanna ALOC supervisor

As part of DLA Distribution's continued support to the Camp Leatherneck fires, DLA Distribution Susquehanna, Pa. Consolidation and Containerization Point Air Line of Communication, or CCP ALOC, operation received and processed over 3,000 Materiel Release Orders, or MROs, for supplies replenishing critical mission essential materiel.

DLA Distribution Susquehanna was further required to track the requested material from the time MRO's were received until the material was picked, packed, built on 463L air pallets and shipped. Moreover, this high priority project was to be completed within a 72-hour cycle processing time, due to the shortage of critical supplies needed by Warfighters in the Central Command Area of Responsibility.

The effort encompassed communication and coordination of support staff as well as immediate response from the distribution operations pick and pack areas. The pick and pack efforts continued throughout the day and the baton was handed over to the following shifts as the project continued. When the last of the materiel recently shipped, DDSP distribution and CCP-ALOC operations had processed nearly 5,600 MROs and built over 180 air pallets for shipment.

With total commitment from all involved to give their best effort, the average processing time was approximately 49 hours- well below the 72-hour goal. Once again, DLA Distribution Susquehanna and CCP-ALOC operation demonstrated their pride in doing the best job possible to support the customer's mission.



**DLA Distribution Susquehanna, Pa., processed over 5,500 Materiel Release Orders and built over 180 Consolidation and Containerization Point Air Line of Communication air pallets of materiel destined for Camp Leatherneck at 31 percent below the processing time goal.**

**DLA DISTRIBUTION IS AN EQUAL OPPORTUNITY EMPLOYER**



All Federal employment opportunities are posted at the Office of Personnel Management website: [www.usajobs.gov](http://www.usajobs.gov)

**USAJOBS**  
"WORKING FOR AMERICA"



## A look at DLA's Kuwait distribution center

Support the Warfighter. This was the concept behind establishing DLA Distribution's forward operating depot in the Central Command Area of Responsibility. DLA Distribution Kuwait, Southwest Asia arose from barren desert in 2004, and is now the third busiest distribution facility in the Defense Logistics Agency's distribution network—ranking only behind DLA Distribution's strategic distribution platforms, the DLA Distribution Susquehanna, Pa., and San Joaquin, Calif.

Fiscal year 2009 was a banner year for the center, processing a record 1.08 million transactions from over 83,000 different line items of available inventory. Transactions this fiscal year are on track for another record —1.3 million.

DLA Distribution Kuwait's Bahrain detachment was one of the first round of sites to transfer from Commander, Fleet and Industrial Supply Center operation to DLA Distribution operation as part of Navy Warehouse Transfer. The Bahrain site transferred from the Fleet and Industrial Supply Center Sigonella, to DLA Distribution Kuwait a little over a year ago. Under the leadership of Marian Crosson, detachment director, this small cross-docking operation increased its capacity and mission scope to become a full service detachment conducting receipt, storage, issue and materiel processing

center functions using DLA's DSS system and inducting DLA owned materiel, this week, in support of Fleet requirements. The team of 13 employees, has had a large impact in a very short time on the Bahrain community through providing mission critical fleet supplies to afloat assets in the CENTCOM AOR.

DLA Distribution Kuwait is unique in many ways—it's not your traditional distribution center. For starters, it is a contractor-owned/contractor-operated facility—the only one in the system. The center is a commercial facility located not on a military installation, but in the heart of the Mina Abdulla industrial area about 30 miles south of Kuwait City.

Next, DLA Distribution Kuwait remains the only depot constructed from scratch to be a DLA distribution center, rather than inheriting facilities by transition from the services and building/modifying to fit the mission. As such, the center enjoys a facility that was designed specifically to do what it does—distribution. Twice expanded, the walled compound encompasses over 104 acres, contains eight climate controlled warehouses approximately 4-acres each in size, one 250,000 sq ft covered plot for storage and six 250,000 sq ft open plots of working space and outside storage.

With these differences come

unique challenges as DLA Distribution Kuwait strives to meet the needs of the most demanding customer in the system—the CENTCOM Warfighter. The organization meets these demands in the same manner as every other distribution facility—though a highly-trained and motivated workforce. Led by United States Army Col. Vern Beatty, DLA Distribution Kuwait commander, and Jerry Brown, deputy commander, a team of 25 government employees serve as the Continuing Government Activity and support staff to provide professional oversight of a contracted workforce. While surveillance of the contract is the primary duty of the CGA, ever-changing customer requirements, the austere location and the unique manner of the business requires extensive interaction with local customers, as well as those in Iraq and Afghanistan to ensure their needs are met.

As with most overseas distribution facilities, diversity in the workforce plays a large role in how the organization does business. The DLA Distribution Kuwait/contractor team represents 18 different countries, with 21 languages spoken and all with the same goal: take care of the customer.

The organization remains successful by listening to its customers and anticipating their needs. Several initiatives have arisen as a result of customer

adaptation to include integration of the Theater Consolidation and Shipping Point from off-site to inside the compound, where they have become the consolidation point for all materials headed north to Iraq.

The Bahrain Landbridge was born; a highly successful program to move materiel over the road from Kuwait to Bahrain, through Saudi Arabia. DLA Distribution Kuwait was able to put key Navy customers on a scheduled service, at a significant savings over air transportation.

