

Fall 2018

# Distribution



News from DLA Distribution's Worldwide Network - Supplying the Warfighter on Time, Every Time!

## CULTURE

Man's Best Friend

## CUSTOMER

New Management System

## COMMAND

Logistics Support  
Operation Saber Strike



Back to  
**BASICS**



# Commander's Corner

Welcome to the first edition of DistribYOUtion! As you've noticed, "You" are in the title of our magazine because providing global distribution services is a team effort and it takes all of us—our employees, our valued customers, our partners, and our legislators to make the Distribution ship sail!

The focus of this issue is "Back to Basics" as it relates to my command philosophy of Culture, Customer and Command. I just took the helm of Distribution in June, and I'm a firm believer that focusing on these basic three things will take Distribution to the next level. My initial observations focus principally on how we communicate/operate, our customers, our people, structure, and how we are postured to address the future, specifically in an environment of financial change, reform, and sustained audit readiness. Our culture should be a workplace that promotes integrity, teamwork, trust, respect and accountability. Our customer...the Warfighter... is why we are all here. They are our mission focus 24/7. Our command...our mission and



reputation...are our actions keeping with "doing the right things and doing the right things right?" Throughout this magazine, you will find articles that support our efforts of getting back to basics to support our performance, finances, people, processes, infrastructure, and readiness posture--both financially and operationally.

In closing, I want you to know that I am absolutely proud of the professionalism and the get it done and get it done right attitude of our leaders and employees.

## I am proud to serve as your Commander and proud of this great Team!

HOOYAH!  
Kevin Jones  
RDML, SC, USN

## DistribYOUtion

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# Ask

## Distribution Command

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[www.dla.mil/distribution](http://www.dla.mil/distribution)



[www.facebook.com/dla.mil](https://www.facebook.com/dla.mil)



[www.youtube.com/dodlogisticsagency](https://www.youtube.com/dodlogisticsagency)



[www.twitter.com/dlamil](https://www.twitter.com/dlamil)

On the cover: Navy Petty Officer 1st Class Denise Jones, DLA Distribution Warner Robins, GA Expeditionary Distribution Support Unit, attaches a "water" label to one of approximately 115 trailers the Defense Logistics Agency Distribution has pre-positioned at Fort A.P. Hill, Virginia, in preparation of relief efforts supporting those in Hurricane Florence's path along the Carolina coast and surrounding areas.

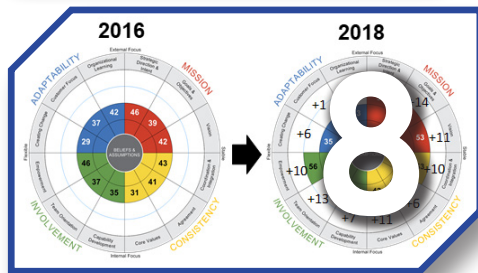
# Table of Contents



**Hurricane Florence**



**New Management System**



**Culture Survey**



**Man's Best Friend**



**Logistics Support**



# DLA Distribution Supports Hurricane Florence Recovery Efforts

**By Diana Dawa,  
DLA Distribution Public Affairs**

With the news that Hurricane Florence, a predicted Category 4 hurricane, was fast approaching the United States eastern shore, notably North and South Carolina, DLA Distribution team members were prepositioned and fully prepared to assist FEMA and the U.S. Northern Command with recovery efforts.

According to Edward J. Fisher, chief, Distribution Logistics Operation Center, DLA Distribution provides storage and transportation for commodities, and, in this case, expeditionary capability to assist FEMA and DOD with distribution of goods forward in the storm's affected areas. Distribution supports all of the Department of Defense as well as federal and state governmental organizations.

The DLOC draws together all staff elements and capabilities within DLA Distribution for effective

**DLA Commanding General, Army Lt. Gen. Darrell Williams, and Navy Rear Adm. Kevin Jones, commander, DLA Distribution, visit with Army Corps of Engineers representatives at Fort AP Hill, Virginia. (Photo provided by Fort AP Hill Public Affairs)**

coordination and communication to support DoD and FEMA in the hurricane response.

"A main concern for planning and operation during a disaster like this is open communication channels, battle rhythm refinement, and proper manning to maintain 24 hour operations and availability," said Fisher.

"We strive to find the right balance between meeting frequency and times to allow our personnel time to work on tasks while still maintaining situational awareness. We have a great group of volunteers that we use to augment our DLOC operations to maintain constant availability to the customers and fellow organizations," Fisher said.

