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# DLA DISTRIBUTION *In Review*

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# TRAAEN'S TIPS

## COMMON PURPOSE: UNITY OF EFFORT, UNITY OF THOUGHT



### COMMUNICATION

- Keep the chain of command informed.
- Don't depend on technology to communicate...nothing takes the place of face-to-face communication. Face-to-face communication takes the guessing out of the game.
- Deliver the bad news as well as the good.
- Keep me informed of what you're doing...particularly on the things I've asked about.
- Don't assume that I know what you're doing.
- Shoot straight from the hip and don't sugar-coat it.
- Be transparent... don't work a hidden agenda.

### CUSTOMER SERVICE

- Know who your customer is, and what their business is. Provide what they want when they want it. Remember, there are internal and external customers.
- Find legal ways to provide unparalleled support to your customer.
- Your customer can go anywhere to get the service you provide. Make sure you become the provider of choice.
- Think out of the box...be creative.

### PROCESSES AND WORK ETHIC

- Get today's work done today. Leaving something for tomorrow will double your workload.
- Information is power...be informed.
- Keep it simple...stress fundamentals.
- Work in the future, not in the past. Understand why an occurrence happened, but not after it's water under the bridge.
- You own the processes; you need to understand them better than anyone.
- Fix the problem at its core, Band-Aids don't stick in our business.

### ANALYSIS

- Don't be a reporter.
- Base your decisions on metrics...make sure you are measuring the correct thing.
- The answer is never...“its always been that way.”
- Look at small problems as indicators of larger issues...if it looks wrong, feels wrong, or smells wrong, it probably is wrong. Be alert and aggressive.
- You should never be the last to know!

### LEADERSHIP

- Lead by example.
- Manage By Wandering Around (MBWA), read email and message traffic on your own time.
- Your people are watching you – set the example.
- Make the hard call, that's what you get paid for.
- Don't ask someone to do something that you wouldn't do yourself.

### THE NEW BOSS

- A new boss will bring with them new ideas and operate in a manner that has been successful for them. This doesn't mean that what you are doing is wrong. Different is just different.
- Safety needs to be the number one priority.

## DLA DISTRIBUTION IN REVIEW

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# Virtual Warehouse training provides employees the knowledge and skills t

*By Sherre Mitten-Bell, DLA Distribution Susquehanna, Pa., Public Affairs, and Stacy L. Umstead, DLA Distribution Public Affairs*

At DLA Distribution Susquehanna, Pa., the Department of Defense's largest distribution facility, Warfighter support is a number one priority. Having well-trained and fully-equipped personnel to perform the distribution mission, is a critical element in sustaining that mission. The latest initiative to train employees tasked with the mission to pick, pack, rewarehouse, and stow materiel is a program called Virtual Warehouse training. The program has been recognized by the DLA Distribution Training Center of Excellence workgroup for its success.

This virtual hands-on training allows new employees to work in a warehouse environment even before they hit the ground running. It also allows for current employees to obtain refresher training.

The two-day sessions begin in a training room where employees are introduced to their own personal trainer and provided a work package containing documents needed to assist them in performing their tasks at hand. The package includes the job hazardous analysis sheet, standardized work sheet and job breakdown sheet for each process. Sample Material Release Orders, or MROs, and various types of distribution process labels are also provided.

A detailed orientation of the Distribution Standard System, or DSS, DLA's distribution and warehousing management system, is included, and how it interconnects with processes they will be applying during the hands-on training.

Ensuring a safe working environment, employees are provided industrial safety briefings and lifting demonstrations, to include a "hazard walk" simulation prior to each training session.

With the classroom and safety training concluded, employees enter the floor of the virtual warehouse with their individual trainers and work through actual processes in "real" time.

They learn how to use radio frequency identification hand scanners to read and identify the data on labels before they walk through the staged rows of storage locations. They rehearse the picking, stowing, and rewarehousing process over and over with their trainer. This repetitive training method places emphasis on quality, not speed. Employees become familiar with packing supplies and apply the proper packing procedures used for various types of stock; and with each process, they enter the required data into DSS.



**An employee learns to use a hand-held scanner in the Virtual Warehouse.**

# s DLA Distribution Susquehanna, Pa., s to perform mission

With workforce development being one of the DLA Director's strategic focus areas, DLA Distribution Susquehanna, Pa., is leading the efforts with this important training: ensuring that newly-hired employees are confident and well trained before they even report to their work areas. "Our workforce is vital to our current and long-term success, this training allows us to maximize each employees' contributions to our mission success," said DLA Distribution Susquehanna, Pa., commander, United States Army Col. David Touzinsky. "The training continues to evolve and has become a



**The latest initiative to train employees tasked with the mission to pick, pack, rewarehouse, and stow materiel is a program called Virtual Warehouse training.**

platform for additional process improvements."

The virtual warehouse officially opened its doors in June 2009

and has evolved into a program where over 460 new and veteran employees have experienced this DLA Training Center of Excellence.



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the Office of Personnel Management website:**

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# DLA Distribution Mapping supports Pakistan humanitarian efforts

In the aftermath of the flooding in northern Pakistan which killed over 1,800 and affected more people than the 2010 Haiti earthquake, the 2005 Pakistan earthquake, and the 2004 Indian Ocean tsunami combined, DLA Distribution Mapping is doing its part to contribute to humanitarian efforts.

DLA Distribution Mapping, with detachments throughout the world, supported military units going into Pakistan both on the ground and in the air. The organization's support office in Bahrain provided maps, charts and aviation products to the 15th Marine Expeditionary Unit, or MEU. In total, Bahrain provided Marines with 37 lines and over 2,200 aeronautical and topographic products for use during the course of their deployment to provide humanitarian assistance to disaster stricken areas in Pakistan. Joint Operations Graphics, Evacuation Charts and Topographic Land Maps allowed the 15th MEU to safely operate both in the air and on the ground under difficult conditions.