A similar initiative was initiated to shift high priority requisitions to Iraq from air to ground and is saving the war effort millions of dollars monthly, with immeasurable differences in customer wait time. Millions more have been saved by coordinating with the aerial port contractors to move DLA Distribution Kuwait-originating material on unused space on chartered aircraft moving Mine Resistant Ambush Protected vehicles to Afghanistan.

“The key is the creative, motivated people we have on

the team, who are continually challenged to use their talent and experience to come up with new and innovative ways to improve service to our customers,” said Brown. “They do not disappoint.”

“CENTCOM, and especially Afghanistan, is a logistical challenge every day, yet our team keeps getting better and better at ensuring the right material gets to the right place, at the right time and at the best value to the American taxpayer,” concluded Brown.

## DLA Distribution Kuwait, Southwest Asia





# Employee involvement – A DLA Distribution culture update

The Defense Logistics Agency culture survey provides the organization with the opportunity to identify areas for improvement based on the insights of employees across the enterprise. The leaders throughout DLA Distribution use the results to guide them to key areas to focus on improving their cultures. A key to any successful culture change is how involved employees are in the actual changes that are going to impact them.

Involvement is one of the four quadrants measured in the Denison Culture Model and described as “commitment... ownership... responsibility.” Denison defines involvement through three traits: empowerment, teamwork, and capability development. These combined traits demonstrate that effective involvement of employees requires that leaders understand that to be involved, employees must have the capabilities to contribute, the willingness and ability to work as part of a team to accomplish goals, and must be lead through informed empowerment where employees are given the authority to make decisions within the scope of their responsibility and can have input into decisions outside the scope. Over the years of DLA’s participation in the survey this quadrant has been a specific challenge area for DLA

distribution, as it is for many organizations.

“There are multiple ways that employees can become involved in improving the culture of an organization,” says John Destalo culture champion and member of the DLA Distribution Organization Development team. “Leaders can involve employees by conducting employee focus groups to clarify the concerns expressed in the survey and identify specific areas that need improvement.”

Leaders could also involve employees in identifying specific ways of improving the organization, such as, through a means of gathering employee suggestions or the creation of team-based local improvement efforts. The involvement can also include participating in the actual development and implementation of the organization’s culture action plans. “There is not one correct answer for how an organization involves their employees in the culture change process, but employee involvement should be a consideration with every culture action plan and for that matter any change process that impacts employees,” said Destalo.

One tool that is being used at numerous organizations within DLA Distribution to involve employees in the culture change

process is the development of a culture committee. “While the committee tool is not being used in exactly the same way there are key commonalities,” indicates Destalo. These committees are usually made up of volunteers from a cross-section of the workforce. They usually meet on a regular basis and have some level of responsibility for planning and execution. Some organizations give them broad or specific areas to focus on and use the committee to identify ways to improve in these areas. Some organizations use the committees to identify the focus areas; and some organizations have used the committee as a means of focusing on strictly climate related issues.

Examples of DLA Distribution organizations that are using this method to involve their employees in the culture change process are distribution facilities in Barstow, Calif., Texarkana, Texas, Cherry Point, N.C., Richmond, Va., Oklahoma City, Okla., Sigonella, Italy and DLA Distribution Mapping.

“Our facility in Barstow has also taken a further step in seeking to connect with other DLA Distribution organizations that have culture committees to share experiences and support each other’s efforts,” concluded Destalo.

# ***“Strategically Speaking”***

**United States Navy Lt. Cmdr. Gwen Garcia, regional distribution operations department head, DLA Distribution Norfolk, Va.**

## ***Warfighter Support Enhancement***

DLA Distribution Norfolk, Virginia, is constantly seeking new and innovative ways to better support the Warfighter. We've implemented a Command Duty Officer Program that ensures a director is always on call to respond to any customer emergency - 24 hours a day, seven days a week, 365 days a year.

Our Production Department reaches out to local sailors on ships regularly through customer service surveys for feedback on our Material Processing Center and Emergency Supply Operations Center.

Additionally, the Material Processing Center continues to expand the ship-specific sorting options offered to reduce the shipboard manpower required to receive material. This particular service is in such high demand the local aircraft carriers are now transitioning to become customers of our MPC.

## ***Stewardship Excellence***

As a result of the Navy Warehouse Transfer initiative, DLA Distribution Norfolk has already in-sourced a medical mission that was being conducted by 25 contractors. As a result the same mission is now being conducted by 5 government employees with no degradation in service.

The Intermodal Hub is finding ways to build air pallets for military air transport at a location collocated with the Norfolk Air Terminal. The cost avoidance by presenting AMC with pallet loads vice individual boxes could achieve \$3.6 million to \$5.0 million annually.

## ***Workforce Development***

DLA Distribution Norfolk has worked to get both managers and employees more involved in their own safety. Every employee has received training enabling them to lead safer and healthier lives. Lost time injuries have been reduced by 75 percent. The benefits continue to extend throughout the workplace and into their homes.

DLA Distribution Norfolk has also implemented a highly effective Supervisor Training Program that has helped to reshape the culture within our organization.

***Lt. Cmdr. Gwen Garcia***  
***DLA Distribution Norfolk, Virginia***



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

# COMING IN FUTURE ISSUES

We Are DLA

DDC's support to CENTCOM

Continuous Process Improvement

DDC's support to EUCOM and AFRICOM