A Hurricane Florence Toolbox was added to the Distribution website front page providing instructions and checklists for those personnel affected.





"We operate as the coordination point for all crisis and disaster operations between HQ DLA Joint Logistics Operations Center and DLA Distribution, including our distribution centers, along with keeping situational awareness and ensuring Distribution's Chain of Command is kept updated," Fisher added.

During the recovery process, the DLOC is in constant communication with the distribution centers – gathering damage assessments, coordinating support to the affected distribution centers, and continue tracking completion well after the disaster has passed.



**Maxwell AFB, Ala. - Rear Admiral Kevin M. Jones, Commander, Defense Logistics Agency Distribution, tours the Maxwell AFB staging areas for DLA and the Federal Emergency Management Agency for Hurricane Florence (US Air Force photo by Trey Ward)**

The DLOC is in constant preparation for Hurricanes and other natural or man-made disasters, having already established contact with liaison officers and MSC colleagues. Their processes are refined throughout the year on smaller crisis situations they may encounter. DLOC processes have similar foundations to maintain flexibility and resiliency.

Distribution deployed over 100 military and civilian expeditionary personnel to Incident Support Bases – Fort AP Hill, and Richmond, Virginia, Maxwell Air Force Base and Anniston Army Depot in Alabama, and Warner Robbins, Georgia to assist with hurricane support and recovery efforts.

Distribution Operation and Planning Specialist, John Heikkinen provided a general list of commodities shipped to ISB Fort AP Hill. "The bulk of what we receive are meals and bottled water. The other commodities are



**DLA Distribution process workers process incoming shipments (Photo by Beth Reece, DLA HQ's Public Affairs Office)**

generators, plastic sheeting, blankets, tarps, infant/toddler kits, commonly used shelter items, and consumable and durable medical supplies and equipment."

"We're always prepared. Our teams are rapidly deployable to respond to an event like this. The equipment that goes to an ISB mission is pretty much already set. From June on, it's packed with everything you need to operate an ISB, so we're very prepared for this type of mission," said Heikkinen.

Fisher said providing support to those affected residents is a fulfilling aspect of the mission.

"During disasters those affected have enough worries as their lives have been turned upside down, and many cannot return directly back to their homes, being able to assist in providing that support is paramount."



**Edwin Bagalzo, a distribution process worker, describes trailer in-processing to Navy Command Master Chief Shaun Brahmsteadt, DLA's senior enlisted adviser. (Photo by Beth Reece, DLA HQ's Public Affairs Office)**

# DLA Distribution Pilots New Warehouse & Transportation Management System at Corpus Christi Site

**By Joe Murphy,  
DLA Distribution Corpus Christi, Texas**

DLA Distribution Corpus Christi, Texas, has launched a commercial, off-the-shelf Warehouse Management System - the first of its kind within the network. The system is designed to offer flexible, automated support for processing various goods movements and for managing stocks within the distribution center.

According to DLA Distribution Corpus Christi deputy commander Jeremy Beckwith, the workforce at DLA Distribution Corpus Christi was eager and ready for both the challenges and opportunities that come with representing DLA and taking on the initiative. Speaking to the workforce, Beckwith said,

**“We were selected for this incredible moment for one primary reason....YOU! You make the difference each day, working to standard, and finding better ways of doing business.”**

DLA Distribution’s sites across the globe currently utilize the Distribution Standard System to manage and process all transactions coming into and going out of their facilities.

Over its 24 years in service to DLA, DSS has added over 10 million lines of code to support customer requirements. However, the coding it uses (called COBOL) was released in 1959 and is now considered obsolete and is not supported by current operating systems or technology.

For many years, DLA has endeavored to replace DSS with a new warehouse management system that aligns with current industry standards, streamlines processes, reduces redundant

systems and improves reporting capabilities and communication between DLA and its customers.

With the increasing pressure for DLA to meet Audit Readiness requirements, the time was now to find and implement a solution.

The WMS is that solution for DLA. Features of the system include storage bin management and optimization, improved movement and tracking of goods, work center personalization, enhanced physical inventory processed, extensive planning and monitoring functions, real-time reporting and visualization of metrics, connectivity and interface capabilities to external systems like Enterprise Business System and service-used logistics





systems like the Army's Logistics Modernization Program.

Seeking to capitalize on the capabilities that come with WMS and leveraging the resilience and expertise of its workforce, DLA Distribution Corpus Christi, Texas, requested to pilot this new system.

