

Meet DDC's deputy commander

By Stacy L. Umstead, DDC Public Affairs Office

William H. Budden, a member of the Senior Executive Service, is deputy commander, Defense Distribution Center, responsible for a global storage and distribution network holding inventory valued in excess of \$98 billion through fixed and deployable infrastructure and expeditionary personnel. DDC operates 25 distribution depots in 7 countries and 13 states and, deployable depot capability, with approximately 10,000 civilian, military, reservists, and contractors. Prior to this assignment he was the executive director of Strategic Programs Directorate (J-39), Defense Logistics Agency. J-39 is responsible for all implementation, planning and programming, coordination, cross military service coordination and collaboration, execution monitoring, communication, training and on-site assistance actions resulting from the Base Realignment and Closure, or BRAC, 2005 Supply & Storage decisions impacting the Department of Defense.

Budden entered the Air Force in June 1976 as a transportation specialist. He served in a number of positions leading transportation, supply, and mobility operations, including aerial and water port. He entered civil service in 1987 when assigned to Air Force Standard Systems Center, Gunter Air Force Base, Ala., where he was a functional analyst on current and future transportation systems.

While assigned to Patrick Air Force Base, Fla., Budden managed the traffic management flight, including support on the Eastern Test Range and at Cape Canaveral Air Force Station. In 1993, he was assigned to his first joint duty assignment at U.S. Transportation Command, Scott Air Force Base, Ill., where he provided worldwide channel validation and supported the development of logistics support plans.

In 2000, Budden was reassigned to the Traffic Management Directorate at Headquarters U.S. Air Force where he was responsible for passenger, cargo, and personal property movement policy and procedures. He later served as the principal adviser on logistics issues and director of Logistics to the Assistant Secretary of the Air Force, integrating logistics, installations and environmental resources to ensure weapon system readiness. In June 2003, he became deputy director for Product Support at the Oklahoma City Air Logistics



William H. Budden, Senior Executive Service

Center, or ALC, which was later designated as the 327th Combat Systems Sustainment Group. In this position he was the ALC's lead for a number of Air Force and Air Force Materiel Command efforts, including the Product Support Working Group, Program Executive Officer realignment, ALC reorganization and the Product Support Campaign.

In 2005, Budden became the deputy director of Logistics Readiness, Office of the Deputy Chief of Staff for Logistics, Installations and Mission Support, Headquarters U.S. Air Force, Washington, D.C. Under his leadership, the directorate

was responsible for organizing, training and equipping 33,000 people worldwide in the Air Force logistics readiness career field, including materiel and equipment management, fuels, vehicle management and operations, distribution, personal property and passenger traffic management. This included the development of Air Force agile combat support concepts, doctrine, exercises and sustainment policies with the Office of the Secretary of Defense, defense agencies, the Joint Chiefs of Staff, and combatant commanders and major command staffs. In 2007, he was assigned to his second joint duty with Defense Logistics Agency where he has held two diverse positions.

EDUCATION

1985 Bachelor of Science degree in industrial management, Kansas Newman College, Wichita

1989 Master of Arts degree in public administration, Northern Michigan University, Marquette

1997 Air Command and Staff College, by seminar

1999 Air War College, by seminar

2000 Excellence in Government Fellow

2001 Defense Leadership and Management Program

2002 Master of Science degree in national security strategy, National War College, Fort Lesley J. McNair, Washington, D.C.

2005 Executive Leadership in a Changing Environment, Brookings Institute, Washington, D.C.

CAREER CHRONOLOGY

1. December 1976 - July 1980, passenger travel supervisor, Traffic Management Flight, 7625th Logistics Squadron, U.S. Air Force Academy, Colorado Springs, Colo.

2. July 1980 - August 1982, Traffic Management Supervisor, Traffic Management Office, 100th Transportation Squadron, Beale Air Force Base, Calif.

3. August 1982 - August 1983, technical assurance evaluator, 12th Missile Warning Group, Thule Air Base, Greenland

4. August 1983 - August 1985, Traffic Management Superintendent, Traffic Management Office, 381st Transportation Squadron, McConnell Air Force Base, Kan.

5. August 1985 - August 1988, senior transportation systems analyst, Standard Systems Center, Gunter Air Force Base, Ala.

6. August 1988 - May 1991, traffic management officer, 410th Transportation Squadron, K.I. Sawyer Air Force Base, Mich.

7. May 1991 - August 1993, traffic management officer, 45th Transportation Squadron, Patrick Air Force Base, Fla.

8. August 1993 - January 2000, Chief, Joint Logistics Division (J3/J4) and; Technical Adviser for Business Operations (J4), U.S. Transportation Command, Scott Air Force Base, Ill.