Mapping support was not limited to in-theater commands, however, with DLA Distribution Mapping at Norfolk, Va., providing support to the USS KEARSARGE (LHD 3) and Marine Tactical Air Control Squadron (TACRON) 21, which were deploying to deliver aid to flood victims in Pakistan. The KEARSARGE received support from the Norfolk mapping office



**In the aftermath of the flooding in northern Pakistan which killed over 1,800 and affected more people than the 2010 Haiti earthquake, the 2005 Pakistan earthquake, and the 2004 Indian Ocean tsunami combined, DLA Distribution Mapping is doing its part to contribute to humanitarian efforts.**

in the form of a short notice, over the counter pickup of nearly 100 line items and a referral to DLA Distribution Mapping Headquarters of 26 line items, with a total quantity of nearly 450 products. The TACRON received nearly 500 line items with a total quantity of almost 550 products, all within 72 hours of notification.

“The support provided by our regional offices was critical in the safe navigation of the ships and other military to the region in order to provide aid to what seems to be, unfortunately, one of the largest humanitarian crises the organization has assisted,” said DLA Distribution Mapping commander United States Navy Cmdr. Robert Csorba.

DLA Distribution Mapping is one of DLA Distribution's 25 distribution facilities and is DLA's worldwide wholesale and retail distributor for geospatial products. DLA Distribution Mapping is networked with nine retail Map Support Offices serving United States Armed Forces, allies, and civilian agencies in seven countries. DLA Distribution Mapping and its nine Mapping Support Offices typically execute one million transactions per year with a worldwide workforce of only 155 civilian and military personnel. DLA Distribution Mapping is headquartered in Richmond, Va., and is collocated with Mapping Customer Operations, DLA Aviation, Richmond, Va.'s, item managers for geospatial products.

# Vendor Shipment Module program achieves milestone

By Stacy L. Umstead, DLA Distribution Public Affairs

DLA Distribution recently celebrated a Vendor Shipment Module, or VSM, milestone – 2,000 vendors enrolled.

VSM is the enterprise web-based distribution and transportation system used to process first destination shipments from vendor locations. VSM utilizes DLA's Distribution Standard System, or DSS, routing logic and addressing to provide DLA vendors with military shipping labels and transportation documents for their DLA-administered contracts.

DSS/VSM receives multi-daily updates from DLA Transaction Services for DoD Activity Address Code addressing and from Naval Operational Logistics Support Center for Navy and Marine Corps mobile units addressing. The addressing and routing are performed at point of shipment, not at point of customer order, which ensures that the most current data is utilized in determining material ship to and routing.

Currently there are 1,979 Free on Board destination and 47 Free on Board origin vendors registered in the system. Combined, there are over 109,000 shipments per month

which equates to over 1.3 million shipments annually.

VSM provides many important features to the vendor including supporting multiple vendor shipping locations, maintaining shipment histories, on-line sign up and live

training as well as system security.

The vendor is able to generate material inspection and receiving reports, packing lists, military shipping labels and container identification labels. The equipment requirements for the vendor are very basic; they need a personal computer, laser or thermal printer and internet access.

“There are significant benefits realized through vendor use of VSM besides those already mentioned,” said Sherri Troup, chief, Supply Chain Transportation Branch, DLA Distribution. “It standardizes the enterprise process, reduces customer wait time, offers data to air clearance authorities, gives the vendor immediate access to shipping addresses, reduces returned/frustrated shipments, transmits due in data to ports and trans-shipment points, improves in-transit visibility and automates routing and freight charge calculation for origin shipments.”

DLA Distribution offers VSM users access to a toll-free help desk number and VSM dedicated email address to answer any questions, provide assistance processing orders, training or to address any other concerns.

Vendors can sign up to use VSM via the DLA Distribution website at <https://dpms.ddc.dla.mil> Once signed up, vendors can receive training on the system via an online process.



The DLA Distribution Supply Chain Transportation Branch team.



# Guam distribution center becomes log

The United States Pacific Command Valiant Shield 2010 exercise recently was completed in the surrounding waters off the island of Guam. Valiant Shield focused on integrated joint training and interoperability among U.S. military forces while responding to a range of military scenarios. The exercise enabled real-world proficiency in sustaining joint forces' ability to detect, locate, track and engage units at sea, in the air, on land and in cyberspace in response to a vast range of mission arenas.

For nearly four weeks leading up to and during the 10-day exercise, DLA Distribution Guam, Marianas, became the logistical hub for all inbound cargo marked for the activities participating in the exercise. The volume of military support materials received for the Valiant Shield 2010 exercise accounted for an approximate 142 percent increase in cargo handling and processing. Likewise, Materiel Release Orders received and processed at the distribution center represented a 52 percent increase in workload production. The Material Processing Center alone saw workload go from an average of 2,200 line items a month to a whopping 10,000 plus during the exercise. "Despite the spike in demand and workload at the depot, the level of customer support remained at the highest level," DLA Distribution Guam,



**A DLA Distribution Guam, Marianas, employee loads supplies in support of Valiant Shield 2010.**

Marianas, commander United States Marine Corps Lt. Col. Ly Pecteau emphasized. "Our team here at DLA Distribution Guam has honed our skills and built experience throughout the year to meet all challenges to support the Warfighter for any mission requirement, with seamless coordination and execution, so our Warfighters can focus on accomplishing their mission." It is anticipated that residual cargo will continue to be processed at the distribution center, as the massive joint operation disperses back to "normalcy."

In conjunction with the increase in operations tempo as a result of the Valiant Shield 2010 exercise, DLA Distribution Guam, Marianas, personnel simultaneously provided materiel from stock and cargo movement support to the

Abraham Lincoln Carrier Strike Group as they transited through the 7th Fleet Area of Responsibility. Approximately 300 pallets, equaling about 1,200 pieces of cargo, were transported from DLA Distribution Guam, Marianas, warehouses onto the USNS Rainier for an underway replenishment evolution with the Lincoln Carrier Strike Group off the waters of Guam.

