



DDC Review



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2010 Commander's Priorities

**Executing the Broad Agency Announcement • Best Value Distribution Support
Fostering a Diverse Workforce • Support to Afghanistan • Customer Engagement
Continuous Process Improvement • Leadership and Workforce Development • Stewardship**

DDC Review

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DDC Commander's Column

I continue to be in awe of the men and women of the Defense Distribution Center. Since becoming your commander in June 2008, I have had the opportunity to visit the distribution centers and meet with many of you. You have an excellent reputation for providing world-class support to our customers and I've seen that first-hand. DDC is respected around the world because each of you who go above and beyond, day in and day out, to provide superior support to the Warfighter.

DLA plays an ever increasing role in providing logistics support and collaborative leadership of the global supply chain for the Department of Defense. As DLA is integral to Warfighter readiness, the DDC is integral to ensuring that a full range of distribution services is provided to the Warfighter and other customers. Working closely with the Combatant Commanders and the Military Services, we will be asked to strengthen our capabilities in the future.

I've released my 2010 Commander's Guidance. DDC's guidance is directly aligned with the recently released Defense Logistics Agency 2010 Director's Guidance, which identifies three principle strategic focus areas: Warfighter Support Enhancements, Stewardship Excellence, and Workforce Development.

To meet the requirements of this guidance, we must be committed to living within our means. To that end, we will pursue a containment strategy during fiscal year 2010. This strategy focuses on accomplishment of more modest goals in exchange for lower costs and lower near-term risks.

Warfighter support is always DDC's number one focus. Our mission of supporting the readiness and sustainment of America's Warfighters hinges on executing initiatives such as supporting expanded operations in Afghanistan, working with service partners to develop solutions that optimize retail elements of the end-to-end supply chain, and focusing on metrics that drive business results and are in synch with mission priorities. At the same time, we are committed over the next twelve to eighteen months to deliver these

capabilities at lower cost and lower levels of near-term risk.

Our priorities are:

- *Customer engagement*
- *Support to Afghanistan*
- *Executing the Broad Agency Announcement to optimize the distribution network*
- *Delivering end-to-end best value distribution support*
- *Stewardship*
- *Leadership and workforce development*
- *Fostering a diverse workforce*
- *Continuous process improvement*

DDC must ensure that the processes and tools are in place which will allow it to ensure the readiness of the Warfighter. My guidance moves DDC further down that path.

Delivering these capabilities requires doing the right things to engender the trust of the Warfighter. We want to be the provider the Warfighter turns to when there is a distribution-related need. To ensure this, we will commit ourselves to a culture of continuous process improvement and materiel accountability,

DDC will define future distribution and reverse logistics capability by evaluating the results of a Broad Agency Announcement, or BAA, which will optimize the distribution enterprise through use of innovative methods and new processes that take advantage of commercial best practices. The results of the BAA will provide the framework for incorporating changes to the distribution network that will meet customers' expectation at lower costs.

It is critical in these times of high demand for Warfighter support and declining service budgets we constantly balance performance with cost or stewardship. Stewardship is an important daily practice that assures storage and distribution services are relevant, affordable, and sustainable over time.

Creating efficiencies in inventory planning, investment, positioning, storage, and distribution requires constant and



continuous stewardship. DDC goals in support of stewardship will improve business processes, end-to-end inventory accountability and visibility, and mitigate vulnerabilities and inefficiencies.

DDC must aim to deliver the maximum payoff from taxpayer resources by continuously striving to employ better processes and business arrangements that reduce cost and provide for the growth and development of the distribution enterprise. We must continue to implement Base Realignment and Closure 2005 decisions to reduce our infrastructure footprint, identify and program cost reduction opportunities, use a portfolio of process and tools to stream line inventories, and enhance Information Assurance and Risk Management actions. By doing so, we can most efficiently provide best value services to our customers.

Workforce Development is vital to DDC's current and long term success in effectively supporting the Warfighter at optimal cost. DDC is committed to improving DDC's culture based on the results of its recent culture survey and capitalizing on DDC's cultural diversity to realize our people's full potential.

DDC clearly faces challenges in 2010 and beyond – it is essential that we identify areas where we can provide best value services and extend the reach of the DDC where it is most needed. Our intent remains to provide premier logistics support and to ensure that we bring value, visibility, and velocity to the distribution products and service that sustain America's Warfighters around the globe.

2010 Director's Guidance introduces three strategic focus areas

By *Beth Reece, DLA Public Affairs*

Defense Logistics Agency Director Navy Vice Adm. Alan Thompson released his fiscal 2010 Director's Guidance Sept. 30. The guidance incorporates 20 initiatives in three strategic focus areas: Warfighter Support Enhancement, Stewardship Excellence and Workforce Development.

Unlike the 2009 guidance, which was calendar year-based, the 2010 guidance is fiscal year-based to align with personnel performance objectives and the annual budget cycle.

"There are numerous current and emerging challenges ahead for the armed forces, Department of Defense and our entire nation. As a result, war-fighting and contingency operations, industrial maintenance processes and systems-acquisition policies are rapidly changing to meet these challenges," Thompson said in the 12-page document being distributed Agency wide.

Numerous efforts are under way across DLA to improve daily business processes but, Thompson said, the initiatives listed in his 2010 guidance top the Agency's priority list.

Warfighter Support Enhancement

Half the fiscal 2010 initiatives involve improvements to how DLA meets warfighters' current logistics needs and plan for future challenges of combatant commands.

"This means logistics support of the readiness and sustainment of America's warfighters themselves and of industrial activities and others whose own efforts are critical to preserving and enhancing our nation's and our allies' defense postures," the director said.

DLA supply centers and support teams have worked since winter 2008 to provide material for new forward operating bases and combat outposts in Afghanistan. As the demand for construction items wanes and deployed forces settle in, DLA will work with U.S. Central Command and U.S. Forces Afghanistan to support sustained operations with repair parts and property disposal.

And as U.S. forces continue drawing down in Iraq, DLA will work with the military services to determine disposal and retrograde requirements and whether current processes and policies should change to support a responsible drawdown and reset.

Thompson also said he expects DLA's Defense Energy Support Center to lead the Defense Department toward alternative fuel and renewable energy solutions. The guidance charges DESC with leveraging research and development contracts to ensure the delivery of hydro-treated renewable jet fuels for Air Force and Navy aircraft testing and algae oil-derived fuel for Navy ship engine testing.

As the Agency assumes broader missions mandated by 2005 Base Realignment and Closure legislation,

the number of supply, storage and distribution sites located at military maintenance shops will grow from eight to 10 in the next fiscal year. DLA will also continue accepting ownership of retail inventory from the services' industrial sites to better manage stock and replenishment quantities.

The Joint Contingency Acquisition Support Office that stood up in 2008 is slated to begin full operations in 2010 by providing a program-management approach to contingency acquisition requirements during combat operations, post-conflict periods and other contingency operations.

Through expanded partnerships with military customers, the Agency will improve end-to-end supply chain performance by increasing efficiencies in inventory, planning, investment, positioning and delivery. Other partnerships will help the Agency support the services' life-cycle management process for such items as the Mine Resistant Ambush Protected vehicle and other equipment systems.

And as DLA's mission changes to face challenges posed by base realignments, the Agency will analyze current supply-depot operations to identify improvements for global supply-chain management.

Stewardship Excellence

As the Agency works to improve warfighter support, it will also

improve efficiencies through six initiatives in stewardship excellence, Thompson said. “We will continue to assess current and potential roles and related processes to ensure that we deliver maximum payoff from taxpayer resources while effectively supporting the warfighter.”

A “futures group,” made of up of analysts from throughout the Agency, will assess expected warfighter readiness and sustainment initiatives in order to advise senior leaders on potential actions that will help DLA be as responsive as possible to warfighters’ emerging needs.

Planned enhancements to the Enterprise Business System, DLA’s information technology backbone, are slated to continue with the creation of eProcurement, which will help DLA assume responsibility from the military services for buying such depot-level reparable as transmissions, engines and wheels. EBS is also targeted for expansion to modernize processes in energy management and the reutilization, transfer and disposal of property.

Improvements made this year to DLA’s internal and external Web sites will be followed in fiscal 2010 by the redesign of DLA’s eWorkplace, the Agency’s online knowledge-management portal where employees can do such things as store and share documents, view their official personnel files and take mandatory training. Changes will enable employees to take advantage of new business collaboration and social networking tools.

And as he expects Defense

Department resources to become increasingly constrained in upcoming years, Thompson is asking employees to evaluate Agency initiatives and associated resources.

“We need to identify and execute opportunities to reduce our core costs and the related financial impact on our customers,” the director said, pointing to information technology support and material costs as candidates for possible cost reductions.

Collaboration with suppliers and customers on demand and supply planning will also help ensure the Agency is protecting taxpayer dollars. “The biggest single opportunity for improvement revolves around demand planning with our customers – getting a better fix on what is needed, when and in what quantities,” he said.

Workforce Development

Because the Agency’s ability to succeed in supporting warfighters at the best cost depends on its employees, Thompson also included four initiatives under Workforce Development.

“We must enable our work force to capitalize on their skills, experience and potential, and prepare to manage the transition as retirements increase in the years ahead,” he said.

Initiatives include improving recruiting efforts and advancement opportunities for employees in four demographical areas: Hispanics, white women at executive levels, blacks at executive levels and people with targeted disabilities.

“Promoting a workplace that embraces equal employment opportunity is one of our strategies to leverage America’s rich diversity. As DLA replenishes its work force in the future, EEO will play a key role in our success,” Thompson said in a policy statement to DLA employees early this year.

With more DLA personnel than ever deployed alongside warfighters, the Logistics Operations and Readiness Directorate will work with primary-level field activities to identify positions and skills needed at remote locations so a bigger pool of potential deployers can be established. And a new Talent Management Program run by human resources will be used to ensure employees have the right skills to meet current and future mission requirements through training that addresses existing skill gaps and expands opportunities for future growth.

Regardless of which focus area his 20 initiatives fall under, Thompson said they are all based on one premise: Doing what is right for the armed forces and Defense Department.

“Fiscal 2010 will be another demanding year for DLA and all we serve,” he said in the guidance. “It is vital we ensure a sustained focus on these 20 initiatives to help meet desired outcomes in our three strategic focus areas.”

The DLA Executive Board will monitor the status of each initiative, and developments will be reported on DLA Today and DLA’s public Web site at www.dla.mil.

2010 Director's Guidance: DDC Commander addresses the way forward

Defense Logistics Agency Director Navy Vice Adm. Alan Thompson released his fiscal 2010 Director's Guidance Sept. 30. The guidance incorporates 20 initiatives in three strategic focus areas: Warfighter Support Enhancement, Stewardship Excellence and Workforce Development.

Unlike the 2009 guidance, which was calendar year-based, the 2010 guidance is fiscal year-based to align with personnel performance objectives and the annual budget cycle.

In his guidance for the Agency, VADM Thompson identified three principal strategic focus areas in his Director's Guidance for FY 2010. They are:

Warfighter Support Enhancement: Deliver agile and responsive logistics solutions to the warfighter

Stewardship Excellence: Manage DLA processes and resources to deliver effective warfighter support at optimal cost

Workforce Development: Foster a diverse workforce and supporting culture to deliver sustained mission excellence

Defense Logistics Agency (DLA) plays a critical and ever increasing role in providing logistics support and collaborative leadership of the global supply chain for the Department of Defense (DoD).

As DLA is integral to warfighter readiness, the Defense Distribution Center (DDC) is integral to ensuring that a full range of distribution services is provided to the warfighter and other customers. Working closely with the Combatant Commanders (COCOMs) and the Military Services, we will be asked to strengthen our capabilities in the future.

DDC is directly aligned to and supports DLA's three principle strategic focus areas: Warfighter Support Enhancement, Stewardship Excellence and Workforce Development. In order to meet our requirements for our worldwide customers, DDC is committed to the reinforcing strategies of delivering end-to-end distribution support and pursuing operational excellence. Delivering these capabilities requires that we align and integrate the DDC system, which consists of our formal



United States Marine Corps BGen Peter Talleri, Defense Distribution Center commander, discusses the 2010 DLA Director's Guidance at the recent DDC Town Hall.

organizational systems, leadership and workforce development efforts, and continuous process improvement cultivation efforts.

