

## CARL LEE LONGMIRE, MBA, LSSBB

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## DIRECTOR OF WAREHOUSE OPERATIONS | SUPPLY CHAIN & DISTRIBUTION EXECUTIVE

Senior operations leader with **20+ years of progressive warehouse, distribution, and logistics leadership** across **Fortune 100**, public sector, food-grade, 3PL, manufacturing, and omnichannel environments. Proven record of scaling multi-site warehouse operations, optimizing throughput, safety, cost, and service, and integrating automation, WMS, and data-driven operating frameworks to transform underperforming networks into **high-reliability, high-velocity operations**.

Recognized for building **disciplined operating systems**, leading **large, diverse workforces (250–800+)**, owning **P&L and capital budgets**, and partnering with executive leadership to convert strategy into measurable execution across national and regional distribution networks.

### EXECUTIVE VALUE PROPOSITION

- **Multi-Site Warehouse Leadership:** National, regional, and enterprise-scale distribution operations
- **Operational Excellence:** Lean, Six Sigma, standard work, labor planning, and continuous improvement
- **Automation & Technology:** ASRS, Goods-to-Person, pick-to-light, conveyors, WMS/WCS (Manhattan, SAP)
- **P&L & Cost Control:** Labor optimization, inventory accuracy, EBITDA improvement, CapEx discipline
- **Safety & Compliance:** OSHA, food-grade (FDA/HACCP), DOT, quality and audit readiness
- **Talent & Culture:** Leader-of-leaders; succession planning; frontline engagement across shifts

### CORE COMPETENCIES

Warehouse & Distribution Operations • Multi-Site Network Leadership • Fulfillment & Inventory Control • Inbound / Outbound / Cross-Dock Operations • Workforce Optimization • Labor Planning & Scheduling • Lean Six Sigma • Process Engineering • Automation & Robotics Enablement • WMS / ERP (SAP, Manhattan) • P&L Ownership • KPI & Performance Management • Safety, Quality & Compliance • Executive Stakeholder Partnership

### PROFESSIONAL EXPERIENCE

#### FULTON COUNTY SCHOOLS – College Park, GA

Director, Auxiliary Services | *Jan 2024 – Present*

Enterprise operations leader for the **4th largest school district in Georgia**, supporting **105 K-12 schools and 89,500 students**. Owns district-wide warehouse operations, supply chain services, food distribution, asset management, property control, and large-scale fulfillment programs.

#### Scope & Impact

- Directed **multi-function warehouse and distribution operations** supporting food-grade storage, textbooks, FF&E, surplus assets, and district logistics.
- **Transformed a severely underperforming warehouse operation**, increasing service levels from **<60% to 99.5%** across every service line.
- Improved **warehouse and driver productivity by 130%+** through standard work, labor rebalancing, and performance metrics.
- Increased **surplus asset sales by 92% year-over-year**, converting idle inventory into recovered value.
- Owned **\$30M textbook operation** and **\$4.3M annual FF&E budget**, ensuring cost control, vendor compliance, and audit readiness.
- Led **food-grade frozen and bulk warehousing & delivery** across 105 schools, maintaining strict safety and compliance standards.
- Partnered with Procurement, Finance, Facilities, and IT to align **WMS/ERP processes, inventory accuracy, and vendor SLAs**.

## **MCL MOBILE FLEET SERVICES, INC. – Norcross, GA**

### **Vice President of Operations | Apr 2017 – Jan 2024**

Senior operations executive overseeing **multi-site service operations**, procurement, workforce planning, and performance metrics across commercial fleet maintenance and logistics services.

- Led **end-to-end operations**, including budgeting, labor planning, vendor management, and service fulfillment.
- Built scalable operating rhythms and KPIs to improve **customer service, cost control, and execution reliability**.
- Demonstrated consistent success balancing **strategic planning with hands-on operational leadership** in deadline-driven environments.

## **CSS INDUSTRIES, INC. – Florence, AL**

### **Director, Distribution | Oct 2016 – Feb 2017**

Led **24/7 omnichannel consumer goods distribution** across a **400K sq. ft. highly automated fulfillment center**.

- Managed **250+ associates across three shifts** in a fully automated environment including **ASRS, Goods-to-Person, pick-to-light, conveyors, RF scanning, and Manhattan WCS**.
- Oversaw **picking, packing, replenishment, inventory, shipping, training, and safety**.
- Reduced **cost per line by 9%**, delivered **\$100K labor savings**, improved productivity **15%**, and cut overtime **12.5% within 60 days**.
- Supervised cross-dock operations across two facilities, improving throughput and order accuracy.

## **XPO LOGISTICS – Mount Juliet, TN**

### **General Manager, Supply Chain | Jul 2014 – Oct 2016**

General Manager for a **high-volume 3PL start-up** supporting automated manufacturing, co-packaging, kitting, warehousing, and distribution for an **FDA-regulated food-grade client**.

- Led **150+ associates (200+ peak seasonal)** across two shifts.

- Increased **production efficiency by 20% above plan**, delivering **\$400K labor savings**.
- Reduced inventory **15% through improved forecasting and capacity planning**.
- Achieved **EBITDA performance 100% above plan**, exceeding labor, capacity, and profit targets.

## **MRS. GRISSOM'S SALADS, INC. – Nashville, TN**

**Operations Director, Warehouse & Distribution | May 2013 – Jul 2014**

Directed **high-volume fresh and frozen food warehouse operations** serving regional retail networks.

- Increased **order fill rate from 93% to 99.2%**, unlocking **\$3.5M in incremental annual revenue**.
- Improved productivity **24.5%**, reduced staffing **25%**, and cut overtime costs by **\$20K+ per month**.
- Implemented **S&OP processes, 3PL oversight, and food-grade compliance frameworks**.

## **RR DONNELLEY LOGISTICS – Chicago, IL**

**Regional Operations Manager | Sept 2002 – Apr 2004**

Oversaw operations for a **1M sq. ft. automated distribution center** and **seven regional warehouses**.

- Managed **hub-and-spoke parcel consolidation, last-mile delivery, and carrier networks (including USPS)**.
- Owned **P&L for a \$150M+ business unit**, focusing on cost, service, safety, and labor optimization.

## **FEDEX EXPRESS – Chicago, IL**

**Senior Operations Manager, Transportation | Sept 1983 – Sept 2002**

- Managed **large-scale parcel pickup, delivery and sortation, warehouse, and transportation operations**.
- Led **800+ drivers across the Chicago metro**, managed a **\$10M annual cost center**, and supported enterprise training initiatives.

## **EDUCATION & CREDENTIALS**

**MBA, Business Administration** – Southern New Hampshire University

**BS, Engineering & Technology** – University of Memphis

### **Certifications:**

Lean Six Sigma Black Belt

## **TECHNOLOGY & SYSTEMS**

SAP • Manhattan WMS/WCS • ERP Systems • RF Scanning • ASRS • Goods-to-Person • Pick-to-Light • Conveyors • Labor Management Systems • Data Analytics • Microsoft Office