The Valiant Shield 2010 exercise brought approximately 20 U.S. Navy vessels together, including the nuclear-powered aircraft carrier USS George Washington and her Carrier Strike Group, the large-deck amphibious assault ship USS Essex Amphibious Ready Group, four guided-missile destroyers, four nuclear-powered submarines, two guided-missile frigates, two minesweepers, and one guided-

# Logistical hub for Valiant Shield 2010



**A helicopter participates in the underway replenishment evolution with the Lincoln Carrier Strike Group.**

missile cruiser, all manned by approximately 10,000 Sailors from Japan, Guam, Hawaii, and San Diego. The U.S. Air Force participation included the 13th Air Force Expeditionary Wing with approximately 150 aircraft: B-52 bombers, F-22 Raptor strike fighters, F-15C/D and F-16C fighter jets, KC-135 aerial tankers, and E-3 Airborne Warning and Control aircraft. The U.S. Marines onboard the USS Essex included approximately 2,200 personnel from the 31st Marine Expeditionary Unit based out of Iwakuni, Japan.



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# DLA Distribution Europe strengthens partnership with US EUCOM through combined military exercise support

By Emily Blubaugh, DLA Distribution Public Affairs

As DLA Distribution's largest distribution facility on the European continent and a forward deployed Theater Distribution Platform, DLA Distribution Europe, located in Gernersheim, Germany, has established a strong partnership with the U.S. European Command. This

partnership is strengthened by DLA Distribution Europe's participation in supporting national military exercises hosted by EUCOM, which aim to promote military interoperability by training our Nation's allies and allowing them to test their skills.

In 2010 alone, DLA Distribution Europe provided support to six such exercises, and is awaiting

requisitions for assistance to an additional three. The exercises, taking place in the EUCOM theater, aim to draw together a geographically dispersed network of allies, and DLA Distribution Europe's contributions often enable the success of these missions. Providing subsistence materials, consisting of gratuitous health and welfare items, as well as barrier materials to assist in

the construction of the exercise sites, the organization is enabling a positive relationship with the combatant command by providing the needed supplies for participating Warfighters.

DLA Distribution Europe support to EUCOM military exercise fosters collaboration to combat terrorism, intelligence capacity building, and strengthens an already close relationship between EUCOM and DLA, which was founded upon building a stronger logistics support network throughout the AOR.



DLA Distribution Europe provided setup support to exercise Sabre Strike by supplying items such as Meals, Ready to Eat, bottled water, concertina wire and fence posts. The organization's support of national military exercises like Sabre Strike, hosted by the United States European Command, is strengthening the existing partnership between DLA and the combatant command.

To date, DLA Distribution Europe has successfully filled requisitions for exercises Baltops 10 (Latvia), Sea Breeze 10 (Ukraine), Rapid Trident 10 (Ukraine), and Medcur 10 (Montenegro). All requirements received by the distribution center to date have consisted of subsistence items and bottled water.

“Although DLA Distribution Europe’s level of participation in each exercise may vary, the organization is always prepared to support any requirements for our allies as they arise. Although, these requisitions can come on short notice, posing a challenge when requiring country clearances, we strive to provide the timeliest support, as needed,” said United States Army Lt. Col. Steven Keller, DLA Distribution Europe commander.

Currently, DLA Distribution Europe is filling requisitions for multiple EUCOM-sponsored exercises in theater. Those exercises include Saber Strike II (Latvia) and Jackal Stone 10 (Poland).

Special forces multinational exercise Jackal Stone 10, conducted in the host nations of Poland and Lithuania, promotes cooperation and enhances interoperability amongst the participating special operations forces representing seven countries: USA, Ukraine, Croatia, Romania, Latvia, Poland and Lithuania. DLA Distribution Europe received and fulfilled requirements to move materiel, primarily subsistence, to

locations in Lithuania as well as Stuttgart Army Airfield.

Currently underway, DLA Distribution Europe met initial support requirements for exercise Sabre Strike 11 in Latvia, which promotes interoperability of Baltic and U.S. Forces in Afghanistan. Providing Meals, Ready to Eat, bottled water, concertina wire, and fence posts, the organization aided in supporting the training of over 2,000 troops.

The organization is currently awaiting requirements for exercises Frukus 10 (United Kingdom), North Coast 10 (North Sea), and Combined Endeavor (Romania).

“Just as our partners in EUCOM rely on DLA Distribution Europe to supply the required items in support of their exercises, we rely on those Warfighters worldwide who test their skills during military exercises held throughout the year in all corners of the globe. It’s an honor to be able to support such an important mission,” said Keller.

The primary purpose of EUCOM is to conduct military operations, international military partnering, and interagency partnering to enhance transatlantic security and defend the United States forward. DLA Distribution Europe’s Theater Consolidation and Shipping Point, which handles the rapid segregation, sorting, and consolidation of shipments and delivery to customers within the EUCOM AOR, has provided