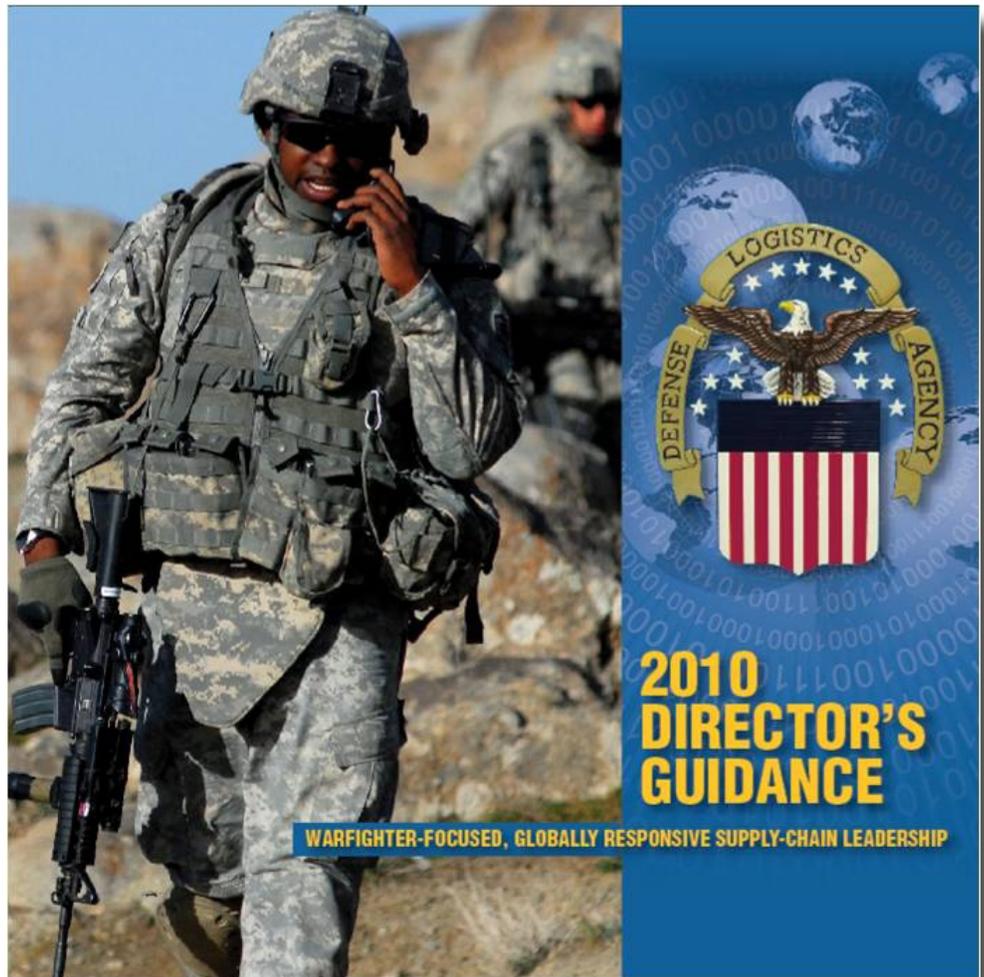
"Warfighter support is always DDC's number one focus," said BGen Talleri during his 5 October DDC Town Hall where he described in detail VADM Thompson's vision for the future.

DDC is prepared to support several warfighter support initiatives including but not limited to integration and performance in BRAC mission areas and; design and development a DLA retail strategy to optimize related supply chain performance factors. In order to move these forward in

FY2010 DDC must continue to identify areas where we can provide best value services and extend the reach of the DDC where it is most needed. We must continue to implement Base Realignment and Closure (BRAC) 2005 decisions to reduce our infrastructure footprint. We must continue to be good stewards of the taxpayer's dollars by improving customer support alignment. We must continue to improve the growth and development of our workforce and our leadership. We will identify, plan, and define acquisition strategies that will help us to carry out our mission and improve our service.

BGen Talleri concluded his discussion on DLA's 2010 guidance by acknowledging DLA's most important assets – the employees, “DDC is respected around the world and has a great reputation for the logistical solutions and services we provide day in and day out and it is because of the over 9,000 DDC employees – civilians, military, foreign nationals and contractors located throughout the globe.”

As we face the challenges of FY10 as a team, BGen Talleri, quoting VADM Thompson, said “every day I see DLA doing great things and I know those achievements are the result of the hard work of each of you and your workforce.” BGen Talleri continued, “We have a clear way ahead for DDC and I will release my FY10 guidance in the next week.”



The 2010 Director's Guidance incorporates 20 initiatives in three strategic focus areas: Warfighter Support Enhancement, Stewardship Excellence and Workforce Development.



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>

DDC's Acquisition Operations Directorate celebrates FY09 successes and prepares for 2010 with focus on DLA Director's Guidance

On Oct. 8, the Defense Distribution Center, or DDC, Acquisition Operations office celebrated "Employee Appreciation Day," which was coupled with a Town Hall during which director Gene Surmacz reintroduced the 2010 DLA Director's Guidance and updated employees on several ongoing initiatives within the Directorate.

After employees participated in a picnic lunch, Surmacz welcomed employees, thanking them for their hard work throughout the year, and reminding them of the importance of their support to DDC mission and alignment with the Director's Guidance.

"As you are all aware, the Warfighters' current logistics needs and future challenges are growing and acquisition policies are rapidly changing to meet these challenges. By maintaining our focus on Warfighter Support Enhancement, Stewardship Excellence and Workforce Development, I have no doubt we will be well prepared to meet our desired outcomes," said Surmacz.

"You all have worked to improve procurement processes throughout DDC," said Surmacz, "Your innovation and expertise in the

procurement field is second to none."

With the recompetition of the contract for Defense Distribution Depot, Kuwait, Southwest Asia, Afghanistan planning, depot operations recompetitions and Base Realignment and Closure contracts, and procurement of distribution supplies, the Acquisition Directorate has seen their busiest year ever.

In FY09, all obligations were awarded resulting in over 3100 actions valued at over \$215M, with 23% of the actions and 37% of the dollars awarded in August and September. "Our team expertly managed the procurement processes and resources delivering effective contracts at optimal costs," said Surmacz.

Surmacz continued highlighting the team's success of their past year including the implementation of the Continuing Government Activity, or CGA Oversight Program, which monitors the CGA oversight activities at contractor and Most Efficient Organization operated depots. "There has been significant improvement in the number of CGA surveillances conducted and the quality of documentation."

The program has been so successful that the number of surveillances conducted based on scheduled surveillances increased from 70% to 90% over the past year. Concurrently, the quality of the surveillance documentation increased from 44% to 86%. "This program is ensuring that the services being provided conform to the quality requirements of each contract," said Surmacz. "This allows the DDC to deliver agile and responsive logistics solutions."

Acquisition Operations continues to train and develop CGA members through the CGA Training Academy. The Academy provides members the opportunity to learn tools to perform all aspects of a comprehensive Quality Management System at their respective distribution sites.

"Support to the Warfighting customers is our number one focus," said Surmacz. "It drives everything we do. We are linked to DLA's focus areas and priorities and prepared for the challenges ahead."



Expeditionary Depot deploys to DDOO



Defense Distribution Center deputy commander, William Budden, visits expeditionary depot personnel assisting operations at Defense Distribution Depot Oklahoma City, Okla.

Defense Distribution Center, or DDC, recently deployed the Defense Distribution Expeditionary Depot, or DDED, to support distribution operations at the Defense Distribution Depot, Oklahoma City, Okla., or DDOO.

While on site, DDC's deployable unit processed returned repairables and assisted with location consolidation and rewarehousing in support of surge requirements for maintenance activity and Air Force customer field returns.

Using a standard warehousing approach, DDED received reusable/repairable material, stowed the received material and assisted in the disposable material process known as Disposal Release Orders, or DRO's.

Bringing in a tailored workforce of 86 personnel skilled in distribution operations, DDED was able to process more than 7,400 receipts, over 12,700 stows, and over 10,100 DRO's, while reducing the number of late lines by more than 6,900 in a

three-week period.

"We are a goal orientated organization; the depot support mission is just one of the capabilities we have in our charter," said Fred Hildrich, logistics manager for DDED. "Whether we are supporting a Combatant Commander or performing humanitarian assistance or disaster relief operations, our team is focused on results."

With over 78% of the DRO material projected to be delivered to the Defense Reutilization and Marketing Service, or DRMS, site at Red River Army Depot, Texarkana, Texas, for processing, DDED joined forces with three DRMS property disposal specialists who came from Texas to process the material. In this cost savings initiative, DDED and DRMS personnel screened and reclassified over 80 truckloads of material on site at DDOO, eliminating the need to transport material to multiple locations for ultimate disposal.

"Our team had processed eighty-five, forty-foot equivalent trailers of disposal material which contributed directly to the ability of DDED to sustain a larger than normal volume of disposals," said Lawrence White, DRMS.

According to Marc Parsons, DDED director, "Having DRMS personnel working with us on site was a force multiplier. We couldn't have maintained the volume we did without the assistance of Lawrence's team."

Additional assistance was provided by the Expeditionary Logistics team, directed by Sue Alpaugh, who sent 15 reservists to assist with the mission. "Expeditionary Logistics deployable team members provide DDED a great deal of flexibility to handle any task given. They come prepared to work, enthusiastically attacking challenges and offering a variety of expertise that is always valued," said Scot Seitz, DDED Deputy Director.

DDC deputy commander, Senior Executive Service Member, William Budden was on-site in Oklahoma to see DDC's deployable capability in action, "This was DDED's first deployment in support of internal surge requirements within the DDC distribution network," said Budden. "The work performed here in support of our Air Force customers is truly commendable."

After successfully completing their mission, DDED members will continue to hone their distribution skills as they fold back into their host depots. Currently, three depots, including Defense Distribution Depot Red River, Texas, Defense Distribution Depot San Joaquin, Calif., and Defense Distribution Depot Susquehanna, Pa., play critically important roles in bringing DDED capability to life, as they each host between 33 and 38 members of the team. Depot commanders ensure that DDED members are continuously working to improve their distribution skills as they employ them in all aspects of static distribution operations.

DDNV's Inter-modal hub opens for business

The Fleet Industrial Supply Center, or FISC, Norfolk Ocean Terminal seamlessly transitioned its Navy facilities, personnel and operations to Defense Distribution Center, Defense Distribution Depot Norfolk, Va. and in October, officially reopened its doors as the DDNV, Inter-modal hub, or IMH.

The IMH will operate a cross-dock facility to receive, process, consolidate and containerize export cargo into seavan containers or palletize onto 463L air pallets, as well as, document and ship export cargo for military and foreign military customers via the Defense Transportation System.

DDNV will operate an import function which will be responsible for receiving seavan containers. The seavans will be received and stripped, shipments receipted, consolidated, documented, routed and shipped to activities within the continental United States.

In addition, DDNV will operate an ocean terminal providing sustainment ship load planning, stevedoring, stowing and associated loading and discharging services for the United States fleet to include Naval vessels, Combat Logistics Forces ships, Marine Expeditionary Units and Military

Sealift Command-leased vessels, as well as, support special missions such as the annual Air Force Greenland resupply called Pacer Goose.

To further improve effectiveness and efficiency, DDC successfully activated its joint information system, Distribution Standard System, or DSS, with Consolidation and Containerization Point, or CCP, modules, designed to support this new mission. The use of DSS will reduce or eliminate the manual processes performed by the IMH, while at the same time increase communication and visibility

within the Department of Defense.

“As the DDNV IMH operation transferred, performance was maintained,” said United States Navy Capt. Brad Bellis, DDNV commander. “The full CCP containerization process, as well as the regular out load of trucks in support of Pier 8 ship offload operations, was completed successfully.”

“The IMH workforce has gone the extra mile to ensure that mission operations and cargo-hand items will remain responsive to customer requirements,” concluded Bellis.



Photo courtesy of United States Navy Fleet Industrial Supply Center, Norfolk, Va.

DDSP provides the comforts of home for troops overseas

By Jessica Roman, DDC Public Affairs

Bound for Afghanistan, planes are leaving Dover Air Force Base with important materials aboard: electrical and plumbing equipment to make life a little more like home for troops overseas. In concert with Defense Logistics Agency Central and Defense Supply Center Philadelphia, Pa., or DSCP, the Defense Distribution Depot Susquehanna, Pa., or DDSP, is expediting electrical and plumbing equipment which will be installed in relocatable buildings, or RLBs, at seven forward operating bases in Afghanistan.