9. January 2000 - July 2001, Deputy Traffic Management Division, Directorate of Transportation,

Office of the Deputy Chief of Staff for Installations and Logistics, Headquarters U.S. Air Force, Washington, D.C.

10. July 2001 - July 2002, student, National War College, Fort McNair, Washington, D.C.

11. July 2002 - June 2003, Director of Logistics, Office of the Assistant Secretary of the Air Force for Installations, Environment and Logistics, Washington, D.C.

12. June 2003 - September 2005, Deputy Director for Product Support and; Deputy Director, 327th Combat Systems Sustainment Group, Oklahoma City Air Logistics Center, Tinker Air Force Base, Okla.

13. September 2005 - May 2007, Deputy Director of Logistics Readiness, Office of the Deputy Chief of Staff for Logistics, Installations and Mission Support, Headquarters U.S. Air Force, Washington, D.C.

14. May 2007 - May 2009, Executive Director of Strategic Programs, Logistics Operations & Readiness, Defense Logistics Agency, Fort Belvoir, Va.

15. May 2009 - present, Deputy Commander, Defense Distribution Center, Defense Logistics Agency, New Cumberland, Pa.

AWARDS AND HONORS

Air Force Commendation Medal with four oak leaf clusters

Air Force Achievement Medal

DDC Leadership

2000 Department of Defense
Civilian Service Achievement
Medal

2001 and 2003 Meritorious Civilian
Service Medal

2007 Presidential Award for
Leadership in Federal Energy
Management

PROFESSIONAL CERTIFICATIONS

Program Management, Level I

Life Cycle Logistics, Level II

Q. What are you looking forward to most while serving as DDCs deputy commander?

A. The DDC has by name been in existence for 12 years but this organization is built on a long legacy of providing storage and distribution excellence for the Department of Defense.

Clearly it is an honor to be part of an organization with a rich history and astonishing mission.

As you know, DDC provides global response capability to support military services and warfighters through fixed and deployable infrastructure and expeditionary personnel. DDC operates 25 worldwide distribution depots in 7 countries and 13 states with approximately 10,000 civilian, military, reservists, and contractors. These professional logisticians operate approximately 52 million square feet of covered storage, holding inventory valued in excess of \$98 billion and supported by unsurpassed logistics information management.

What I look forward to most while serving as DDCs deputy commander is providing focus on optimizing the storage and distribution network to be

prepared for emerging force structure changes to meet non-linear, asymmetric warfare requirements. A major part of our future capabilities is our forward presence depots and the Defense Distribution Expeditionary Depot (DDED). DDED provides theater storage and distribution expertise and material visibility in a manner similar to an existing depot but in a dynamically scalable and readily deployable and re-deployable manner capable of responding to highly mobile combat forces anywhere in the world.

Q. What do you wish to accomplish during your tenure as DDCs deputy commander?

A. As the DDC operates in the joint environment there are significant opportunities daily to solve complex problems. I am fortunate enough coming to DDC to have one of the highest



Defense Distribution Center, or DDC, deputy commander William Budden, Senior Executive Service, speaks to several members of DDC's leadership.

experienced workforces capable of solving diverse national level war fighter issues. I would put our professional logisticians against any public or private sector work force anytime. That said we are an aging workforce with a significant number of us being eligible to retire today and many more becoming eligible in the next few years. When my tenure is over I will be satisfied if I can look back and we have an accession plan producing replacements that are capable of managing the dilemmas we will confront, the work forces they will lead, and the technologies we will use.

Q. You served in the United States Air Force for several years, so you have been at the end of the DoD supply chain. Have you seen improvements over the years?

A. I have in my 33+ year career held positions in the United States Air Force from squadron to Center and Headquarters USAF to the Secretariat of USAF across multiple functional specialties. I also served in the Air National Guard and have held multiple positions in U.S. Transportation Command (USTRANSCOM) and now Defense Logistics Agency (DLA).

Those Military Service and Joint experiences have each provided unique opportunities to look at many aspects of the end- to-end DoD supply chain. I do believe that there have been changes required to meet mission needs now and in the future but there are many things that are the same. There are still many instances where there is significant excess

and other instances where we are either stock low or stock out with backorders taking days, weeks, and in some cases months to satisfy. I believe that the military services now have the capability to detect supply chain support problems early, ability to react effectively and efficiently, possess a huge respect for limited resources and risk tolerance. I believe that the joint community can now shape the capability of supply chains in order to adopt strategies that promote collaborative action among network partners and the value of deploying technologies that enable intelligent adjustment to major environmental changes. The right mix of these capabilities is crucial to building end-to-end supply chain solutions for the war fighter.