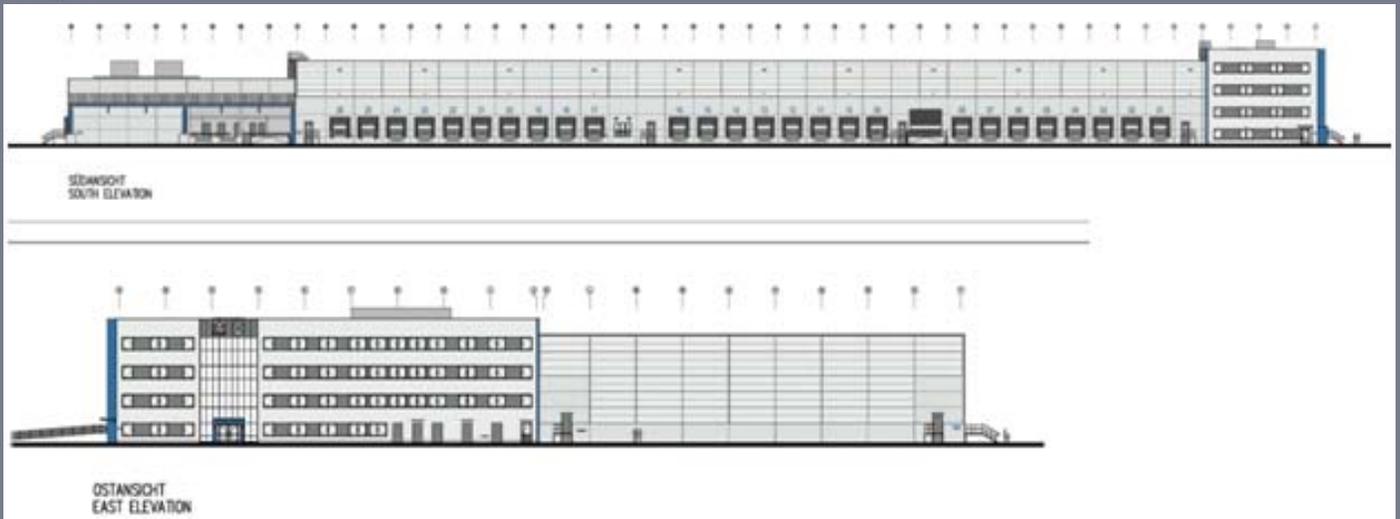
the means for the distribution center to establish a higher-level of support to the combatant command.

Additionally, this relationship was reinforced by a performance-based agreement, signed at the command’s headquarters in Stuttgart, Germany on Sept. 17 by DLA Director United States Navy Vice Adm. Alan Thompson. Going beyond basic exercise support, the signature of the agreement, originally signed in 2005, maintains that DLA be written into EUCOM concepts of operations plans.

As an integral part of the Defense Logistics Agency’s worldwide network of 25 distribution centers, DLA Distribution Europe provides initial surge capability during the transition to war phase, seamless joint theater distribution, and innovative support of DLA and Service managed materiel to all four service component Warfighters serving throughout Europe, Africa and the Middle East. Strategically positioned near the Rhine River and Ramstein Air Base in central Europe, its distribution facilities take advantage of readily available air, road, rail, and barge modes of transportation, as well as enabling its critical Theater break-bulk mission. Current commodities distributed by DLA Distribution Europe are repair parts, barrier and construction material, clothing and textiles, packaged POL, operational rations, and humanitarian relief support. Additionally, DLA Distribution supports DLA Aviation, through its retrograde program for ozone depleting substances.



# Future logistical hub of Europe construction ahead of schedule



*By Jessica Roman, DLA Distribution Public Affairs*

In March 2010, DLA Distribution Europe broke ground on what will be a 250,000 sq. foot distribution center which consolidates receiving, storage, issues, crossdocking and transportation operations in one facility. Today, construction on the project is 26 percent complete, 12 percent ahead of schedule.

Supporting Warfighters throughout three COCOMs, including Europe, the Middle East, and Africa, the new logistics hub will centralize DLA Distribution Europe operations from over 12 different locations.

The new building will provide administrative space, state-of-the-art mechanized operation and storage space, and includes a new capability supporting hazardous materiel storage. It will also have an environmentally-friendly biomass heating system which uses wood pellets for fuel.

The operations area includes receiving, shipping, and the Theater Consolidation and Shipping Point, with over 25 dock doors. The storage area will provide rack, bin, and walk-and-pick storage, and will be optimized through right-sizing locations with materiel. Right-sizing locations will allow for maximum utilization of space and increased number of storage locations in the same square foot area.

The warehouse and HAZMAT areas currently are at 90 percent completion of the foundation, and the heating building's walls are completed.



The administration area construction of the new DLA Distribution Europe facility is currently ahead of schedule.

# DLA Distribution Europe provides specialized support to the African Area of Responsibility

By Jessica Roman, DLA Distribution Public Affairs

Throughout Fiscal Year 2010, DLA Distribution Europe has been providing support to the African Area of Responsibility in unique ways. Supplying a mixture of materiel release orders and transshipments, DLA Distribution Europe is aiming to assist in the mission to improve command control between joint military forces in preparation for peacekeeping or antiterrorism missions.

In FY2010, DLA Distribution Europe provided support to six different African nations, including Djibouti, Morocco, Nigeria, Chad, Congo, and Burkina Faso. A total of almost 1,400 MROs, over 30 transshipments, and 34 containers were provided. In addition, over 260 MROs and transshipments were sent directly to the customer via small parcel.

DLA Distribution Europe's largest AFRICOM support was to Djibouti, where over 1,000 MROs and over 25 transshipments were completed, many through DLA Distribution Sigonella, Italy.

Exercise support is also a large part of DLA Distribution Europe's support to the area. Providing subsistence and barrier materials assisting in the construction of exercise sites, in FY2010, DLA Distribution Europe has assisted with several exercises including: Edged Response

10, Gulf of Guinea Phoenix 10, African Endeavor 10, all in Keyna; Nectar Bend, in Ethiopia; Flintlock 10, in Birkin Faso; African Lion 10, in Morocco; MedFlag 10, in Democratic Republic of Congo.

A mixture of Class I and Class IV (subsistence and construction) materials were shipped to support the exercises. Items included over 2,000 boxes of meals ready-to-eat, over 2,800 containers of water, over 10 boxes of bread, about 200 boxes of ultra heat treated "milk," almost 300 unitized group rations, about 25 rolls of barbed tape and concertina wire, about 60 fence posts, and over 3,100 board feet of lumber.