The Defense Distribution Center, or DDC, and DSCP are coordinating pure pallet builds at the DDSP Consolidation and Containerization Point, or CCP, and three additional vendor sites in order to eliminate the need for pallet break-bulk in theater. When the shipments arrive in Afghanistan, they provide troops with over 300 important pieces for their temporary homes, including everything one might need to install electrical and plumbing equipment in a building. Light switches, wires, plumbing equipment, and other items provide troops with indoor plumbing and electricity.

This is a special mission for DDSP – in part because the items included in these shipments do not have document numbers associated with them. Document numbers are the serial numbers that DDC uses to track and ship materials from their warehouses to customers. This is out of the scope of ordinary business for DDC because normally each item arrives at DDC with a predetermined document number. In this case, DDC must assign the document number to the item because they are not found in DDC’s Distribution Standard System.

Both DDC and DDSP employees have worked exceptionally hard during this special project over the entire summer, including holiday weekends.

Barb Huss, team lead for Customer Service, said “DDC has had to find creative ways to work around this issue, because it’s necessary to let the Warfighter know what is in each shipment.” Without document numbers assigned to the materials to track the shipment information, as materials come in, DDC must assign a document number and manually receipt each



Special color-coded plaques are used to identify shipments by Forward Operating Base.

item prior to validating the pallet for air shipment.

DDC has created spreadsheets to determine what is being delivered to the seven Forward Operating Bases, or FOBs, they support. DDSP builds the air pallets and applies laminated plaques, which are color coded by FOB for easy identification and high visibility for the aerial customer. DDSP then assigns a Transportation Control Number and arranges transportation to the aerial port.

Reginal Sayles, DDSP value stream manager, coordinates with the vendor sites to be sure the vendor is meeting DDC specifications. “We verify the packaging, arrange transportation, communicate labeling requirements, and identify

hazardous material specifications. Our vendors have been extremely responsive to this important mission,” said Sayles.

In addition to electrical and plumbing equipment, DDSP CCP has also processed well kits, which enable the RLB to have clean and safe water. The well kits consist of 64 line items, and have already arrived in Kandahar, Afghanistan.

The project has been broken up into several segments. Bill of Materials, or BOM, one, included 64 air pallets processed at DDSP CCP and forwarded to Charleston Air Force Base, with 138 additional air pallets processed at Charleston Air Force Base. All 202 air pallets were then air lifted from Charleston, S.C. on Unit Line Number flights, or ULNs,

to four FOBs in Afghanistan: Tarin Kowt, Camp Leatherneck, Camp Dwyer, and Kandahar.

BOM two included 134 air pallets lifted on ULN flights out of Charleston, S.C. and 68 air pallets lifted via Military Air Channel flights out of Dover Air Force Base. All of the material in BOM two was initially processed through DDSP CCP. BOM two materials are destined for four FOBs in Afghanistan, including Kandahar, Spin Boldak, Frontonec, and Camp Wolverine.

BOMs three through seven are currently in process, and combined will be larger than BOM two in scope. DDC estimates that 500 air pallets will be built to complete the next five BOMs. Two additional projects beyond BOM seven are currently being planned.

Huss concluded, “DDSP, DDC and DSCP have been providing exceptional service to the Warfighter during this high-priority mission. Within a short timeframe, we are able to have trucks arrive, inventory all of the material, provide quality control, process the material, and build the pallets for shipments. We’re excited to be able to make life a little more comfortable for our troops.”



An air pallet, destined for Kandahar, Afghanistan, contains electrical and plumbing equipment for relocatable buildings, designed to make troops’ lives a little more comfortable.

BRAC execution allows DDC to return more than 7.1M square feet

By Stacy L. Umstead, DDC Public Affairs

For the Defense Logistics Agency, or DLA, Base Realignment and Closure, or BRAC, 2005 is about realignment and consolidation. At DLA's lead center for storage and distribution, the Defense Distribution Center, logisticians are executing a robust materiel movement and rewarehousing plan that, so far, has allowed the DDC to reduce its overall infrastructure footprint in the continental United States by more than 7.1M square feet. That directly translates to savings not only within DLA as infrastructure costs go down but real cost avoidance to the services as military construction is avoided in many cases.

DDC's execution plan follows three basic principles:

- *Right size infrastructure based on future mission requirements*

- *Return all vacant space*
- *Create additional vacant space by disposing materiel; moving materiel above minimum and/or necessary to one of the four Strategic Distribution Platforms, or SDPs inside the DDC distribution network; and storage optimization and re-warehousing.*

According to Diane Covalt, Distribution Operations BRAC Chief, the concept is simple, "Determine requirements and then dispose, move, optimize, return."

The process is a bit more complex. DDC identifies the buildings that it will vacate and return to meet the BRAC facility reduction goal while also determining what inventory will be minimum and necessary at the forward distribution points, or FDPs, who support the local industrial customer. To add more complexity to the



project we also look at the age and condition of the buildings to ensure that we are returning buildings that are in the best physical condition and provide maximum storage capacity.

An execution plan and schedule is developed. "As part of the plan, we determine how much space we can vacate and return via optimization," said Covalt.

Optimization is when DDC rewarehouses and/or executes projects to change configurations or install better storage aids to perform the distribution mission. The result is improved operational efficiency within the remaining footprint needed for the remaining mission.

"We must identify how much materiel, which does not support the local industrial customer, must be moved from the FDP to the SDP. This helps us reduce the space we need for storage at the FDP," said Covalt. "We combine the





undergoing this process. In the fourth quarter of FY09, DDC was able to return 1.2M gross square feet alone at its distribution facility in Richmond, Va., the Defense Distribution Depot Richmond, Va. The space that was returned had very low occupancy as a result of past inventory reduction. DDRV

supply, storage and distribution management by significantly reducing infrastructure while providing for regional support to customers worldwide.

optimization projects and materiel movement to reduce to what we need for mission execution. We return all other space to the host. This all requires a great deal of coordination and cooperation between all parties involved. “

executed a targeted rewarehousing project to vacate the remaining stock, move it into other DDRV buildings, and return the empty buildings to the host.”

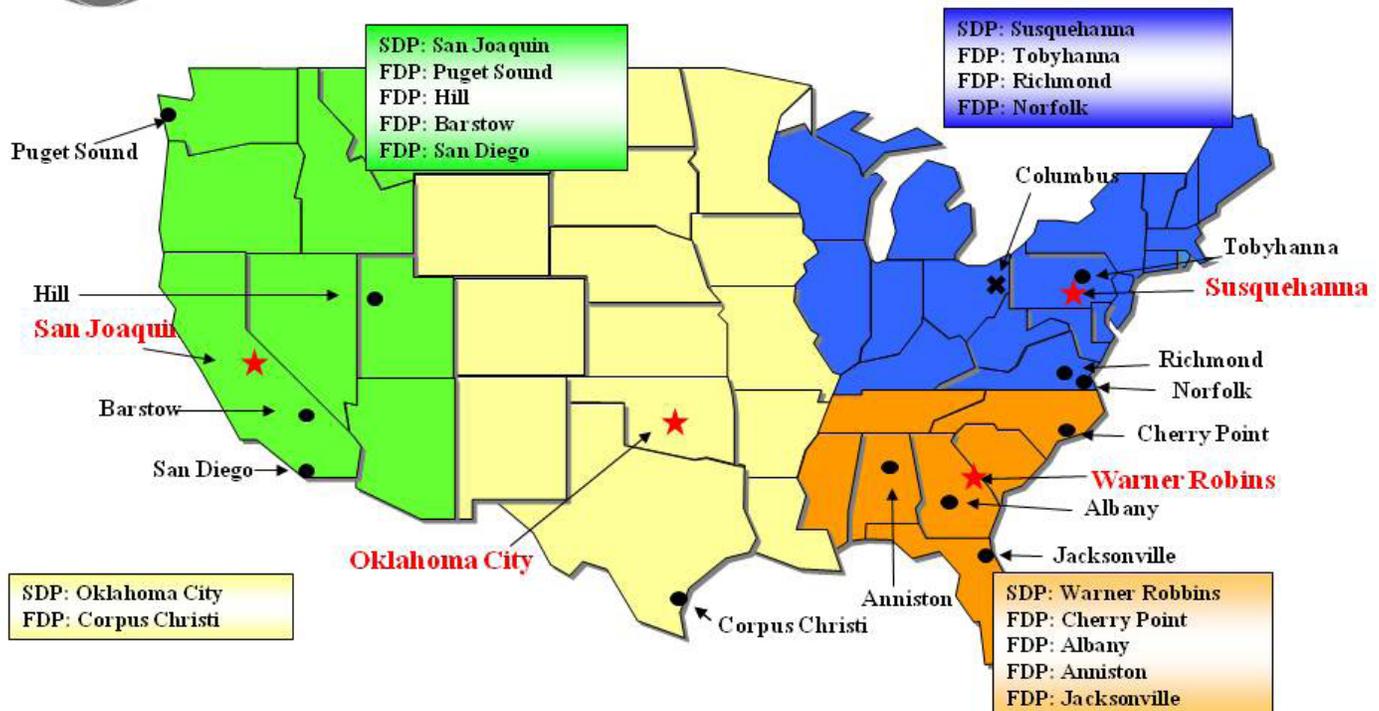
“This concept enhances DDC’s strategic flexibility via multiple platforms to respond to rerouting requirements and worldwide contingencies,” said William Budden, Senior Executive Service member, deputy commander, DDC. “BRAC is being worked very hard within DDC with an aggressive plan and I believe the end result will not be measured in what we have moved or turned back, but more so in the value of our optimized storage and distribution capability and the effects that network produces on our future business practices.”

Twelve of DDC’s FDPs are currently

The end state for DDC’s materiel movement plan is to transform



BRAC Strategic Distribution Platforms (SDP) and Forward Distribution Points (FDP)



DDC and DAPS host EProcurement Roadshow

By Emily Blubaugh, DDC Public Affairs

On Oct. 26 the Defense Distribution Center, or DDC, and Document Automation and Production Service participated in an “EProcurement Sponsorship Roadshow,” which served to introduce leadership to EProcurement, and explain how the new initiative will move the Defense Logistics Agency, or DLA, forward by transferring all primary-level field activities to the same contract writing system.

DDC commander United States Marine Corps Brig. Gen. Peter Talleri opened the Roadshow with a few remarks to set the stage prior to the presentation. “There are two important points I need to make clear. First, as you all know, EProcurement is coming and it’s coming fast! Secondly, and most importantly, this initiative has the full backing and support of the DLA director VADM Al Thompson, as well as DDC senior leadership and myself,” Talleri said.

Talleri went on to explain how the expansion of DLA and DDC’s business profile will support future mission requirements, to include Base

Realignment and Closure, Joint Contingency Acquisition Support Office, and forward contingency operations to provide the best possible support to the Warfighter.

“I am confident that EProcurement will not only allow DDC the ability to handle more complex acquisitions, it will be the key enabler to DDC and DLA meeting their future acquisition needs,” said Talleri.

Talleri closed his remarks with the reminder that although there can be unforeseen issues when migrating to any new and unfamiliar system, success lies

in employee sponsorship of the program and its unique and essential functionality, and the promise that DDC command will help to champion this message throughout DDC.

“You have to get in front of leadership and the folks who do the hard work and explain the positives to them,” Talleri said. “I do suspect there are some challenges ahead, and, as your leader, I am committed to staying dialed in because I am positive this is going to make a significant difference in how DLA does business.”

Taking the stage to discuss



Defense Distribution Center commander United States Marine Corps Brig. Gen. Peter Talleri opens the EProcurement Sponsorship Roadshow.

employee understanding and impact of the new EProcurement system, Acquisition Operations Director Gene Surmacz began by announcing that “The bottom line is that active support is required by DDC management and supervisors for a successful implementation of EProcurement.”

Surmacz described the positive impact the system will bring to employees, saying “Before the acquisition process could be cumbersome due to using multiple systems and applications. With one contract writing system, there will no longer be the systems issues experienced in the past.”

One of the system’s many efficiencies includes streamlined document generation, a clause logic management system, automated awards processing, records management, and project and milestone planning and tracking-features that were previously maintained in several different systems and interfaces.

“We are here today because we are looking to you, the employees, to champion this change within the acquisition community. Change this big only comes about by users realizing all the efficiencies this initiative will bring, and how those efficiencies are instrumental to the continuous process improvements critical to improving support to the Warfighter. We cannot remain stagnant in our processes,” said Surmacz.

Other presenters at the Roadshow included Erica Hartman, DDC

EProcurement site lead, Ken Decker, EProcurement Human Performance team lead, John Lingrel, DAPS site lead and Charley McNelley, DAPS Chief of Contracting, who explained the support network that will be available to employees, ensuring a smooth transition and successful implementation of EProcurement when it is rolled-out to select users in March 2010.