Teams from DLA headquarters, DLA Distribution headquarters and DLA Distribution Corpus Christi integrated to refine the system requirements and develop an implementation plan. After just a few months of development and testing, the new system attained senior DLA leadership approval to go live on June 11, 2018.

For the initial release of WMS, the receipt, stow and pick process were tested for a specific population of material. Through several future releases, WMS will continue to expand capabilities and processes for DLA. In coordination with system developers and aligned with the progression of WMS, DLA headquarters

teams continue to develop and refine training packages, system updates and standard operating procedures.

Throughout the implementation process, the workforce at DLA Distribution Corpus Christi will continue to test and provide a quality control from an end-user's perspective to ensure WMS meets the requirements that DLA expects and that the Warfighter deserves.



**Photo by Krystle Ordaz, DLA Distribution Corpus Christi, TX**  
**The "Go-Live team," comprised of personnel from DLA Distribution Corpus Christi, Texas, DLA Distribution and DLA Headquarters Human Resources, Current Operations, Future Operations, and Information Operations, as well as program developers.**



# What Really is Culture?

## It may not be what you think it is...

By Twila C. Gonzales, SES, Deputy Commander, DLA Distribution

### I. CULTURE DEFINED:

Ask any co-worker to define organizational culture. Odds are you will receive many different definitions. Ask any "expert" to define organizational culture. Odds are you will receive many different "expert" definitions.

Even if we could agree on a common definition of culture, the next questions would be: how do you improve it and why would you want to?

DLA, like many companies, has adopted the definition of organizational culture established by Edgar Schein (Professor at MIT who coined and defined the term "organizational culture").

To have a common definition of organizational culture, we must first define what we mean by the words organization and culture.

Organization: a structure of roles, occupied by people, who engage in a process to deliver products that are of value to customers.

*Notice: an organization is made of up of four components: Product, Process, Structure & People.*

Culture: a pattern of thinking & acting that a group of people learned for how to solve problems of survival ("external adaptation").

Organizational Culture: a pattern of thinking & acting that a group of people learned for how to solve problems to deliver products that are of value to customers.

*Notice: the "how" relates to its structure, process and its people in relation to its delivered product.*

## Sidebar: Organizational Culture in 60 seconds

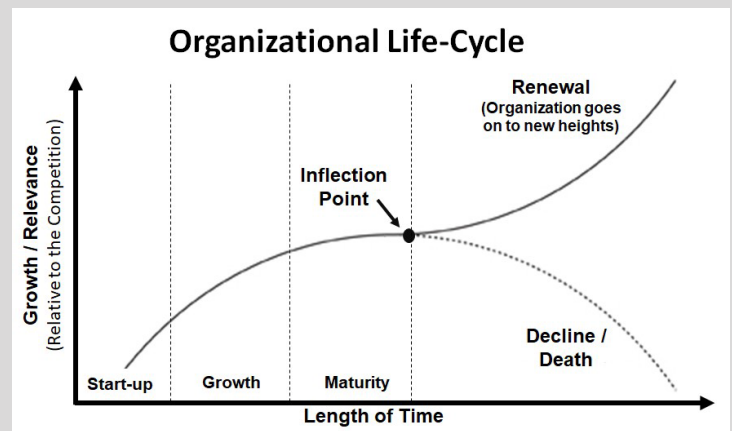
"All Life is Problem Solving" (Karl Popper).

Organizations, like life, have a life-cycle (see image to right).

An organization's **culture** is how they solve problems to deliver products of value to their customers.

The "survival" of an organization is dependent on the speed of problem solving relative to the competition.

Main Point: An organization that is faster at seeing & solving customers problems, relative to the competition, survive...those that don't, die ("See Problems, Solve Problems, Share Knowledge").



**"The ability to solve problems faster than competitors may be the only sustainable competitive advantage" Arie de Gues (Shell Oil)**



## II. CULTURE IN ACTION:

If you want to understand a culture, you need to observe the group's "pattern of thinking & acting" with regard to how they solve their problems:

- What product will solve our customer's problems?
- How do we structure our team (roles, resp., etc)?
- What people do we need on the team?
- How do we establish the required processes?