Since 2007, DLA Distribution Europe has also provided specialized support to Special Operations Command Africa, or SOCAF. A total of nine missions into the continent in support of SOCAF's train and equipment mission have yielded almost 15 containers, over 5 air pallets, about 5 flat racks (vehicles), over 500 MROs, all consisting of almost 40,000 total pieces of freight. DLA Distribution Europe has supported

the countries of Mali, Mauritania, Nigeria, and Chad.

DLA Distribution Europe, located in GERMERSHEIM, Germany, is the DLA Distribution's largest distribution facility on the European continent and a forward deployed Theater Distribution Platform.





# DLA Distribution Sigonella, Italy: A key link in logistical support to Europe and Africa

By Emily Blubaugh, DLA Distribution Public Affairs

Located in the middle of the Mediterranean and centrally positioned between two continents, DLA Distribution Sigonella, Italy, provides theater-specific distribution services and logistics support for United States European Command and African Command operations by leveraging an adaptive distribution network that delivers responsive, efficient and innovative Warfighter-focused support.

“Our organization has accomplished distribution functions to points south into the Gulf of Guinea and around the Cape leveraging all transportation options, both commercial and military, to support numerous

operations and missions within the EUCOM and AFRICOM Areas of Responsibility,” said DLA Distribution Sigonella, Italy, commander United States Navy Supply Corps Cmdr. Preston Gill. “DLA Distribution initiatives are improving cargo routing between established North and South channels and will further enhance support of trans-theater movement.”

The Navy Warehouse Transfer, for example, has extended DLA Distribution Sigonella, Italy’s, role in warehousing and distribution operations in Naples, Italy, and Rota, Spain, in support of both Europe and Africa. Rota and Naples have increased the center’s distribution network and the ability for loadout and sustainment of forces in these AORs.

routes, as Sigonella is the primary consolidation point for DLA Distribution Europe cargo destined for AFRICOM.

As the only organization with hazardous material and cold storage capabilities within the region in support of EUCOM/AFRICOM, DLA Distribution Sigonella, Italy, also has the distinction of being the central receiving and distribution center for all petroleum, oils and lubricants, and HAZMAT for the entire EUCOM/AFRICOM theaters, and it has, along the years, utilized existing military channels and leveraged commercial industry to develop a flexible, agile distribution network tailoring the support to the demand.

“Pin Point” logistics is another core competency which allows the distribution center to offer best support to the combatant commands, providing sustainment while being responsive to dynamic schedules for mobile units and extensive non-standard ports of call. “Pin Point’ refers to our ability to get material to ships and forces that may only have a small window of opportunity to receive the material as they pull in on short notice. This, along with our strategic location, affords shorter transit times and cheaper costs, especially to Africa,” said Gill.

The organization’s mission continues to evolve from regional distribution to supporting joint



DLA Distribution Sigonella, Italy, provides theater-specific distribution services and logistics support for United States European Command and African Command operations by leveraging an adaptive distribution network that delivers responsive, efficient and innovative Warfighter-focused support.

Additionally, the existing strategic partnership between DLA Distribution Europe and DLA Distribution Sigonella, Italy, allows the distribution centers to streamline the cargo flow between the Northern and Southern distribution network

operations extending beyond the Mediterranean, stretching further east and south into Europe and Africa. Although initially developed to support naval operations and afloat units in the Sixth Fleet Area of Responsibility, DLA Distribution Sigonella, Italy,

takes advantage of its strategic location and unique capabilities to support and sustain all Department of Defense agencies in a joint environment.

“At DLA Distribution Sigonella, Italy, we constantly strive to

improve logistical support to Warfighters worldwide,” said Gill. “I look forward to continuing to build valuable relationships with customers in the EUCOM and AFRICOM AORs and evolving our support.”

# DLA Distribution Europe Surface Optimization supporting Warfighter Support Enhancement and Stewardship Excellence

By *Thomas Brame and Charles Crumb, DLA Distribution Europe*

The Distribution Process Owner Strategic Opportunities, or DSO, team, consisting of the United States Transportation Command, Defense Logistics Agency, and U.S. General Services Administration, is working collaboratively with DLA Distribution Europe’s partners and customers to drive significant, tangible improvements in distribution performance to the Warfighter. One specific improvement included in the DSO effort is Strategic Surface Optimization, which focuses on the DLA Director’s focus areas of Warfighter Support Enhancement and Stewardship Excellence.

Working to that end, DLA Distribution Europe recently added an additional capability to handle 40 ft. containers, made possible through new container handling equipment, or CHE. The new CHE has the capability of handling 20 and 40 ft. containers and can lift up to 45 metric tons, or 99,000 pounds.

Prior to receiving the CHE, DLA Distribution Europe shipped only 20 ft. containers to customers in Afghanistan, accommodating approximately 20,000 lbs. The ability to ship 40 ft. containers now allows for approximately 44,000 ft. of transport. This constitutes a significant improvement for the distribution center, considering that the majority of freight being sent is construction materiel. One truck hauling two 20 ft. containers can accommodate eight bundles of 16 ft. lumber, whereas one truck with a 40 ft. container can hold not only the eight bundles of lumber, but also an additional four bundles of plywood. As a result, the container shipped is now fully utilized and the Warfighter now receives more freight per shipment.

Additionally, the capability included cost efficiencies. It was determined that the average cost to ship 20 ft. containers via the Northern Distribution Network, or NDN, is approximately \$32,000 per



truck; however, a 40 ft. container saves approximately \$11,000 per shipment.

DLA Distribution Europe began shipment of 40 ft. containers on a regular basis utilizing the new CHE in early Aug. 2010. Since August, there have been 381 40 ft. containers shipped via the NDN, equating to a savings of approximately \$4.2 million, or a return on investment of nearly \$3.5 million.

DLA Distribution Europe’s added capability is just another fine example of how the agency, as a whole, continues to look for ways to reduce cost while preserving or enhancing support to the Warfighter.