The Change Network, a hierarchy of sponsors, supervisors and change agents who foster sponsorship, with its purpose of raising the visibility of anticipated changes and build support ahead of the actual change.

Decker described how essential it will be for open communication between the Change Network

and users to occur, saying that delivering and distributing messages from the EProcurement team members to end users and other relevant audiences is critical, and, conversely, it is equally important for users to engage the Change Network in understanding and distribution of communications per the communication plan. This will ensure efficient and consistent messaging is delivered for EProcurement.

The Roadshow wrapped up with an overview of required instructor-led and computer-based training new users must take, as well as the deployment schedule, which aims to have the system fully deployed to all 7,500 future users by Nov. 2010.



During the EProcurement Sponsorship Roadshow, Defense Distribution Center, or DDC, Acquisition Operations director Gene Surmacz announced that “active support is required by DDC management and supervisors for a successful implementation of EProcurement.”

DDC continues implementation of pRFID projects

By Jessica Roman, DDC Public Affairs

Defense Distribution Center, or DDC, is currently embarking on an ambitious project to implement passive radio frequency identification devices, or pRFID, at its distribution facilities. Eighteen DDC distribution centers will be activated for pRFID between October 2009 and January 2010.

Department of Defense, or DoD, has implemented the DoD Automatic Information Technology, or AIT, Implementation Plan and Concept of Operations, where pRFID will be used as a primary AIT for the transportation layer. Each of the military services requires DoD to label their shipments with pRFID.

pRFID labels allow for the hands-free identification and tracking of material as it passes through strategically placed pRFID readers. The pRFID labels are non-line-of-sight, meaning that when receiving the information on a shipment, the readers capture all pRFID labels in

the range it is able to read.

Louis Fingerman, supply chain management specialist, noted several advantages for pRFID, “By utilizing pRFID, DDC gains enhanced visibility to shipments in the DoD pipeline, as well as reduced receipt processing time.”

New procurement material passes through a pRFID portal. If the shipment contains pRFID labels, the Distribution Standard System, or DSS, annotates the date, time, and location and assigns a Receipt Control Number. DSS is programmed to use the pRFID label and Advanced Shipment Information during the receipt process.

DDC’s process that makes use of pRFID begins when DSS receives a material release order, or MRO. A selector then proceeds to the first item’s pick location, as directed by DSS. The selector scans the location from the location label.

They then scan and verify the national stock number, or NSN, and the pick control number. Using a handheld scanner, the selector then scans the pRFID label, affixes the label to the material, and stages the order for packing.

DDC is also implementing three projects at the Defense Distribution Depot



New Scanning device being tested

San Joaquin, Calif., or DDJC. The first project, Fast Lane Receiving, enables the use of vendor pRFID labels in the receiving process. DDJC has four receiving lanes specifically dedicated to pRFID. The receiving conveyor diverts shipments to the receiving lanes based on whether or not the package has a functioning pRFID label and associated Advanced Shipment Notice (electronic information). It is envisioned that this project will increase inventory accuracy, and shorten the receiving process. The Fast Lane Receiving project began at DDJC in August, and if successful, a standardized approach to improve receiving operations will be implemented at additional distribution centers.

Secondly, the next DDJC project is Intra-depot Transportation. While utilizing pRFID labels, this project supports enhanced visibility between the mission-side and the Containerization Consolidation Point, or CCP. As packages move through pRFID receivers, an email is sent to a DDJC dispatcher to alert that material is ready for pick up.

The third and largest pRFID project at DDJC is the CCP Freight



Divert portal to determine lane assignments

Terminal. A hardware and software package, called Mojix, is utilized to read pRFID labels everywhere in the warehouse. By using repeaters, Mojix plots the location of anything containing a pRFID label within five feet or less on an electronic diagram of the warehouse. This

provides for increased visibility of items, reduces resource time for finding lost packages, can reduce costs by having only one pRFID device, rather than multiple pRFID door portals, and will hopefully provide us with the capability to reduce open lines for shipments

shipped but not closed out in DSS.

All three projects are providing DDC the opportunity to test out state-of-the art pRFID equipment that will enhance distribution operations and improve productivity.

DDRT employees becoming “greener” thanks to expanded recycling programs

By Emily Blubaugh, DDC Public Affairs

Alongside their efforts in supporting the Warfighter, the leadership and employees of Defense Distribution Depot Red River, Texas, or DDRT, have adopted an additional mission: create a greener Texarkana.

DDRT has been semi-green since a white paper and cardboard recycling program was introduced in its Distribution Receiving department in October 2008. These efforts are now being expanded upon with the participation of DDRT’s administrative and support directorate.

Under the program, spearheaded by Terry Carter, supervisory distribution facilities specialist, each employee has a separate wastebasket for recycling white paper. When the wastebaskets are full they are collected along with the cardboard, and are then emptied into larger containers which are then emptied into a main recycling container.

Currently, these participants are receiving inquiries from other divisions about how they can join in the recycling.

According to Carter, he sees the movement as integral not to just DDRT, but throughout the Defense Distribution Center. “DDC as a whole has several initiatives in place to go greener. Everything from recycling paper to using energy efficient light fixtures is being done now across all the depots.”

In addition to the white paper and cardboard recycling, DDRT has purchased flashlights which run on an electrical charge, thus reducing battery usage, resulting in a cost savings. Once recharged, the lights are good for 8 to ten hours based on use.

The lights, in combination with the warehouse’s energy-efficient motion sensing lighting, are setting in motion a plan to create not only a greener DDRT, but a greener Texarkana.

The expansion on the existing program at DDRT comes before Texarkana implements changes to increase participation in its recycling program. Due to launch in January 2010, the expanded program, which includes distribution of larger receptacles



Terry Carter, supervisory distribution facilities specialist at the Defense Distribution Depot Red River, Texas, or DDRT, is shown delivering new recycling containers to various offices around DDRT.

to handle recyclables, will serve to make it easier for residents to participate in recycling.

DDRT hopes that the knowledge city officials provide to the public regarding the impact recycling has on the environment will make its own recycling efforts easier.

DDRT doesn’t just focus on what employees can do at work to decrease their energy usage, but also what they can do at home. In DDRT’s July 2009 newsletter, ideas are offered on how employees can further their green efforts with small adjustments such as switching to electronic bills, statements and payments, turning the thermostat down one degree, and air-drying clothing on clothes lines or drying racks.

DDC - Designing alternatives toward a managed distribution and disposal network

By Stacy L. Umstead, DDC Public Affairs

The Defense Logistics Agency, or DLA, plays a critical and ever-increasing role in providing logistics support and collaborative leadership of the global supply chain for the Department of Defense. As DLA is integral to warfighter readiness, the Defense Distribution Center in New Cumberland, Pa. is integral to ensuring that a full range of distribution services is provided to the warfighter, in a timely, efficient and effective manner.

Logisticians at the DDC are looking at how the DDC can be even more efficient and effective as it moves into the future by embarking on a collaboration with SAIC, an organization that provides technical services supporting war fighting efforts. Together, DDC and SAIC will analyze DDC's distribution network, develop concepts and test model alternatives that will position DDC to meet future global distribution needs.

The overall objective of this analysis is to produce the architecture and a detailed plan of action, to include milestones, for a next-generation distribution network.

"We are seeking new methodologies, tools, and philosophies that could maximize the current distribution

enterprise through the design and development of new processes," said Scott Rosbaugh, director, DDC Planning and Supply Chain Integration Office.

The tenets of such a system are: distributing via one supply chain, encompassing all classes of supply, eliminating duplicative and redundant efforts across the supply chain; strategically positioning materiel within the distribution and disposal networks to meet customer expectations at a lower cost; leveraging commercial best practices of "tiered distribution" and "synchronized and scheduled delivery"; integrating reverse logistics into stock position strategies, providing an agile architecture flexible enough to incorporate near and long term additions to the distribution network. "The overall end state of this analysis is a managed global defense distribution /disposal network," said Rosbaugh.

The analysis will occur in a phased approach with the first phase of study being conducted at DDC's Eastern strategic distribution platform, Defense Distribution Depot Susquehanna, Pa.

"Currently, we are focusing on identifying processes as candidates for continuous process improvement identifying specific process improvements that 'lean' out existing materiel flows," said

Rosbaugh. "Those processes will be prioritized based on potential benefit and cost savings."

The analysis will also include reviewing infrastructure footprint and proposing modifications to achieve productivity enhancements.

"DDC will also be base lining current work flow and developing a 'to be' construct that focuses on platform efficiencies and innovation," added Rosbaugh.

Review of information technology and researching potential recommendations for automated solutions as well as researching the proper amount of resources will also be a focus during Phase I.

"Leveraging from the findings of the DDSP study in Phase I, DDC will expand upon those findings that have a broader application to other distribution centers during Phase II," said Rosbaugh.

"Our distribution centers receive accolades all of the time for the great work they do in supporting our warfighters, but the DDC mission is continually evolving, and DDC is committed to ensuring that we have the most efficient global distribution and disposal network in place – our current and future warfighters are depending on us." Rosbaugh concluded.

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the Factory Floor to the Board Room. . .*

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7,000 refuelings in 7 months; DLA acknowledged for use of hydrogen fuel cell technology

By Stacy L. Umstead, DDC Public Affairs

Department of Energy's Deputy Assistant Secretary for Renewable Energy, Jacques Beaudry-Losique recently recognized the Defense Distribution Center, or DDC, Defense Distribution Depot, Susquehanna, Pa., or DDSP, for its use of hydrogen fuel cell technology.

DDSP, the Defense Logistics Agency's, or DLA, Eastern Strategic Distribution Platform, was the first Department of Defense activity to deploy hydrogen fuel cell technology and since its implementation in February 2009, has refueled over 7,000 hydrogen fuel cell forklifts in seven months.

Hydrogen, the fuel of choice for most fuel cell applications, is

poised to be the cleanest supply of energy and can be generated from a range of renewable sources and emits predominantly water vapor when converted to energy. Fuel cells function like a battery; with external fuel (hydrogen) being supplied rather than the use of stored electricity.

"Today's event commemorates a significant milestone for



Commemorating 7,000 refuelings, Department of Energy Deputy, or DOE, Assistant Secretary for Renewable Energy, Jacques Beaudry-Losique presents a plaque to Defense Distribution Center commander, United States Marine Corps Brig. Gen. Peter J. Talleri. Also pictured, DOE Hydrogen Fuel Cell and Infrastructure Technologies Acting Program Manager, Dr. Sunita Satyapal (Left) and Defense Energy Support Center Director, Mr. Kim Huntley.

government adoption of fuel cell technology. The Defense Logistics Agency is widely recognized within the government and across the hydrogen and fuel cell industry as a leader in the demonstration and use of fuel cells for material handling,” said Beaudry-Losique. “We are proud to partner with DoD and DLA on this effort and will continue to look for ways to encourage others to follow DLA’s lead.

Kim Huntley, Director for DLA’s Defense Energy Support Center,

addressed the more than 100 people in attendance to the ceremony, many of which were from private industry, “As the Federal government, we are often early adopters of innovative energy solutions; and we know we are successful when industry is eager to adopt our model. DDC is a proven



A Defense Distribution Depot Susquehanna, Pa., or DDSP, employee driving a hydrogen fuel cell powered forklift refuels and prepares to enter the ceremonial area commemorating the 7,000 refueling at DDSP.



Department of Energy, Assistant Secretary for Renewable Energy, Jacques Beaudry-Losique refuels a hydrogen fuel cell powered forklift. Looking on (left to right), DDC commander, United States Marine Corps Brig. Gen. Peter J. Talleri, DDC deputy commander, Senior Executive Service member, William Budden and Defense Energy Support Center Director, Senior Executive Service member, Mr. Kim Huntley.

model and best practice for hydrogen fuel cell initiatives.”

During the ceremony, which took place in DDSP’s Eastern Distribution Center’s Air Lines of Communications pallet build area, DDC commander, United States Marine Corps Brig. Gen. Peter Talleri emphasized DDC’s commitment to use of alternative fuels, “The air pallets you see around you are air pallets destined for Soldiers, Sailors, Airmen and Marines located in Afghanistan, Iraq, Kuwait and other locations in Southwest Asia,” said Talleri. “The hard working men and women of DDSP are proudly moving this material quickly and efficiently and they are moving it using forklifts powered with hydrogen fuel cell technology. In addition to our efforts at DDSP, DDC

is moving forward with the pilots planned for our distribution centers in Warner Robins, Ga. and San Joaquin, Calif.”