For example, as you read "DLA Distribution Supports Hurricane Florence Recovery Efforts" on pages 4 -5, notice the culture that they are describing:

- A product focused on disaster recovery that solves the customer's problem of safety, support and restoration of hope.
- A structure of roles, responsibilities, authorities & accountabilities intended to improve decision making, communication and problem solving close in person, place & time.
- A group of people made up of civilian and military across multiple organizational boundaries (FEMA, DoD, DLA MSC's, etc).
- A process established to enable cross-functional flow of S&D products on-demand, at the lowest cost and with a high degree of quality & safety.



Fundamentally, Culture is **group based** problem solving to deliver products of value to our customers (see pg. 5)

## III. CULTURE IMPROVEMENT:

Always start with the question, "What business problem are we trying to solve"?

To improve a culture means to increase the rate of problem solving in order to deliver products with more value, in less time and at less cost (relative to the competition).

How? Change how the "group of people" (team, branch, division, function, etc) think and act with regard to how they structure their team; how they select & develop people on the team; and how they develop their processes in order to deliver products that are of value to their customers.

Who has the most impact on improving culture? Management (See Sidebar).

## Sidebar: Want to Improve Culture? Management Matters!

"Management is the most noble of professions if it's practiced well. No other occupation offers as many ways to help others learn and grow, take responsibility and be recognized for achievement, and contribute to the success of a team" Clayton Christensen

### How Management Shapes Culture

What the managers...

- Role model, teach, and coach on a daily basis.
- Pay attention to, measure & assess on a regular basis (esp. product, process, structure, people)

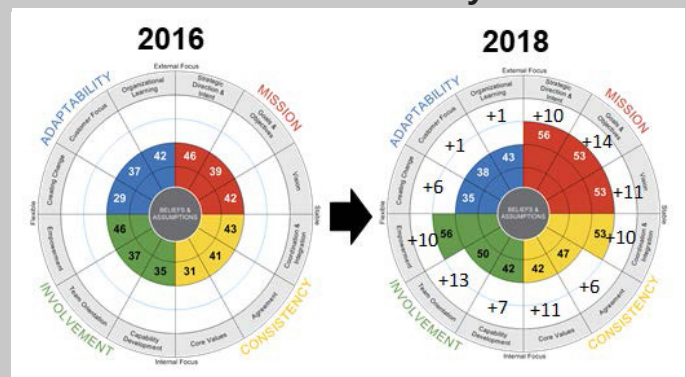
How the managers...

- Structure the team to enable decision making, communication and problem solving (close in person, place & time)
- React to critical incidents and crises
- Allocate resources, rewards and status

Who the managers...

- Recruit, select, develop & promote
- "Exclude" and/or remove from the team

### Dramatic Improvement in DLA Distribution Culture Survey Results!!



**Managers "Communicate" Culture Every Day - Consciously or Unconsciously**

# Man's Best Friend:

**By Brianne M. Bender,  
DLA Distribution Public Affairs**



**Mason Chronister, an administrative assistant in Distribution's Organization Management/J9 directorate and his guide dog, Xavier.**

Distribution headquarters employees may have noticed a new employee over the past few months, a rather furry new employee. Xavier Chronister, a nearly two-year old Golden Labrador Retriever is DLA Distribution's newest Organizational Management/J9 directorate employee.

Mason Chronister, an administrative assistant in Distribution's OM/J9, has Usher Syndrome. A relatively rare genetic disorder, Usher Syndrome results in a combination of hearing loss and visual impairment. About four people in every 100,000 are diagnosed with the incurable condition.

Chronister and his mother originally discussed the idea of getting a guide dog back in 2012, but decided to hold off on the idea at that time. Flash forward a few years, after Chronister's favorite dog passed away, the idea was revisited. His mother did some research and discovered an organization called Leader Dogs for the Blind.

Founded by three Detroit-area Lions Club members in 1939, Leader Dogs for the Blind enables people who are blind, visually impaired or deaf-blind to gain skills for a lifetime of

independent travel and opening doors that may seem to have closed with the loss of sight.

Their training is personalized for each client. Due to the sophisticated breeding, puppy raising and dog training programs, Leader Dog is able to match clients with a dog that best fits their lifestyle, travel pace, physical size, stamina and other considerations. Clients have the opportunity to train with their guide dog in a wide variety of situations to fit their current and future needs.

Chronister traveled to Florida, where Xavier had already spent six-months training with a professional guide dog trainer, to finally meet with the trainer. After meeting Xavier, the trainer instructed Chronister how to command Xavier to walk to the left or right, sit up or lay down, and stay in place or come to his side.