Q. As DDC moves forward as DoD's premier distribution provider, what challenges do you see ahead?

A. I believe DDC is DoD's premier storage and distribution provider already. I also believe we are as prepared to address future challenges as we were to address the challenges that we as an organization have overcome in the last 12 years.

As an example, BGen Talleri developed his FY10 DDC Commanders Guidance after assessing our mission in light of the FY 2010 DLA Director's Guidance, which lays out the roadmap to our intended destination. To meet the requirements of his guidance, we must be committed to living within our means. To that end, we will pursue a containment strategy

during FY 2010. This strategy focuses on accomplishment of more modest goals in exchange for lower costs and lower near-term risks.

This guidance documents the direction we will take as we focus on the distribution needs of our customers, develop and mature partnerships with stakeholders and other providers, implement refinements to our strategic network, and adopt improved business practices and technologies. If we follow this general principles while providing support and service levels that are customers find relevant and can afford we will do well.

Q. DLA and DDC have begun working actions as a result of the BRAC 2005 decision, as we execute those actions, what will be DDC's key to successful implementation?

A. Leadership! We are reconfiguring a distribution network that has served the department well for more than a decade and that takes leadership. We are reducing our facility footprint with an end state goal of approximately 15.1M GSF or roughly 50 percent of our CONUS footprint. But leadership has produced an FY09 closeout reduction of 7.1M GSF and we expect to add another 653K GSF by the end of November 2009. It will also take a significant amount of leadership to create the functions that transferred from the military services to DLA at the industrial sites and DDC storage and distribution capabilities at those same sites.

Q. What has impressed you most with the DDC workforce?

A. Clarity! I believe we have a workforce that has the ability to be incredibly flexible and versatile. They see through messes and contradictions which are common in today's environment. We have the ability at all levels to be clear about our capabilities, but very flexible about how we execute our mission. As volatility, uncertainty, complexity and ambiguity increase, there will be many people wanting to be led out of the mess but there are others that thrive in that environment. I believe we have a workforce and leaders that have the ability to discern what to do when faced with complex storage and distribution issues and they take clear and concise action. We have a workforce that is unmistakably practical...which translates easily into effective and efficient operations.

Q. In the next several years, as our military transforms, what opportunities do you foresee for the DDC?

A. There is a great book entitled *Be Different or Be Dead: Your Business Survival Guide* and in that book it describes the environment we are entering and the opportunities that may exist if we survive. For certain the DDC operates in a world of unpredictability, constantly challenged by random events that test their viability. In such an environment, organizations must develop a strategy based on the dynamics most likely to affect them...for us those are most likely increased requirements and

decreased resources.

In today's volatile environment, random external events challenge the traditional techniques we have used at DDC to manage for at least 12 years. Unlike most other organizations we are not relying on traditional forecasting tools and models to predict where we will be in the future.

We are well positioned to create meaningful and compelling differences that will separate us from others operating in the end-to-end supply chain. DDC knows how to provide a meaningful difference where we combine a high expectation for effective and efficient customer support. We will be able to react quickly to customers that need/want to divest their storage and distribution missions to a quality service provider...DDC!

Q. What one piece of advice would you like to offer employees new to the Federal Service?

A. Take control of your own career...always look for opportunities to take advantage of your knowledge, skills, abilities, and interests. Always find a way to make your ideas and views known but respect the fact that others may not value them as much as you... be open to criticism. Manage your career knowing that there is an end one day and you do not want to be there alone...balance your personal life with your professional desires. And finally, I believe that there are seven leadership dimensions required to be highly effective in either the military service or

joint environment and, these dimensions can only be thoroughly developed through experience in both environments: vision, reality, ethics, courage, tolerance (when warranted), personal responsibility and accountability.

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

A. Levity...why does it have a place in the workplace? People are 100 times more likely to follow and produce if we can simply lighten our communication up a bit. I believe building a fun and creative culture produces the best results. But, just because we can add some levity into the environment does not mean I am not obsessed with better.

Q. How do you measure success professionally? Personally?

A. Professionally, be a part of an organization with customers that know in very clear and specific terms why they only have one choice, and that choice is DDC. Being in touch with what is real and being connected with my boss, my colleagues, my co-workers, and my customers.

Personally, knowing and practicing the art of balance. First, taking care of myself and my family; then be relentless, as well as realistic, in my pursuit of results.

Q. Lastly, Steelers, Eagles or Ravens?

A. Steelers, of course...it is my boss's favorite team!