



A two-year look back at DLA Distribution key initiatives and successes under the command of United States Marine Corps Brig. Gen. Peter J. Talleri

Supporting the Defense Logistics Agency director's strategic focus areas of Warfighter Support Enhancement, Stewardship Excellence and Workforce Development, DLA Distribution has extended the enterprise and increased DLA's ability to provide accurate and cost effective logistics support to the Services.

Over the past two years, United States Marine Corps officer Brig. Gen. Talleri, DLA Distribution commander, and his team of over 10,000 employees worldwide provided unprecedented, timely,

and efficient distribution support to the customer, at home and abroad, ranging from Warfighters in garrison to those deployed in the Global War on Terror.

Soon after Talleri assumed command in June 2008, DLA Distribution was called on to provide support to the Federal Emergency Management Agency, or FEMA, and the victims of Hurricanes Gustav, Hanna, and Ike in coastal Louisiana and Texas.

A team of experienced logisticians was sent into the projected landfall

zone to assist Federal Emergency Management planners in the selection of large sites to serve as Points of Distribution, or PODs, from which relief supplies were distributed to the local population. Some of the pre-selected sites had not been reviewed in years and were unsuitable due to lack of drainage or highway access. DLA Distribution logisticians were relentless and successfully located several PODs that met the requirements.

DLA's Expeditionary Depot was then ordered into its first real-world deployment. A total of 90 personnel





Starting in the Pacific Command Area of Responsibility, work began on the DLA Distribution Support Plan for the Korean peninsula. Numerous man hours resulted in a new document that captured all DLA Distribution key tasks and responsibilities and that identified critical logistics, manpower, infrastructure, and support relationships that were not adequately reflected in the original version between DLA Distribution, United States Forces Korea, and the Service components.

“The work completed in the PACOM AOR will pay great dividends in the event of a contingency,” said Talleri, “It has also laid the foundation for new standard and repeatable processes that will now be applied to the European and Africa Command AORs.”

On January 12, 2010, the Caribbean island nation of Haiti was hit by an earthquake measuring 7.0 on the Richter scale, destroying much of the country’s infrastructure, killing approximately 200,000 people, and

from the three expeditionary teams – San Joaquin, Calif., Susquehanna, Pa., and Red River, Texas – either flew or drove to the two National Level Staging Areas, or NLSA, and seamlessly integrated into the FEMA structure.

FEMA made the decision to place the Expeditionary Depot commander in charge of one FEMA NLSA, demonstrating the respect that they had for DLA Distribution expertise. Expeditionary personnel assisted in establishing the NLSA at Fort Sam Houston, Texas and led the effort to establish the primary NLSA at Ford Park, Beaumont, Texas. “The Expeditionary Depot operated magnificently, in excess of 200 percent of its advertised capability, and processed over 4,000 trucks of food, ice, and plastic sheeting during their two-week deployment,” said Talleri.

FEMA coordinators began ordering extraordinary amounts of food and water to meet the needs of people fleeing the hurricanes. In three weeks of continuous operation, DLA Distribution’s Command and Control Center, or CCC,

coordinated over 1,400 tractor-trailers that delivered in excess of 31 million meals.

In 2009, DLA Distribution began to review, update, and ensure its full integration into Combatant Command operational plans. “This initiative called for DLA Distribution representation at the genesis of all planning efforts so that the Services could fully leverage DLA Distribution capabilities,” said Talleri.





displacing over one million.

DLA Distribution's CCC was ordered to go to 24/7 operations and materiel and subsistence began to flow within hours. In the first two weeks, the organization pushed forward 2.7 million Meals, Ready-to-Eat, two million bottles of water, and hundreds of tents and cots in a surge effort for the US Agency for International Development; this met the most pressing needs until the distribution pipeline was finally settled and routine resupply efforts could begin.

A key strategic focus area in the DLA Director's Guidance, Warfighter Support Enhancement, is aligned with extending DLA's role in DOD warehousing through the Navy Warehouse Transfer, or NWT.