Additionally, Chronister was taught how to put on Xavier's harness which allows him to perform his "guide dog" duties when they are walking in a multitude of situations.

"We spent a hot and humid week and a half in Florida forming and building our special bond," explained Chronister.

**"It is the time in his harness, when we are training together that I put my trust in him and he gives me a sense of confidence."**

Chronister explains that he and Xavier practice every day to ensure he maintains his knowledge and does not get distracted. However, like most young dogs, Xavier is extremely playful and is allowed plenty of play time when he is "off the clock" at home.

In addition to Xavier, the Chronister family has two smaller dogs at home. "When I first brought



# Distribution employee's daily life enhanced by guide dog

Xavier home from training in Florida they did not get along well. I believe they were scared of him since he was bigger than them, but a few days ago they seemed to break through the fear and now they get along better and follow us around the house."

In addition to accompanying Chronister to work, Xavier is at his side when he goes anywhere. "It is pretty hard to keep people from petting X, when the sign saying 'Do not pet me. I'm working,' is on his harness. I would recommend people ask me directly if they can pet Xavier whenever the harness is off."

Leader Dogs has a puppy-raising program, which means the organization breeds dogs with specific characteristics that are beneficial for guide work. The dogs are bred and puppies are born in the same home that the mom lives in. Once the puppies are old enough, they are brought to Leader Dog and given their initial medical examination. The puppies are then taken by volunteers, known as "puppy raisers," located all



over the United States and raised for one year. During this year they are socialized, exposed to a variety of environments and taught obedience. Once the dog turns a year old, the puppy raisers return them to Leader Dog to begin their six-month guide training.

Chronister also explained that Leader Dogs has a Prison Program where they work with certain prisons and puppies are raised by inmates. "I learned that Xavier had been raised by an inmate for one year. I was very surprised and touched by the inmate's kindness while caring for Xavier. The inmate stated that Xavier changed his life and made him want to be a better person."





DDXX team members prepare to offload a pallet from an Air Force C-130 on the flight line in Powidz, Poland.

# DLA Distribution Expeditionary Team provides real world logistics support to Exercise Saber Strike & Operation Atlantic Resolve

**Story & Photos by Diana Dawa,  
DLA Distribution Public Affairs**

After nearly two years of planning, DLA Distribution's Deployment Expeditionary Team deployed to Powidz, Poland in support of Exercise Saber Strike 18 and Operation Atlantic Resolve. Saber Strike is the platform to validate U.S. forces collective capability to rapidly respond to and reinforce Allies in a time of crisis. Operation Atlantic Resolve is a real-world multinational training and security cooperation activity taking place in Estonia, Latvia, Lithuania, Poland, Romania, Bulgaria and Hungary. "This exercise is a perfect

example of the rapidly deployable, battle tested expeditionary capability we call DDXX," said Rear Adm. Kevin M. Jones, commander, DLA Distribution.

According to Joe Cassel, director, Distribution J3, the planning began with the combatant command and what they are trying to achieve in the European theater. "We're working off their exercise schedule and they'll go through a planning cycle – one that DLA is very aggressive about supporting, because we know

that in any major military operation, they're going to need us."

"What that means for DLA Distribution is we'll send the DDXX team forward to do basic distribution functions there. But not only is the planning happening back here in the J3 the J5 and other shops, our other commands are simulating or actually achieving what they would do in war, although to a much smaller scale. That's why we do a lot of these things, to test and validate our concepts, to show our forward deployed



customers that they can depend on DLA and our distribution and transportation capability to get them what they need.”

Cassel reiterated, “It builds credibility. From a commander’s perspective, logistics is a risk, and they need to have confidence in us, so they don’t have to worry about what’s happening in the rear – that we will get them what they need and they can focus on what’s in front of them.”

Jared Crain, J3 Operations, said the deployment planning phase took months of preparation. “Part of what the DDXX and our staff has done is figuring out the level of support needed by calls with the customers and

DLA Europe and Africa. We then developed the support needed into a requirement and then worked with the entire staff and the team down at DLA Distribution Susquehanna, Pennsylvania to get our team ready to deploy downrange in order to be able to support the mission. Lots and lots of planning which culminates in support to the combatant commander on the ground.”

According to John Heikkinen, Distribution J3 DDXX planner, a full equipment set deployed prior to the fully operational capability (FOC) date. “The set included nine pieces of rolling stock – those big items that don’t fit in containers like forklifts and trucks; 12

40-foot containers; light sets of smaller forklifts; two expanding warehouses; tents; warehousing equipment – just about everything you need for a distribution center in a box,” said Heikkinen.