At the Defense Distribution Depot Warner Robins, Ga., where their mission is evolving, DDC has already begun construction on the forklift project where we will replace 20 electric and propane units with hydrogen fuel cell powered forklifts by Spring, 2010.

At the Defense Distribution Depot San Joaquin, Calif., DLA’s Western Strategic Distribution Platform, planning is underway to deploy 20 new fuel cell forklifts to replace propane powered units. The project’s infrastructure will create hydrogen on site, using solar power to electrolyze water.

Concluding the commemorative event, DDSP representatives refueled a hydrogen fuel cell forklift and with a “choir” of forklift horns, the forklift broke through a 7,000 Refuelings in 7 months banner entering the ceremonial area to a round of applause!

2009 Culture Survey results released; DDC workforce voices heard

By Stacy L. Umstead, DDC Public Affairs

The 2009 Defense Distribution Center, or DDC, results of the Defense Logistics Agency, or DLA, Culture Survey are in with an overall 80 percent response rate -- the highest response rate since the 2003 Culture Survey began!

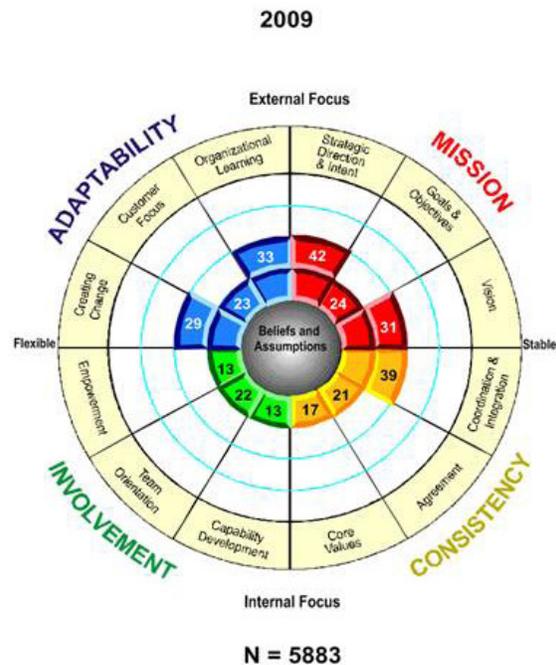
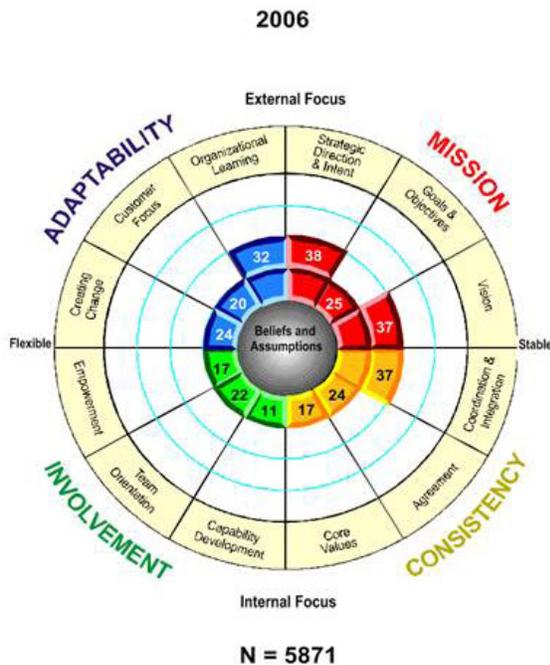
“The DDC workforce chose to have their voices heard,” said United States Marine Corps Brig. Gen. Peter Talleri, commander for the DDC. “Our overall participation rate was outstanding, especially considering the unique challenges throughout our worldwide organization.”

The Culture Survey assesses the organization’s culture and its impact on the workforce’s ability to perform at maximum potential.

DLA used the Denison Organizational Culture Survey to conduct the employee survey. With 60 Denison questions as well as DLA-specific questions, employees spoke out regarding their views on the model’s measures of mission, adaptability, involvement and consistency. Each quadrant within the model was further broken down into three cultural and leadership traits for a total of 12 traits.

“Overall, DDC has improved in 6 out of 12 of the cultural traits,” said Kevin Cummings, program manager for organizational development. “We have shown progress in capability development, creating change, customer focus, strategic direction and intent, organizational learning and coordination and integration. Most importantly, the DDC organization has been continually improving each year since the

DDC



original 2003 Culture Survey,” said Cummings.

Communication of the results is currently underway at DDC’s 25 distribution centers and the DDC Headquarters. “Communication from our senior leaders was critical during the administration of the survey and it will continue to be a critical element as we move through the analysis phase to developing and implementing action plans,” said Talleri.

In the coming weeks, senior leaders throughout the DDC will be utilizing the tools and training provided earlier in the year at a DDC/Denison workshop. Leaders will analyze their data and create action plans for implementation. Each distribution center and headquarters element will report their progress on a

quarterly basis. Assisting DDC leadership throughout this process will be DDC culture champion, John Destalo. “The dedicated work of so many people across this organization have made the administration of the survey a rewarding experience, and I’m looking forward to continuing to provide support as we move forward in our culture improvement efforts,” said Destalo.

“We have continued our trend upward since DLA first started the surveys in 2003, and it is clear that our employees are telling us we have more work to do in order to develop a culture of operational excellence,” said Talleri. “We have challenges ahead but I am sure together we can identify new opportunities for improving our DDC culture.



DLA Today
Enterprise news at <https://today.dla.mil>

DDC welcomes 10



United States Navy Supply Corps Cdr. Elisabeth G. Farrell assumed command of Defense Distribution Depot Puget Sound, Wa. on Jan. 23, 2009. Before coming to DDPW, Cdr. Farrell was at the United States Naval War College, where she graduated with a Master's of Science degree in National Security and Strategic Studies.



United States Army Col. Vernon L. Beatty, Jr., assumed command of Defense Distribution Depot Kuwait, Southwest Asia on Jun. 5, 2009. Col. Beatty previously served as director, Army Initiatives Group, Logistics Branch, Headquarters Department of the Army G4 at the Pentagon.



Kevin Taylor assumed command of Defense Distribution Depot Cherry Point, NC on Jun. 10, 2009. Mr. Taylor previously served as deputy commander of DDCN.



United States Army Lt. Col. Bernard Warrington, Jr., assumed command of Defense Distribution Depot Corpus Christi, TX on Jun. 22, 2009. Lt. Col. Warrington previously served as chief of Information Technology, Office of the Deputy Chief of Staff of Operations G-3/5/7, Army Transformation Office, in the Pentagon.



United States Army Lt. Col. James E. Bass, III, assumed command of Defense Distribution Depot Red River, TX on Jun. 23, 2009. He previously held the position of liason officer/planner to United States Army Reserves Europe with the Defense Logistics Agency – Europe.

new leaders in '09

United States Army Lt. Col. Bruce B. McPeak assumed command of Defense Distribution Depot Tobyhanna, Pa. on Jul. 8, 2009. Previously, Lt. Col. McPeak served as assistant chief of staff G4 for the twentieth Support Command Chemical, Biological, Radiological, Nuclear, and High Yield Explosives in Aberdeen Proving Ground, Md.



United States Supply Corps Capt. Pierre C. Coulombe assumed command of Defense Distribution Depot San Diego, Calif. on Jul. 10, 2009. Capt. Coulombe comes to DDDC from United States Navy Central Command Bahrain.



United States Supply Corps Cdr. Preston L. Gill, Jr., assumed command of Defense Distribution Depot Sigonella, Italy. on Aug. 12, 2009. His most current assignment was as most current assignment was as joint force maritime component commander, Assist and Assessment Team at the Naval War College, Newport, R.I.



Rita Varner assumed command of Defense Distribution Depot Albany, Ga. in October 2009. Ms. Varner perviously served as deputy commander of DDAG.



United States Marine Corps Lt.Col. Ly T. Fecteau assumed command of Defense Distribution Depot Guam, Marianas on Nov. 3, 2009. She previously served as logistics and joint planning officer for the Defense Distribution Center's Planning and Supply Chain Integration directorate.



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!

Deputy commander highlights DLA and DDC mission and logistics capabilities

By Stacy L. Umstead, DDC Public Affairs

Senior Executive Service member, William H. Budden, deputy commander for the Defense Distribution Center, or DDC, was on site at the United States Air Force Institute of Technology, or AFIT, Dayton, Ohio Sep. 21 to provide Senior Distribution Executive Development Seminar attendees an overview of the Defense Logistics Agency's mission and highlight DDC's support to the Warfighter.

Class attendees, senior logisticians from throughout the military services, learned first-hand DLA's mission of supplying critical resources to the nation's military services and civilian agencies. The briefing included DLA's focus areas, organizational alignment and scope of support. "DLA is the Department of Defense's supply chain manager for eight supply chains," said Budden, "We're an integral part of the end-to-end supply chain and work very closely with the military services before and during the acquisition process to ensure their requirements are being met."

Budden continued, "DLA is reaching all the way back into industry and partnering with them and leaning all the way forward to the frontline with the Warfighter or storeroom of a ship or skin of an aircraft -- linking demand with supply."

As DDC's deputy commander for 25 distribution centers worldwide, Budden further explained DLA's lead center for distribution's role in supporting the Warfighter. "DDC receives, stores and issues supplies as well as provides tailored logistics services to increase Warfighter readiness," said Budden.

During his session with the senior logisticians, Budden further highlighted DDC's engagement strategies with the combatant commands including aligning at the component level, implementing theater first sourcing logic and expanding customer base by leveraging existing and potential distribution channels.

Budden's session with the senior logisticians was very well received. "The students enjoyed hearing a senior leader perspective about DLA and the DDC," said United States Air Force Maj. Larry Stetz, course director for the seminar. "They exercised their academic freedom to ask challenging questions, which Mr. Budden answered candidly and in stride. They left with a better understanding of the work DLA does and the challenges ahead."

DDC has participated in the AFIT's logistics curriculum for the last five years.

The AFIT Senior Distribution Executive Development Seminar provides senior

distribution executives with the latest developments in national policies, management techniques, and the new technologies affecting the transportation and physical distribution disciplines. The seminar emphasizes national policies and their impact on Air Force distribution activities current theories and techniques regarding human and physical resources management state-of-the-art developments in the transportation field and new productivity improvement initiatives.

In addition, the seminar increases student's understanding of both military and commercial physical distribution systems and provides insight into the motivation and strategies employed by the commercial distribution industry. Teaching methods include discussions, guest lectures, and onsite tours of transportation and distribution facilities.



William H. Budden, Senior Executive Service, provides an overview to Senior Distribution Executive Development Seminar attendees.

DDC issues Pandemic Influenza Operations Plan

By Stacy L. Umstead, DDC Public Affairs

Defense Distribution Center commander, United States Marine Corps Brig. Gen. Peter Talleri has released the organization's 2009 Pandemic Influenza, or PI, Plan. The plan provides policy and instructions for the DDC and its component organization to prepare for, respond to, and recover from an influenza pandemic.

Influenza is a highly contagious respiratory virus that is responsible for annual epidemics around the world. Infrequently, the influenza virus can undergo genetic variations and combine with animal viruses to create a new virus to which human beings have little or no immunity. This type of genetic shift almost always causes a pandemic influenza, which is declared when there is sustained human-to-human transmission of the virus.

"Continuity of operations during a pandemic is a complex task, multiplied by the fact that DDC operates within 13 states and 7 foreign countries," said Talleri. "The goals of this plan are to maintain operational readiness and effectiveness in support of the DDC mission, and to provide the maximum level of assistance to DDC personnel and their families to minimize suffering."

"The plan was developed and is



H1N1: Defense Distribution Center commander, United States Marine Corps Brig. Gen. Peter Talleri has released the organization's 2009 Pandemic Influenza Plan.

in line with national, Department of Defense and Defense Logistics Agency guidance," said Bob Hauseman, strategic planning officer and DDC PI program manager.

The plan uses a phased construct to prepare for and execute actions necessary to prevent a pandemic.

Phase 0 – Shape: No new influenza virus subtypes have been detected. This is a continuous phase incorporating adaptive planning, routine surveillance and engagement activities to assure and solidify collaborative relationships, shape perceptions, and influence behavior. It emphasizes education and training for the population, and interagency partnership.