Partnering with the Naval Supply Systems Command and the Commander, Fleet and Industrial Supply Centers, DLA Distribution is committed to the transfer of current operations in approximately 155 CONUS and OCONUS Navy warehouses (totaling over seven million square feet of storage) to DLA control.

This transfer will optimize Navy storage, warehousing, and distribution operations under a single distribution manager utilizing DLA best business practices; it will also implement the joint use of the Distribution Standard System, DLA's software for warehouse and distribution management.

NWT is composed of three phases, with the first being the "as-is where-is" transfer of personnel and functions, followed by the second

phase of footprint optimization and process improvement, and last of all the implementation of the Distribution Standard System.

NWT reduces the overall storage footprint and streamlines transportation to local customers, all of which minimizes costs and supports the Navy's Global Shore Infrastructure Plan goals. DLA Distribution and COMFISCS are working jointly for a smooth transition for FISC employees while ensuring continuity of service to Warfighters and extending DLA reach to the customer at the Navy retail level.

Similarly, the DLA Director has made the DLA-United States Transportation Command partnership one of his top priorities; in his FY2010 Director's Guidance he described his intent of a continually enhanced mission partnership with USTRANSCOM in its role as DOD's Distribution Process Owner to better support end-to-end supply-chain management effectiveness and

efficiency for DOD.

USTRANSCOM commissioned the Distribution Process Owner Strategic Opportunities, or DSO, program to identify opportunities to reduce costs within the DoD supply chain while simultaneously improving service levels to the Warfighter.

Five opportunities were identified: process improvement, strategic surface optimization, strategic air optimization, supply alignment, and strategic network optimization. All rely on DLA Distribution involvement and actions to realize opportunities. "DLA Distribution's participation has been central to developing the relationship with USTRANSCOM, and for the critical examination of opportunities to ensure that implementation has considered the full effects on the supplier, transporter, and Warfighter," said Talleri.

In the last year, DSO has recommended the consolidation of surface shipment lanes,





changes to the cargo flow process through distribution centers, and increased container utilization rates. “Improvements were noted almost immediately: over-ocean transportation costs have been reduced by an estimated \$12.7 million a year to destinations in PACOM and CENTCOM, and velocity improvements of up to 21 days have been realized in the European Command AOR,” said Talleri.

In the realm of stock positioning, the transfer of Army retail stocks to DLA Distribution Kuwait, Southwest Asia resulted in over \$1 billion in transportation cost avoidance in fiscal years 2009 and 2010. “This initiative is still largely in the developmental phase, but as DSO matures even greater savings and velocity enhancements are expected throughout the Joint

Deployment and Distribution Enterprise,” said Talleri.

To support forces in Afghanistan, probably the most daunting logistics assignment since the Berlin Airlift of 1948, DLA Distribution fully supported USTRANSCOM’s establishment of the Northern Distribution Network, or NDN. “Because of Afghanistan’s near-Neolithic lack of infrastructure, having only crude roads, no rail transportation, and few airports, it is an extremely challenging environment to navigate,” said Talleri. The NDN consists of four routes that connect the Baltic and Caspian ports with Afghanistan via Russia and neighboring states, using a rail network that terminates at Afghanistan’s northern border. From there, cargo transitions to trucks for onward movement into

Afghanistan. “DLA moved quickly to use these routes by shipping construction and barrier material in government-owned containers and by prepositioning stocks at a contracted facility; these stocks mitigated delays in NDN shipping requirements,” he continued.

The innovations implemented at DLA Distribution, and the significant improvements brought to the military supply chain, have enabled the organization to optimize its global distribution system and have increased logistics excellence and maximized war fighting capability and efficiency.

“DLA Distribution will continue to provide world-class support to the Warfighter and remain an essential part of a rapidly-changing DoD logistics environment,” concluded Talleri.