# Military exercise support enhances formal partnership between DLA Distribution Europe and USAFRICOM

*By Emily Blubaugh, DLA Distribution Public Affairs*

With the recent signing of an agreement signifying an official partnership between the Defense Logistics Agency and United States African Command, a relationship between DLA Distribution Europe and the combatant command has been cemented in place - a relationship that was already made strong with the distribution center's support to

AFRICOM's military operational exercises.

In 2010 alone, DLA Distribution Europe provided support to three such exercises in the Area of Responsibility, and is awaiting requisitions to support an additional four. Providing subsistence materials, consisting of gratuitous health and welfare items, as well as barrier materials to assist in the construction of the exercise sites, DLA Distribution Europe supports

the execution of the exercises, which aim to improve command and control between joint military forces in preparation peacekeeping or anti-terrorism missions.

Currently, DLA Distribution Europe is supporting five exercises within the AFRICOM AOR, including Medflag 10 (Congo), Edged Response 10 (Kenya), Gulf of Guinea Phoenix 10, African Endeavor 10 (Kenya), and Nectar Bend (Ethiopia).



Pictured are four containers filled with Meals Ready to Eat, Unitized Group Rations, and Ultra High Temperature milk which were packed and shipped by DLA Distribution Europe employees in support of an annual military exercise held within the United States African Command Area of Responsibility.



Earlier in the year, DLA Distribution Europe fulfilled requirements for exercises Flintlock 10 and African Lion.

To date, requirements have only been received for Exercise Medflag 10, which promotes the combined readiness of AFRICOM medical forces to respond to humanitarian emergencies. DLA Distribution Europe has completed shipment of the required four containers in support of the exercise.

Earlier in the year, DLA Distribution Europe fulfilled requirements for exercises

Flintlock 10 and African Lion. A month-long combined exercise with the Moroccan Army, African Lion is Africa's largest military exercise. DLA Distribution Europe workers pre-stuffed and positioned four 20-ft. containers of Meals, Ready to Eat, Unitized Group Rations, and Ultra High Temperature milk in support of the exercise, which Marines from the major subordinate commanders under Marine Forces Reserve

participate in annually.

"It's extremely gratifying to know that our organization is doing everything we can to support the improved interoperability and mutual understanding of our ally nation's tactics, techniques and procedures," said DLA Distribution Europe commander United States Army Lt. Col. Steven Keller. "We look forward to continuing support to AFRICOM exercises in the future."



# Experts from DLA and Army hold implementation meeting to discuss hazardous materiel functions transfer at Corpus Christi, Texas

The Base Realignment and Closure directive of 2005 directed that the supply, storage and distribution of hazardous materiel function currently being performed by Corpus Christi Army Depot, or CCAD, transition to DLA Distribution Corpus Christi, Texas. As a result of the directive, experts from the Defense Logistics Agency and the United States Army held their first implementation meeting to discuss the transfer and develop a plan for the way forward.

Members from DLA, Aviation Missile Command, or AMCOM, and CCAD, met in Corpus Christi, Texas, to gain a common understanding of the functions and processes of the mission and how they interface within the overall CCAD maintenance requirement process.

During the meeting, members received a variety of briefings and overviews before touring CCAD's current SS&D/Hazmat functional areas – giving an “on-the-ground” perspective.

DLA Distribution Corpus Christi, Texas, commander, United States Army Lt. Col. Bernard Warrington hosted a tour of the facilities showcasing DLA's mission operations.



**Experts from the Defense Logistics Agency and the United States Army participate in a tour of DLA Distribution Corpus Christi, Texas' facilities showcasing DLA's mission operations**

In preparation for transition of workload in February 2011, six Integrated Process Teams were established by functional area: Supply, Storage and Distribution; Information Technology; Facilities, Safety, Equipment and Maintenance; Financial management and Metrics. “These teams will develop the Plan of Action and Milestones, tasks and deliverables,” said Warrington.

According to Warrington, the team was able to achieve its initial objectives. “While there are a few concerns and tons of work ahead of all involved, this presents a welcomed new chapter in CCAD and DLA, Distribution Corpus Christi, Texas history of integrated and collaborative work in support

of the Nation's greatest treasure, its Soldiers, Sailors, Airmen and Marines.”

The February transfer will include the 63 contractor personnel who currently perform the mission.

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# DLA Distribution completes final phase of Lone Star BRAC execution plan

By Emily Blubaugh, DLA Distribution Public Affairs

With one year remaining in the Base Realignment and Closure, or BRAC, 2005 Supply and Storage implementation plan, DLA Distribution has completed the final phase of the BRAC discretionary action to vacate Lone Star Army Ammunition Plant, or LSAAP, located in Texarkana, Texas, ahead of schedule.

In August 2008, DLA Distribution and DLA Distribution Red River, Texas, began a two-phase relocation of over 1.3 million gross square feet of major end items and repair parts from LSAAP, as part of an Army-funded effort resulting from the BRAC 2005 legislation which called for Army to close the facility.

Intense collaboration with DLA Distribution Red River, Texas, the United States Army, and DLA Disposition ultimately resulted in the disposal and relocation of over 1.2 million cubes of materiel, and the return of 20 buildings and over 100 storage tanks to the Army.

“The outpouring of effort from DLA Distribution Red River, Texas, employees has been tremendous and was the catalyst behind meeting and exceeding the Army’s strict timeline in vacating the facility,” said Pat Quenga, DLA Distribution BRAC office. “The ability to



**DLA Distribution has completed the final phase of the BRAC discretionary action to vacate Lone Star Army Ammunition Plant.**

balance this realignment while supporting wars in Iraq and Afghanistan shows a remarkable dedication to DLA Distribution’s mission of supporting the Warfighter.”