Movement to Phase 1 occurs when indications and warnings reflect the occurrence of human infection(s) with a new virus subtype, yet without human-to-human spread, or at most, rare instances of human-to-human spread in close contact.

Phase 1 – Prevent: A new viral subtype has infected humans, but has not spread from human-to-human, or at most, has spread in rare instances from close contact. DoD supports the United States government efforts to prevent or limit the spread of the virus.

Movement to Phase 2 occurs when indications and warnings identify small cluster(s) with limited human-to-human transmission, but the human-to-human spread is

highly localized, suggesting virus is not well adapted to humans.

Phase 2 – Contain: Small cluster(s) of cases exist in highly localized areas indicating the virus is not well adapted to humans.

During this phase, measures to protect the population in the local areas will be taken while maintaining the freedom of action to conduct assigned missions.

Movement to Phase 3 occurs when indications and warnings identify large cluster(s) but the human-to-human spread is still localized, suggesting the virus is becoming increasingly adaptive, but has not fully achieved sustained human-to-human transmission.

Phase 3 – Interdict: Large clusters of cases exist in the affected regions indicating the virus is adapting for human-to-human transmission.

During this phase, broader, more extensive measures are taken to protect the DDC population while continuing actions necessary to assure mission accomplishment.

The most likely scenario is that any direction for DDC to support USG efforts to support civil authorities will begin during phase 3.

Movement to Phase 4 occurs when indications and warnings identify increased and sustained transmission of the virus among the general public.

Phase 4 – Stabilize: The virus spreads globally from human-to-human signifying a failure of containment and interdiction.

During this phase, DDC will protect its key population, maintain freedom of action to continue conducting critical assigned missions and ensure continuity of operations, maintain critical infrastructure and provide support as directed to mitigate the effects of the pandemic and reduce human suffering.

Movement to Phase 5 occurs when indicators identify declined case incident rates, slowed PI waves and improved conditions allowing reestablishment of the USG functions without DoD support.

Phase 5 – Recover: The case incidence decreases indicating the slowing of transmission. During this phase, DoD conducts force reconstitution operations.

Movement to a lesser phase (1-4) occurs when indications of a subsequent wave are received. Movement to phase 0 occurs when indicators identify no further human infections, no indications of a subsequent wave, and there is no longer a requirement for Defense support to civil authorities.

The plan will be applied throughout DDC. “Pandemic influenza is by its nature regional in effect,” said Hauseman. “The disease will grow and abate in geographic waves. Responses must also be regional. Because of DDC’s geographic spread, it is likely that actions will need to be taken at different places at different times.”

The plan also includes comprehensive checklists for DDC headquarters staff offices and each distribution facility to use

throughout the various phases.

Throughout DDC, education continues regarding prevention of obtaining the virus. Additional information about the flu, how to protect from the flu, and how to care for others who have the flu, can be found at the following sites: DDC’s Environmental, Safety, and Occupational Health Office website (<https://ddcnet.ddc.dla.mil/CommandSupportServices/Safety/Topics/Health/Flu/Flu.htm>), the Department of Defense Watchboard for Pandemic Influenza (<http://fhp.osd.mil/aiWatchboard/>), Flu.gov (<http://www.flu.gov/>), and the Defense Logistics Agency H1N1 Pandemic Flu Information and Links website (<https://headquarters.dla.mil/h1n1/>).



DDC's Environmental, Safety & Occupational Health Management System

Protecting our Employees

Protecting the Environment

www.ddc.dla.mil/enviro-safety

DDTP hosts CGA Training Academy

By Jessica Roman, DDC Public Affairs

Defense Distribution Depot Tobyhanna, Pa., or DDTP, recently hosted the Acquisition Management developed training for Continuing Government Activity, or CGA, members. This training academy provides members the opportunity to learn tools to perform all aspects of a comprehensive Quality Management System at their respective distribution sites. CGA members from various depots were in attendance.

At eight distribution centers, the Defense Distribution Center, or DDC, uses contractors, and at four distribution centers, the Government's Most Efficient Organization, or MEO, performs the mission of delivering effective, efficient and innovative support

to combatant commands, military services and other customers during war and peace.

"At each of these contracted and MEO locations, the CGA at each site ensures that the services provided conform to the quality requirements of the contract. The CGA was established to maintain oversight of the services provided by the selected provider," said John Lesko, DDC Acquisition Management supervisory program analyst, "In order to ensure each CGA member has the tools they need to perform that oversight in a professional, consistent and auditable manner, DDC provides training to all CGA members."

Attendees to the DDTP CGA Training Academy had the opportunity to train in a wide array of topics, including: quality management principles; the

principles of surveillance to include monitoring, evaluating, analyzing and documenting the service provider ability to adequately meet the requirements and performance standards of the contract; effective communication; surveillance methods and tools; proper documentation; the eight-step surveillance process; economics of surveillance; time management; principles of quality management; uniform contract format; quality control and customer satisfaction planning; quality assurance and surveillance planning; reporting requirements; Quality Management System Integration Tool usage; problem solving; and data analysis.

The CGA Training Academy is a tailored, focused course combining both classroom discussion and modules with hands-on surveillance experiences in the warehouse environment. The students are provided the tools they need, then provided the opportunity to apply that knowledge in an actual monitoring situation with instructors on hand to walk them through the process.

Attendees to the DDTP CGA Training Academy included: DDTP team members security manager Jeffrey Finlay, accountable officer Ralph Casey, inventory accuracy team lead Elizabeth Rice, management analyst Jennifer Johnson, safety manager Richard Schloendorn, and intern Karl Shuler; Defense Distribution Depot San Diego, Calif. contracting officer representative Mark Patzman; Defense Distribution



John Lesko briefs the Defense Distribution Depot, Tobyhanna, Pa. Continuing Government Activity Training Academy class on the principles of surveillance.

Depot Richmond, Va., contracting officer representative Andre Lowman, and quality assurance evaluator Gary Coles; Defense Distribution Depot Albany, Ga. intern Osmond Brinson; Defense Distribution Depot Cherry Point, N.C. management analyst Melvin Stigler; Defense Distribution Depot Barstow, Calif. contracting officer representative Matthew Balogh, and distribution facilities specialist Kyle Bauman; and Defense Distribution Depot Kuwait, Southeast Asia surveillance lead Twyla Zink.



Defense Distribution Depot Richmond, Va. quality assurance evaluator Gary Coles conducts surveillance during the Continuing Government Activity Training Academy.

“This training has proven invaluable in the successful implementation of the DDC’s Quality Management System,” concluded Lesko.

DLA interns receive DDC orientation

By Stacy Umstead, DDC Public Affairs

Defense Logistics Agency, or DLA, interns visited DLA’s lead center for distribution, the Defense Distribution Center, or DDC, New Cumberland, Pa. Oct. 14-15 for orientation as part of the DLA intern curriculum.

Interns from throughout the enterprise were welcomed by DDC public affairs officer, Stacy Umstead, who provided the DDC command overview highlighting DDC’s distribution network, mission and initiatives. The overview included the emphasis on DDC’s role in supporting the DLA Director’s 2010 Strategic Plan and his three focus areas of Warfighter Support Enhancement, Stewardship Excellence, and Workforce Development. The interns also learned about the DDC Commander’s Guidance which outlines DDC’s priorities supporting the DLA Director’s 2010 Strategic Plan

Other briefings included overviews of distribution operations, expeditionary logistics, strategic planning, customer engagement, culture, process improvements, organizational development and acquisition.



Stacy Umstead, Defense Distribution Center public affairs officer, highlights the Defense Logistics Agency Director’s 3 focus areas during a command brief to DLA interns.

DDC’s orientation also includes tours to DoD’s, andDDC’s, largest distribution depot, Defense Distribution Depot, Susquehanna, Pa. where at DDSP’s Eastern Distribution Center, interns observe, first-hand, receiving processes, air lines of communications pallet build operations, high-rise storage and retrieval, and consolidation and containerization point processing. Also at DDSP, interns are afforded the opportunity to meet with DLA’s only airborne riggers and tour the parachute rigging operations.

DDPH supervisors participate in BBI Training

By Emily Blubaugh, DDC Public Affairs

Defense Distribution Depot Pearl Harbor, HI, or DDPH, supervisors recently had the opportunity to attend Behavior Based Interview, or BBI, training, taught by Defense Distribution Depot San Joaquin, Calif., employee Teri Henry.

The course, which typically is one day in length, prepares supervisors to make hiring selections based on a candidate's past job experiences and behaviors, which, when analyzed properly, may predict future job performance.

The supervisors were taught how to develop behavior based interview questions that focus on past job experiences, as well as how to assess the impact, results, and outcome of past performance and make hiring selections based on

the competencies needed to perform the job.

Henry is only one of a few certified BBI instructors for the Defense Distribution Center. She stresses that one of the most critical concepts to take away from the class is the importance of developing pertinent performance and technical questions for the interview process to adequately assess whether or not a candidate truly has the experience to perform the task at hand.

"Resumes can tell you they know the subject matter and have experience with this type of job, but only when an interviewer starts asking questions that relate to job specifics will they really be able to tell if the candidate understands what they are talking about," says Henry.

In order to form appropriate questions, the supervisors were introduced to the Skil analyzer,



Defense Distribution Depot Pearl Harbor, HI, commander, United States Navy Supply Corps Cdr. Scott Smith, and deputy commander, Craig Wills, participate in Behavior Based Interview training, taught by Defense Distribution Depot San Joaquin, Calif. employee Teri Henry.

a web-based tool that provides 22 different performance skills or competencies for the user to rate according to relevance to the position, which ultimately forms a bank of job-related behavioral questions to be used in an interview.

Examples of questions the program might generate are: "Describe a time when you had enough faith in an idea to lead the market, rather than follow it," "Tell me about a time when you carefully set a long-term organizational goal? How did you do it?" or "Walk me through the steps you took in a specific situation to foster a cooperative environment."

Additionally, the program provides interview guides and rating sheets for users, which utilize the SHARE model to record and analyze the information provided by the



Defense Distribution Depot San Joaquin, Calif. employee Teri Henry leads the class in a lesson in how to create behavior based interview questions using SkilAnalyzer that focus on past job experiences to make better hiring decisions.

candidate, to further assist supervisors in the decision-making process.

SHARE stands for: Situation, Hindrance interviewee was working to resolve, Actions that the interviewee took to correct the problem, Results of those actions, and Evaluation, or what was learned from this experience. The model is ideal in gaining specifics from candidates.

According to Henry, “The class thought the SHARE model was very useful for taking notes and for obtaining information from the interviewees. They also used this model to begin the interview by telling the candidate that their answers should include these specifics.”

Overall, DDPH was very receptive to using the BBI approach to setting up their interviews and found the training extremely beneficial. “Students told me that after taking the class they felt more prepared to conduct interviews. One even stopped me in the hallway to let me know that he thought it was one of the best classes he had taken,” said Henry.

Former airplane mechanic lives dream onboard USS George Washington

Story and photo by Jon Lontoc, DDYJ Public Affairs.



Hiroo Takagi poses with his daughter, Kazuko Yamamoto, next to an E-2C Hawkeye airborne early warning aircraft from Carrier Air Wing 5 onboard the USS George Washington during a Family Day cruise.

The aircraft carrier USS George Washington at the United States Naval Base in Yokosuka, Japan, held its first Family Day cruise since arriving at its new home in Yokosuka last year. Thousands of guests turned out to experience Navy life at sea, as well as a

demonstration of the superior airpower of the U.S. Navy. For

87-year old Hiroo Takagi, the experience was an especially memorable one, bringing back visions of his early years as a sailor in the Japanese Navy.

Father of Defense Distribution Depot Yokosuka, Japan, Kazuko Yamamoto, Takagi joined the Navy when he was 21 years old during World War II.

While stationed at Maizuru city in the Kyoto Prefecture, he worked in the aviation community as an airplane mechanic, maintaining aircraft such as the plane popularly known as the “Zero,” one of the world’s best carrier based fighter aircraft of its time. Following the war, he continued his trade as a garage

mechanic for the U.S. military.

Yamamoto expressed wonder after learning of her father’s experiences. “I never knew,” says Kazuko, “Being one of only two daughters, it wasn’t something a man would talk to women about,” she explains.

Now a retired auto mechanic, Takagi spends time enjoying life and his family. Though he has never left Japan, events such as the Family Day cruise have sparked his desire to travel. “He might enjoy traveling to Korea or Guam,” says Yamamoto.