In addition to the equipment sets, all with stand-alone power generation, a hardened operations cell expandable container also deployed – all completely modular.

“One of the job qualifications of our experts is a life-long interest in LEGOS®,” joked Cassel.

A typical ocean shipment from the U.S. East Coast to Europe with inland transport can take as long as 30 days. But for



**DDXX team members are on the ground in Powidz, Poland, providing DLA Distribution support to Exercise Saber Strike 18 and Operation Atlantic Resolve, May 2018.**



this exercise, the equipment deployed early, taking into consideration the complexity of moving oversized equipment.

Elise Holtan, mobilization planning specialist, Distribution Logistics Operation Center, coordinated transportation efforts from disparate supporting organizations. "Because of the nature of the equipment – how large it was – we did a lot of pre-planning and we deployed the larger items out earlier to ensure that they made it."

## They did.

## Then came the team members.

The team was ready to accept materiel once they set up their internal receipt, processing, and shipping infrastructure and communications were up and running, according to Cassel.

"Once the theater sets up transportation routes and distribution lanes, and we can meet our metrics, we are FOC – fully operational capable," said Cassel.

While the Saber Strike exercise had a two week window for maneuvering forces, the DDXX was on ground prior to the start of the exercise to support the annual rotation of CONUS forces supporting Operation Atlantic Resolve.

Army Maj. Grant Thimsen, Operations Officer-In-Charge of Distribution Depot Powidz, Poland, said nearly 60 personnel deployed to support DDPP and Saber Strike over the course of the deployment

"DDXX team members came from Susquehanna, Pennsylvania; Red River, Texas; and San Joaquin, California. DLA Distribution Navy reservists from Susquehanna; Norfolk, Virginia; Warner Robins, Georgia; and Oklahoma City,

One of the challenges Thimsen experienced was explaining DLA Distribution's purpose of support to the Warfighter in the operational area.

"There are so many different military organizations involved with the exercise and we're supporting so many different customers, so it's figuring out who is who, and how all the support relationships tie together. Integrating DLA into tactical operations required educating supported units on

DLA Distribution's roles and capabilities. Many of DDPP's customers had little experience dealing directly with DLA in the past. DDPP hosted numerous visitors, both U.S. and foreign services, to provide awareness of DDPP's mission, DDXX capabilities, and larger DLA participation in Saber Strike 18."

For Operation Atlantic Resolve, Thimsen noted DDPP provided support from DLA Distribution Sigonella, Italy, through Powidz, Poland, to the USS Mount Whitney at the Port of Klaipeda, Lithuania.

"DLA Distribution was able to ship materials through its organic distribution depots, tie in with established Army transportation networks, and deliver materials to a Navy ship as it arrived at its port of call."

To that end, Thimsen expressed how proud he was of the DDXX team and their operational



**Maj. Grant Thimsen, Officer-In-Charge, Distribution Depot Powidz, Poland, and Mystra Tillotson, supply systems analyst, discuss standard procedures while deployed to support exercise Saber Strike 2018 and Operation Atlantic Resolve.**

Oklahoma also supported the effort. The Navy reservists make up the Expeditionary Distribution Support Units that augment DDXX's civilian workforce and capabilities."





**DDXX team members prepare shipment processes while deployed to support exercise Saber Strike 2018 and Operation Atlantic Resolve, Powidz, Poland.**

support and professionalism. "I am most proud of the team's flexibility in conducting the operation. DDPP conducted strategic-level logistics and distribution, directly to tactical units conducting training and operations. This was truly a multi-service operation; all services were represented at some point during DDPP operations. DDPP received pallets from Air Force C-130s; Navy equipment from Sigonella, Italy; and shipped out materials and supplies via Army ground and rotary-wing platforms. The strategic-to-tactical execution demonstrated DLA's role as the Nation's Combat Logistics Support Agency in a forward-deployed environment."



**PROVIDING TENS OF THOUSANDS OF ITEMS DURING SABER STRIKE**

**For additional information see the video link.  
 Everywhere You Go...DLA On the Ground for Saber Strike 18  
<https://youtu.be/7VwW1X1p55g>**



Proud of

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**"I am proud to serve as  
your Commander and  
proud of this great Team!"**

-Kevin Jones  
RDML, SC, USN