Phase I, the initial phase, consisted of the movement major end items, such as nearly 2,500 vehicles, resulting in the return of over 616,000 gross sq. ft., and over 193,000 gross sq. ft. in storage tanks. This phase also relocated repair parts to various stock locations within DLA Distribution Red River, Texas, and installation host Red River Army Depot.

Phase II, the final phase which began in August 2009, saw the return of all remaining materiel to the two footprints, as well as a movement of repair parts to DLA Distribution operations in Barstow and Tracy, Calif. This phase has resulted in DLA

Distribution returning nearly 400,000 gross sq. ft. of covered and open storage space.

DLA Distribution and DLA Distribution Red River, Texas, have aligned the United States Army for a successful Army BRAC transfer to the Local Reuse Authority by September 2011.

“Implementing the BRAC 2005 recommendations has been complex and challenging, but the completion of this action ahead of schedule is a testament to our organization’s commitment to DLA Director Vice Adm. Thompson’s focus on Stewardship Excellence, and our ongoing effort to enhance our facilities utilization effectiveness,” said Senior Executive Service member William H. Budden, DLA Distribution deputy commander.



# DLA Distribution Tobyhanna, Pa.: Support

Nestled in the beautiful and scenic Pocono Mountains of Pennsylvania is DLA Distribution Tobyhanna, one of 25 distribution centers organizationally assigned to the Defense Logistics Agency. As a forward distribution point of DLA Distribution headquartered in New Cumberland, Pa., DLA Distribution Tobyhanna, Pa., supports the maintenance, overhaul and repair mission at Tobyhanna Army Depot. DLA Distribution Tobyhanna, Pa., receives, stores, packs and issues a variety of Service-owned and DLA secondary and major end items used to support the Department of Defense's immense communications and electronics programs.

DLA Distribution Tobyhanna, Pa., is the proud recipient of several DLA Director's Awards for Organizational Excellence received in 1994, 1995 and 2002, and in June 2000, DLA Distribution Tobyhanna, Pa., along with its venture partners, was awarded the National

Partnership for Reinventing Government Hammer Award by Vice President Al Gore.

For 39 years, DLA Distribution Tobyhanna, Pa., was known as Tobyhanna Army Depot Supply Directorate. In 1992, as the result of Defense Management Review Decision 902, all Service depot distribution services were consolidated under DLA for all DoD customers. Originally designated in 1992 as Defense Distribution Depot Tobyhanna, DLA Distribution Tobyhanna, Pa., was one of eight distribution depots assigned to Defense Distribution Region East, or DDRE. DDRE and Defense Distribution Region West later consolidated into the Defense Distribution Center. On July 19, 2010, DDTP was renamed as DLA Distribution Tobyhanna, Pa. The distribution center's focus has always been to support the Warfighter and to have an unwavering commitment to the Maintenance Program at TYAD. To understand the complexity of the mission at DLA Distribution Tobyhanna, Pa., one first has to

gain an appreciation of the work performed at Tobyhanna Army Depot.

Tobyhanna Army Depot is the largest, full-service electronics maintenance facility in all of DoD. The depot's mission is total sustainment, including design, manufacture, repair and overhaul, of hundreds of electronic systems. They include satellite systems, radio and radar systems, telephones, electro-optics, night vision and anti-intrusion devices, airborne surveillance equipment, navigational instruments, electronic warfare, air traffic control, and guidance and control systems for tactical missiles. Tobyhanna is DoD's recognized leader in the areas of automated test equipment, systems integration and downsizing of electronics systems. The Army has designated Tobyhanna as its Center of Industrial and Technical Excellence for C4ISR and Electronics, Avionics, and Missile Guidance and Control. The Air Force has designated



# Supporting the Warfighter for over five decades

Tobyhanna as its Technical Source of Repair for command, control, communications and intelligence systems. Tobyhanna Army Depot has served our nation for over 57 years having opened on Feb. 1, 1953, following two years of construction. However, the Army has maintained a nearly continuous presence in Tobyhanna since 1912, when the site was first used as a field artillery training camp. Other uses include a Civilian Conservation Corps camp, artillery training of West Point cadets and as a World War II prisoner-of-war camp and storage point for gliders used in the D-Day landings at Normandy in 1944. From its establishment as Tobyhanna Signal Depot in 1953 until the present time, supply and transportation operations have been an integral part of Tobyhanna Army Depot's proud history, first as the Army's Supply Directorate, until today's DLA distribution operations.

The complexities of the mission at Tobyhanna Army Depot and the increasingly diverse maintenance workloads have proven to be a challenge for DLA Distribution Tobyhanna, Pa., at times. In 1988, when the distribution center was still assigned to Tobyhanna Army Depot as its Supply Directorate, the first Base Realignment and Closure, or BRAC, Commission recommended the transfer of workload from Lexington-

Blue Grass Army Depot, Ky., to Tobyhanna. The 1991, BRAC recommended the closure of Sacramento Army Depot and directed a competition for its workload between the Air Force's Sacramento Air Logistics Center and five Army depots. Tobyhanna Army Depot won four of the five competitions. In 1993, Tobyhanna again gained additional workload through the BRAC process acquiring workload from Vint Hill Farms Station, Va. In 1995, the BRAC commission closed Sacramento Air Logistics Center and directed its ground communications-electronics workload to Tobyhanna.

While Tobyhanna Army Depot workload has continued to grow over the years, DLA Distribution Tobyhanna, Pa., has chartered a course toward efficiency by reducing its inventory and downsizing storage facilities which have complemented the expansion of the host. In 1994, through a joint venture with Tobyhanna Army Depot and DLA Distribution, DLA Distribution Tobyhanna, Pa., planned for the elimination of retail stock at Tobyhanna and transferred it to its sister depot at Susquehanna, Pa. This year long planning effort was carefully coordinated among the principals, most notably, the Army's Communications-Electronics Command at Fort Monmouth, N.J. This became known as the Central Depot Concept and was a great

success as well as a precursor to footprint reduction efforts currently mandated by the BRAC 2005 Supply Storage and Distribution Determination.