When asked how he felt about his trip onboard the USS George Washington, he expressed excitement and joy at the opportunity to ride on such a ship and observe the demonstration by the Navy jets and helicopters of Carrier Air Wing Five. Takagi was especially thankful for the peace that now exists between United States and his country of Japan.

Surveillance Lead Offsite aims to improve quality assurance

By Jessica Roman, DDC Public Affairs

The Defense Distribution Center, or DDC, has a mission to provide the full range of distribution services and information, enabling a seamless, tailored, worldwide Department of Defense network that delivers effective, efficient and innovative support to combatant commands, military services and other customers during war and peace. At several DDC locations, contractors and the Government's Most Efficient Organization, or MEO, perform that mission.

At each of these contracted and MEO locations, a small cadre of dedicated civil servants ensures that the taxpayer and the Warfighter are getting what they should from these contractors. In order to ensure that these contracted and MEO depots are operating efficiently, the on-site Continuing Government Activity, or CGA, performs quality assurance activities that utilize checklists to monitor receiving, storage, issues, packaging, support services, safety and security, and data systems and information technology.

Team leads for these depots attended a week-long offsite meeting to assist in their surveillance efforts. The goal for the offsite was to consolidate the checklists used to support the monitoring of distribution of Warfighter supplies. By consolidating these checklists, the teams will promote efficiency and accuracy of distribution services from these depots.

DDC deputy commander, William Budden, Senior Executive Service, opened the week long offsite by encouraging the team leads to share ideas and come to a consensus, "It is important from a command perspective that we have consistent application of our surveillance mission, and that the surveillance documentation is meaningful and useful."

An additional goal for the offsite was migration of the checklists from conducting quality control, which is the Service Provider's responsibility, to conducting quality assurance. The anticipated outcome for the meeting was checklist finalization to begin that migration.

Rose Snavely-Howe, chief, Acquisition Management, emphasized the goal of quality assurance, "As a critical piece of the DDC Quality Management System, your input is vital to the overall success of the program. Please use this offsite to have meaningful conversations and share lessons learned so that a consensus can be achieved on the components of the surveillance templates."

Throughout the week, the group kept the DDC mission at the forefront of their mind, discussing the impact on each checklist item for quality assurance of distribution services. Snavely-Howe also stressed the importance of economies of surveillance. "Successfully supporting the Warfighter is the essential goal, and that goal can be met, in part, by providing efficient and effective service through each of the DDC's contracted and MEO depots."



Defense Distribution Center deputy commander, William Budden, Senior Executive Service, opens the Surveillance Lead Offsite.

DDYJ hosts Inventory Distribution Training Workshop

By Jessica Roman, DDC Public Affairs

Defense Distribution Depot Yokosuka, Japan, or DDYJ, recently hosted an Inventory Distribution Training Workshop. Inventory Distribution Training aims to help distribution centers accomplish their inventory goals and to improve their inventory programs.

This onsite workshop provided attendees a chance to interact face-to-face with personnel from all six of Defense Distribution Center, or DDC, Asia and Pacific sites, including Defense Distribution Depot Pearl Harbor, Hawaii, Defense Distribution Depot Korea, Defense Distribution Depot Guam, Marianas, DDYJ, DDYJ's Okinawa Detachment, and DDYJ's Sasebo Detachment. Two DDC instructors, Mike Endres and Emily Moore, provided instruction for the



Defense Distribution Center supply management specialist Emily Moore leads a Defense Distribution Depot Yokosuka, Japan hosted Inventory Distribution Training Workshop.

classroom and the computer hands-on portions of the workshop.

By bringing multiple distribution centers together for training, it allows for deeper discussions and interactions. “Inventory is a vital role in warehousing, and by providing face-to-face training, we can clear up any questions employees may have with their particular inventory program,” said Moore.

Topics for the week-long workshop included Location Surveys, Conducting the Physical Count, Inventory Workload, and Causative Research, among others.

Location Surveys are a high priority requirement to maintain accurate asset information. Location survey is the physical verification of assets that are in location and listed on the recorded locator data file contained in the Distribution Standard System, DDC's distribution and warehouse management system.

Inventory requests are received by DDC from many different places. The Conducting the Physical Count topic includes discussion on how to prioritize this workload, retrieve daily workload, and how to perform accurate physical counts in radio frequency and non-radio frequency environments.

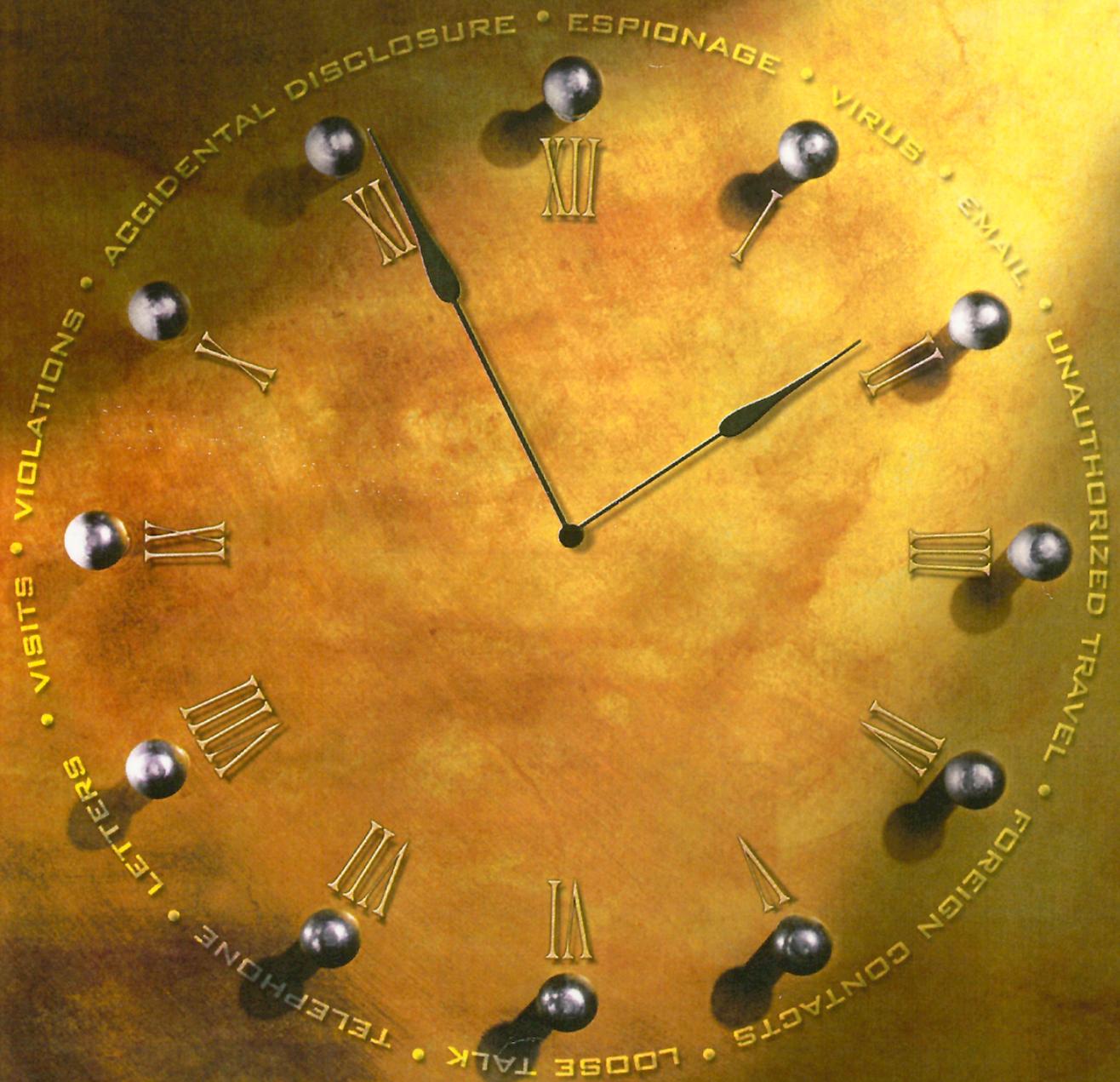
Department of Defense and Defense Logistics Agency govern prioritization of Inventory Workload. Employees in the Inventory Distribution Training Workshop had the opportunity to discuss the differences between scheduled and unscheduled workload, how to prioritize workload, and how to schedule and monitor workload to meet Military Standard Transaction Reporting and Accounting Procedures requirements.

Causative research is the tool that DDC uses to investigate any inventory errors that may occur, resolve any discrepancies, and correct the error from being repeated in the future. By using causative research, DDC can improve stewardship in the future by being good custodians of DDC resources.

The agenda for the week-long workshop also included a tour of DDYJ, an Asia and Pacific Accountable Officers Forum, briefs from DDYJ's operational directors, and one-on-one meetings covering additional topics.

“This workshop was an excellent chance to bring multiple distribution centers together to discuss how they operate their inventory programs. This gives all of the distribution centers a chance to learn from each other, and implement new ideas in the workplace,” said Endres.

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DDC's Blockus receives DLA Meritorious Civilian Service Award

By Jessica Roman, DDC Public Affairs

Jim Blockus, supply specialist for the Defense Distribution Center, or DDC, was recently awarded the Defense Logistics Agency, or DLA, Meritorious Civilian Service Award.

Blockus was recognized for his exemplary performance in support of the development of the DDC Commander's Guidance for calendar year 2009. Blockus demonstrated superlative analytic and communications skills as he crafted the framework and authored a document that reflects the strategic alignment of DDC major initiatives to the DLA Director's Guidance and highlights DDC's top priorities for 2009.

The DDC Commander's Guidance addresses DLA's strategic focus areas, DDC major high level initiatives, and the

Commander's top priorities of Customer Engagement, Theater Support, Warehousing Optimization, Inventory Accuracy Improvement, Leadership and Workforce Development, Risk Management, Distribution Operations, and Cost Control.

"Jim was able to accomplish this effort while maintaining a number of major projects under his current purview in DDC Distribution Support," said Jane McMullen, deputy director, Planning and Supply Chain Integration Directorate.

The DLA Meritorious Civilian Service Award is the second highest DLA honorary recognition for civilian employees. The award consists of a bronze medal, a lapel button and a certificate. It is given for performing assigned duties in an exemplary manner, setting a

record of individual achievement and inspiring others to improve the quality and quantity of their work performance, exercising unusual initiative in devising new or improved work methods and procedures that result in substantial savings of time or manpower or improves the safety or health of employees, outstanding achievement in improving the morale of workers with a consequent improvement in work performance, demonstrating unusual courage or competence in an emergency while performing assigned duties, or other outstanding performance relating to official employment, deemed by the approving official to be worthy of recognition.



United States Marine Corps Brig. Gen. Peter J. Talleri congratulates Jim Blockus, winner of the DLA Meritorious Civilian Service Award.



United States Marine Corps Brig. Gen. Peter J. Talleri awards Jim Blockus the DLA Meritorious Civilian Service Award.

Talleri visits DDKS as it celebrates five years as distribution center

By Emily Blubaugh, DDC Public Affairs

The Defense Distribution Depot Kuwait, Southwest Asia, or DDKS, recently celebrated a considerable milestone, with five years as Southwest Asia's sole distribution facility under the Defense Distribution Center, or DDC. The occasion was marked with a visit from DDC commander United States Marine Corps Brig. Gen. Peter Talleri, as well as an anniversary celebration.

Talleri's visit to DDKS, which was officially established on August 30, 2004, kicked off the anniversary celebration and was part of a multi-stop visit to United States Central Command, or USCENTCOM, operations.

The visit began with a tour of DDKS warehouse operations and the Theater Consolidation and Shipping Point, or TSCP, which is responsible for rapidly consolidating and segregating shipments arriving from multiple

sources and preparing them for onward movement directly to the Warfighter.

Following his stopover at DDKS, Talleri visited the depot's Bahrain detachment, which provides physical receipt, stow, care and issue of materiel for tactical distribution of Fleet Industrial Supply Center materials.

Before departing for Bahrain, Talleri thanked DDKS' employees for all of the hard work and

contributions which led to five successful years in operation. "It truly is a team effort to provide responsive and quality distribution support to our customers. I thank you all for your many years of impressive efforts, and we must continue to work closely together to remain effective and provide the best service possible to the Warfighter," said Talleri.

Highlighting the ceremony, video messages from past DDKS leadership were presented to the audience. The videos, from former DDKS commanders United States Army Cols. Gloria Blake and Clayton Newton, served as a tribute to the hard work and motivation displayed by DDKS' management, employees and partners in supporting the Warfighter.



Defense Distribution Depot Kuwait, Southwest Asia, or DDKS, deputy commander Jerry Brown, left, and commander United States Army Col. Vernon Beatty, right, deliver closing remarks at the DDKS 5th Anniversary Celebration.

Newton, who served as commander of DDKS from 2002 to 2004 and currently serves as DDC chief of staff, remembered the dedication that went into supporting the depot's mission from its inception. "As I recall my first time on the ground in 2004, walking the streets of DDKS when they were still sand... the incredible sense of pride of all those that were there at that time, building the depot and getting it ready for its first material release order—which by the way, was a single wiper blade attached to a warehouse pallet with a radio frequency tag stuck to it."

He then commended the entire DDKS team, past and present, for the incredible efforts and commitment which has taken the depot from its "humble beginnings to what is now recognized as DDC's 3rd largest depot by volume" and credited the team with contributing toward the "incredible accomplishment, occurring over a mere five-year period of time,"



Defense Distribution Center commander, United States Marine Corps Brig. Gen. Peter Talleri, left, and Defense Distribution Depot Kuwait, Southwest Asia, or DDKS, commander United States Army Col. Vernon Beatty, right celebrate DDKS's fifth anniversary.

according to Newton.

DDKS was established based on a request from the USCENCOM, to fulfill its mission of providing forward stock positioning support and enhanced physical distribution services to the Armed Forces located in the USCENCOM area of responsibility, or AOR.

DDKS' distribution facilities are strategically positioned in Southwest Asia to reduce transportation and customer

wait time. The depot provides distribution services and surge capability to all four service components to support Warfighters operating in the AOR. Current commodities distributed by DDKS are repair parts, barrier/construction materiel, clothing, textiles and tentage. DDKS also provides consolidated shipment and containerization services, as well as, routine logistic support to the military community in the DDKS theater of operations.

Defense Distribution Center commander marks final phase of former Memphis Depot environmental cleanup

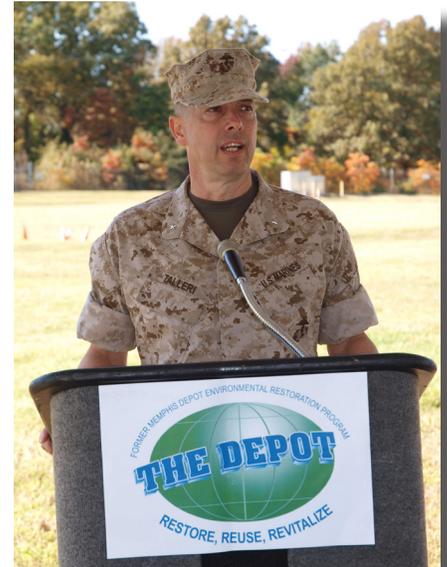
By Stacy Umstead, DDC Public Affairs

United States Marine Corps Brig. Gen. Peter Talleri, commander, Defense Distribution Center, marked the start of the final environmental cleanup action for the former Memphis Depot during a brief ribbon cutting ceremony Wednesday at the site.

The Air Sparging and Soil Vapor Extraction, system will remove the remaining contaminants from shallow groundwater just south of the Memphis Light, Gas and Water substation on Menager Road. The cleanup system is expected to run until monitoring results in the area show that

underground contaminants have been removed in accordance with U.S. Environmental Protection Agency, or EPA, Department of Defense and Tennessee Department of Environment and Conservation, or TDEC, requirements.

“This long-standing project is a true testament to your hard work, dogged attention to detail, and perseverance through the challenges this cleanup effort presented,” Talleri told regulatory agency officials and engineers who worked on the project. “Your efforts are truly revitalizing the former Memphis Depot Business Park.”



Defense Distribution Center commander United States Marine Corps Brig. Gen. Peter Talleri addresses the audience at the ribbon cutting.



Regulatory agency and engineer representatives mark final phase of former Memphis Depot environmental cleanup.

The Base Realignment and Closure (BRAC) commission placed the former Memphis Depot on the base closure list in 1995. Since then, the installation with a history dating back to World War II, has worked with the EPA, the TDEC, and local city and county officials to restore the land for commercial use.

Since then, two-thirds of the 642-acre site have been environmentally restored and returned to productive community use in what is now called the Memphis Depot Business Park. The remaining 228 acres are expected to be transferred for

redevelopment within the next year.

Currently, 30 distribution, manufacturing and service-oriented companies, collectively employing more than 1,300 people, operate in the park. The Memphis

Redevelopment Corporation, which develops the property for commercial use, estimates that commercial growth in five years will see about 3,600 total employees with annual wages of \$73.8 million.

DDC answers call for aid in Pacific

By Annette Silva, DDJC Public Affairs, and Emily Blubaugh, DDC Public Affairs

As American Samoa is declared a major disaster area by President Obama, extreme flooding forces mass evacuations in the Philippines and two major earthquakes strike Indonesia, the Defense Distribution Center, or DDC, stands ready to provide aid to the thousands of displaced and homeless.

With the governments asking for federal assistance, DDC has received several requests from the Federal Emergency Management Agency, or FEMA, to provide approximately 175,000 Meals Ready to Eat, or MREs, to the areas by the end of next week.

In response to this call for aid, employees at Defense Distribution Depot San Joaquin, Calif., or DDJC, worked as a team through Wednesday and continuing into Thursday during a humanitarian support mission to build 26.5 air lines of communication, or ALOC, 463L pallets with MREs totaling over 10,000 boxes providing over 122,000 meals for victims.

Darlene Pope of the Performance Excellence Office was one of

the employees that volunteered to work in this relief effort.

“Having previously worked in the Consolidation and Containerization Point building ALOC pallets, I wanted to use my experience to help in the efforts,” said Pope. “I wanted to lend a helping hand to the devastated areas.”

Upon receiving the request from the FEMA, the DDJC team pulled together to execute the disaster relief efforts. The pallets will be loaded onto commercial carriers and transported to Travis Air Force Base, Calif., where they will be flown to Hickam Air Force Base, Hawaii. Upon arrival, they will be flown to their final destination of Pago Pago, the capital city of American Samoa.

In conjunction with DDJC’s effort, Defense Distribution Norfolk, Va., processed and shipped over 100,000 pounds of MREs to meet overnight delivery requirements.

The coordination of these efforts



Team members from the Defense Distribution Depot San Joaquin, Calif., prepare plastic wrap to protect twenty-seven pallets of Meals Ready to Eat to be flown to Pago Pago, American Samoa.

is a result of the support of DDC’s Supply Chain Transportation and Customer Engagement divisions, who worked into the night to coordinate the transportation of the MREs with commercial carriers. “Between receiving requisitions for the materials, locating the right amount, organizing transportation of the MREs from DDJC and DDNV, and tracking the materials, employees successfully completed hours of work in little time,” said Barbara Huss, supply specialist.

Although the typhoon season in the Pacific runs year-round, most cyclones tend to form in the region between May and November.

Supply chain management highlighted during ICAF visit

By Jessica Roman, DDC Public Affairs

The Industrial College of the Armed Forces, or ICAF, recently visited the Defense Distribution Center, or DDC, to discuss DDC's role in supply chain management and receive a tour of the Defense Distribution Depot, Susquehanna, Pa., or DDSP, Eastern Distribution Center, or EDC.

United States Army Col. Clayton T. Newton, DDC chief of staff, opened the visit by highlighting the DDC distribution centers. "We have 25 distribution centers all over the world, and today you are in our flagship center," said Newton. "I was lucky enough to serve as commander of Defense Distribution Center Kuwait, and I know you will be very impressed with the distribution services we provide to the Warfighter around the globe."

United States Navy Capt. (Sel.) Michael Hansen was on hand to answer questions from the Strategic Plans, Customer and Supplier Engagement directorate. Hansen discussed DDC's support to Combatant Commands as well as DDC's role in supporting efforts in Afghanistan.

After receiving a command brief from DDC's public affairs officer Stacy Umstead, the group toured the EDC. Led by DDSP deputy commander Ed Visker and public affairs specialist, Sherre Mitten-Bell, the group observed firsthand the operations of DDC's largest distribution facility, including the new hydrogen refueling stations, the high rise storage and retrieval system, air lines of communications pallet build area and the consolidation and containerization point processing.

ICAF helps to prepare selected military and civilians for strategic leadership and success in developing our national security strategy and in evaluating, marshalling and managing resources in the execution of the strategy. Their visit to DDC aimed to help prepare students in the supply chain management class by giving examples of distribution excellence within the Department of Defense.



Defense Distribution Center chief of staff United States Army Col. Clayton T. Newton opens the recent Industrial College of the Armed Forces visit to the DDC.

Political appointee visits Defense Distribution Center

By Emily Blubaugh, DDC Public Affairs

An Obama Political Appointee visited the Defense Distribution Center, or DDC, Oct. 15 to receive a command brief and tour the Defense Logistics Agency's lead center for distribution.

Jordan Kaplan, special assistant to the Assistant Secretary of the Navy, Research, Development and Acquisition, was briefed as to where DDC falls into DLA's organizational structure and how its operations uphold the Agency's mission of logistics combat support. The discussion was led by Stacy Umstead, public affairs officer and also joining them was former DDC chief of staff and former commander of Defense Distribution Center Susquehanna, Pa., or DDSP, Chris McKelvey, deputy director, Naval Acquisition Career Center.

The briefing was followed with a tour of DDSP's



Pictured are Jordan Kaplan, special assistant to the Assistant Secretary of the Navy, Research, Development and Acquisition, and former DDC chief of staff and former Defense Distribution Susquehanna, Pa., commander Chris McKelvey, deputy director, Naval Acquisition Career Center.



Stacy Umstead, Defense Distribution Center, or DDC, public affairs officer, provides a command brief to Jordan Kaplan, special assistant to the Assistant Secretary of the Navy, Research, Development and Acquisition and former DDC chief of staff and former Defense Distribution Depot Susquehanna, Pa., commander Chris McKelvey, deputy director, Naval Acquisition Career Center.

Eastern Distribution Center, or EDC, where Kaplan and McKelvey observed some of the highlights of the EDC, including the high rise storage and retrieval system, the hydrogen refueling station, and the consolidation and containerization point processing operations.

Kaplan has worked on political campaigns for the last seven years. He was the Illinois finance director for then Senator Obama's 2004 campaign; finance director for Hopefund, a political action committee chaired by President Obama and during the 2008 Presidential Campaign he was the Illinois/Part Midwest finance director for Obama for America. Following the 2008 Election, he worked on the Obama-Biden Transition Project as finance director.

Defense Distribution Center hosts countries from Central Asia and the Caucasus

Recently, the Defense Distribution Center, or DDC, hosted seven countries from Central Asia and the Caucasus as part of a United States Transportation Command, or USTRANSCOM, sponsored tour of the premier transportation and distribution facilities around the United States.

Three of the visits included delegations from Uzbekistan, Azerbaijan and Georgia.

Stacy Umstead, DDC public affairs officer, provided a command overview to each of the groups, highlighting the Defense Logistics Agency, or DLA, and DDC's position as DLA's lead center for distribution support to the United States' joint forces. United States Army Lt. Col. James Stanford, DDC strategic plans officer, hosted question and answer sessions after each briefing.

Following the briefing, the delegations visited the Defense Distribution Depot Susquehanna, Pa., where they toured the Eastern Distribution Center, to observe receiving operations, high rise storage and retrieval system, air lines of communications area, and consolidation and containerization point processing operations, and understand how the operations tie into DDC's mission of supporting the Warfighter.

According to Joseph Lepanto, international agreements specialist with USTRANSCOM, "The purpose of the visits is to strengthen the partnership TRANSCOM and DDC have with these countries in the global transportation and distribution network, and to show them first-hand examples of distribution excellence.



Members of the Azerbaijan delegation and United States Transportation Command representatives pose with Stacy Umstead, public affairs officer, and United States Army Lt. Col. James Stanford, strategic planning officer. The Azerbaijan officials presented DDC with a shadowbox mosaic of their country, as a sign of their appreciation for their visit.



Georgia officials and United States Transportation Command representatives visit the Defense Distribution Center.

“The purpose of the visits is to strengthen the partnership TRANSCOM and DDC have with these countries in the global transportation and distribution network, and to show them first-hand examples of distribution excellence.” -Joseph Lepanto, international agreements specialist with USTRANSCOM

Members of the Uzbekistan delegation and United States Transportation Command representatives receive the Defense Distribution Center, or DDC, command overview from DDC public affairs officer Stacy Umstead.





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