What once was a robust organization comprised of over 500 people with supply responsibilities related to both wholesale and retail material, is now a very lean and efficient organization responsible for an inventory of over 23,000 lines of Service and DLA wholesale material valued at more than \$5.6 billion. DLA Distribution Tobyhanna, Pa., has a phenomenal workforce that endured a significant downsizing as the result of an A-76 competition in 2001. Today's workforce is more focused on efficiencies and process improvements that allow the distribution center to be successful and continue to provide outstanding support to the Warfighter. "The diversity of our workforce and the talents they bring to our distribution program is what makes this a great place to work and command," according to DLA Distribution Tobyhanna, Pa., commander, United States Army Lt. Col. Bruce McPeak. "DLA Distribution Tobyhanna is a truly a team-based organization where every employee understands the organization's key objectives and what role they play in improving operational efficiency and customer satisfaction."



## DLA Distribution's culture tip: Use the model...not just the survey

The Defense Logistics Agency's culture survey provides the organization with the opportunity to identify areas for improvement based on the insights of employees across the enterprise. The leaders across the enterprise use the results to guide them to key areas to focus on improving their cultures.

Now that another cycle of survey administration is complete and DLA is awaiting the results, managers at DLA Distribution are encouraged to use the Denison model as a management tool.

"Sometimes, with the amount of focus placed on the survey and results, the power of the Denison Model itself can be missed," said John Destalo, culture champion and member of the DLA Distribution Organization Development team. "The model was actually developed prior to the survey instrument and was developed through a scientific method to identify what elements of an organizational culture drive high performance."

Many years of research went into surfacing these key elements and creating the model. From the model, the survey along with the database was developed as tool to help organizations assess their performance and identify key areas to improve.

"While the survey questions and results have been critically important management tools in DLA for building a high performance culture, it is not the only Denison tool available to managers. It is also important

to recognize that the Denison model itself can be used as a management tool," said Destalo. "In the past, this element has not been recognized or used as effectively as it could have been."

By focusing on the model, leaders and managers of projects and initiatives as well as organizations can use the model itself as a management tool to support all steps of any Plan-Do-Check-Act process.

According to Destalo, one way this is done is for a leader to use the four quadrants as a checklist with the team to stay focused on the key elements that will help a team achieve successful performance. "In leading a team, a leader can engage with the team members to answer the following questions in each of the four Denison Model quadrants."

### **Mission:**

Are we clear about what we are trying to accomplish?

Do we know how our project/initiative connects to the organization's strategy and vision?

Do we have goals and targets established?

### **Consistency:**

What processes will be impacted?

Who do we need to coordinate with?

What are the key issues we need

to resolve?

### **Involvement:**

Who is on the team?

Do we have the skills we need?

Do we have the authority to act?

### **Adaptability:**

How will this effort impact our customers?

What do we need to change and why?

What are we learning in the process?

Using the model in this way helps teams and organizations develop a common language about culture. "Having this common language can help leaders connect the dots for their teams to understand what culture is, why it is important for performance and how it can be managed and changed," continued Destalo. It also helps employees who work on these teams to better understand the elements of the survey as they see how each of the quadrants are enacted in their day-to-day work as a member of this team or project. "This increased understanding of how the four quadrants are enacted on a day-to-day basis helps employees relate the survey questions directly to their work environment," concluded Destalo.

DLA's culture survey results are expected in the December/January timeframe.

# ***“Strategically Speaking”***

**Thomas Henry, general supply specialist,  
DLA Distribution Distribution Operations**

## ***Warfighter Support Enhancement***

Alongside my team, I provide specialized support to the Warfighter in Afghanistan for the Afghanistan Bill of Materiel, or BOM, Project. 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. The materiel required for this project needs to be ordered quickly, shipped expeditiously, and tracked until delivered in theater. The responsibility of procuring the materiel falls to DLA Troop Support.

The shipping and tracking is completed by the Afghan BOM team at DLA Distribution, with the support of DLA Distribution Susquehanna, Pa. The materiel arriving at DLA Distribution Susquehanna, Pa., has no Military Shipping Labels, or Transportation Control Numbers, or TCNs, available to receive or track. Every skid arriving at DLA Distribution Susquehanna, Pa., is assigned a TCN and the materiel is then recorded into a spreadsheet by a member of the team. The materiel is expedited on pure air pallets, containing only that BOM's materiel. Additionally, the customer is provided additional value-added services, such as colored placards on the skids, placed on the outside of the air pallet, and double bagging of the air pallet for additional reinforcement. I am in charge of creating the placards, based on information provided by the Warfighter.

On a daily basis, I coordinate with DLA Distribution Susquehanna, Pa., DLA Troop Support, prime vendors, and the Warfighter. Any given day we are working/tracking 20-30 BOMs, coordinating the flow of materiel into DLA Distribution Susquehanna, Pa., with up to five prime vendors, and working any and all issues for the Warfighter. We all understand that this project is of utmost importance, as this materiel is being constructed to house troops in theater.

## ***Key to Success***

The key to the success of this project to this point has been the ability of all the DLA areas to adapt to the change in focus and needs of the customer, from the procurement of the materiel, to the shipping/tracking of the pallets.

## ***Workforce Development***

I strive to do better, know more, and outperform the person I was yesterday, a week earlier, and so on, much like the Pittsburgh Steelers organization. The atmosphere that Art Rooney, Sr., instilled, not only in the football team, but in the organization as a whole and the community, cultures a sense of individual responsibility and treating others with respect. This is the same attitude I carry with me and try to inspire in others as we do our part to support our troops overseas.

**Thomas Henry**  
**DLA Distribution Distribution Operations**



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



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## COMING IN FUTURE ISSUES

**DLA Distribution Expeditionary**

**DLA Distribution one year in review**

