

Defense Logistics Agency Energy

ENERGY SOURCE

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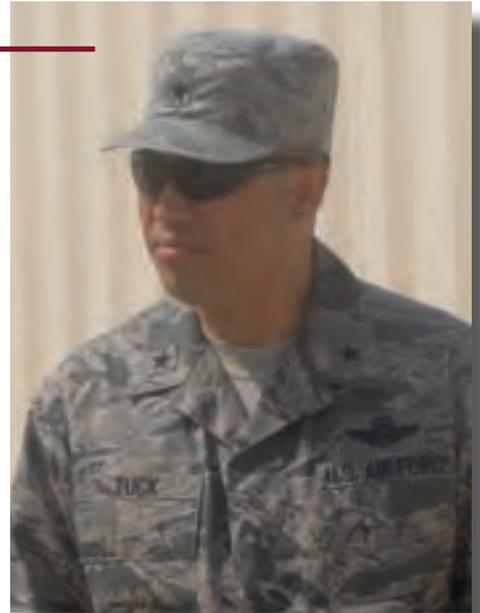


Reflections of 2012

from the commander

Brig. Gen. Giovanni K. Tuck, USAF

Defense Logistics Agency Energy



It's been quite a year for DLA Energy, with our folks coming together to accomplish great things. I haven't been with you for all of those moments, but Mr. Dulin and Mr. Scott have. For 2013, we have to bid farewell to Mr. Dulin as he moves down the hall to join the Joint Contingency Acquisition Support Office, with Mr. Scott stepping up as deputy commander.

We don't have to look too far back to reflect on one of our biggest achievements of the year: Hurricane Sandy relief. The numbers are just amazing. From our latest figures, we dispatched approximately 9.12 million gallons of unleaded, diesel or ultra-low sulfur diesel fuel to New York, New Jersey and Connecticut.

The work our folks put in to those relief efforts was herculean. Their dedication helped support 52 first responder sites, 12 New York hospitals, 11 Red Cross mobile kitchens, four Long Island Power Authority sites, three ConEdison Company sites and two locations in support of New York and New Jersey mass transit. There's even more on this great support in this issue of the magazine, highlighting some of the folks with boots on the ground, making it happen.

And not even a hurricane could derail our steps toward DLA Energy's portion of the "Big Ideas" for saving \$10 billion in five years. Cost savings, while taking care of our four regions, was definitely a place where we were making a difference.

Energy Convergence has also been big this year, and we've been working with DLA's Logistics Operations and Information Operations to keep us moving forward on the path to stronger customer and supplier relations, as well as better alignment with DLA's business processes.

Plus, we rose to the challenge set by DLA to maintain 60 million gallons of fuel in Afghanistan since August, even with the closure of the Pakistan Ground Lines of Communication.

Meeting DLA's strategic focus areas continued to be important as we worked toward Energy Convergence, 10 in 5 savings, auditability and a number of other goals. And with DLA Energy's strategic roadmap, we will continue to do greater things in 2013.

Energy Source

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Blue Angels

A sailor removes a fuel pump from a F/A-18 Hornet assigned to the Navy flight demonstration squadron, the Blue Angels. Photo by Navy Petty Officer 2nd Class Marcus Stanley

A view out the back of a New Jersey Army National Guard cargo truck during Hurricane Sandy in Atlantic City, N.J. Photo by Air Force Tech. Sgt. Matt Hecht

Fueling Hurricane



Sandy Survivors

By Terry Shawn



A Foster Fuels employee fills up vehicles with gasoline. DLA Energy worked with fuel contractor Foster Fuels to help answer fuel needs in the New York and New Jersey affected areas. Photo courtesy of Foster Fuels

As Hurricane Sandy moved up the East Coast, Defense Logistics Agency Energy personnel devised a strategy to provide support for what would turn into a storm of historic proportions.

DLA Energy began tracking Hurricane Sandy Oct. 25, and DLA Energy Americas prepared to support the organization's ground fuel contingency contract with the Federal Emergency Management Agency from Joint Base McGuire-Dix-Lakehurst, N.J.

"When Hurricane Sandy hit, our team was already in place, trained and ready to go," DLA Energy Commander Air Force Brig. Gen. Giovanni Tuck said. "DLA remained committed in our support to our federal and civilian partners on the relief efforts for those impacted by Hurricane Sandy."

Army Col. Ron Ross, DLA Energy Americas commander, led his team and established operations at Joint Base McGuire-Dix-Lakehurst, working with DLA fuel contractor Foster Fuels to help answer fuel needs in the New York and New Jersey affected areas. Anticipating fuel requirements from FEMA, DLA Energy had the fuel contractor dispatch 60 trucks containing 175,000 gallons of diesel fuel and 25,000 gallons of motor

gasoline from Foster Fuels' Brookneal, Va., facility.

"The joint base was established as an intermediate staging base," Ross said. "Foster Fuels started with 40 assets [fuel trucks] at Fort Dix and 20 at Westover Air Reserve Base in Massachusetts, another established ISB. All assets were then consolidated to Fort Dix, totaling 60 assets, and as the operations grew, these assets expanded to approximately 285-300 fueling assets."

Ross' 15-person team, which included Quality Assurance Representatives Nelson Payne, Terry Russell, Trent Buck, Mike Purkey, Air Force Master Sgt. Ke'shaun Major, Air Force Tech. Sgt. Theodore Davis and Army Sgt. 1st Class Nicholas Braddock, provided contingency support to FEMA to meet critical fuel requirements.

The task force from DLA Energy Americas coordinated with Fort Dix personnel and received "first-class support" with a fenced motor pool, generators, light sets, tents, and 24/7 maintenance support for life support equipment, Ross said.

"A team effort... allowed the area to expand, supporting approximately 300 fueling assets, vehicle and



equipment maintenance, defueling operations and life support, which included a heated tent for the eating and catering area, latrines and an operations center for Foster Fuels and [DLA Energy] Americas' task force," Ross said.

Ross went on to praise Joint Base McGuire-Dix-Lakehurst for providing additional lodging in the barracks for drivers, defense fuel acquisition center support and police escorts.

"The Fort Dix leadership checked in with us daily to ensure we were being supported and if there were any needs not being met. This phenomenal support had a major and direct impact on the successful execution of the mission," Ross said.

DLA Energy personnel worked closely with state and local authorities. As one example, Navy Cmdr. Bruce Kong, DLA Energy's inventory management deputy division chief, was embedded in the New York governor's office in Manhattan as a liaison officer.

"My role was to ensure DLA Energy provided the appropriate level of support to the governor's office, City of New York and impacted counties, FEMA and Defense Coordinating Office with fuel-relief efforts," Kong explained.

Kong worked directly with FEMA's Joint Fuel Office to establish communication with state and local officials, emergency responders from each county, National Guard troops at Floyd Bennett Field, assorted power companies, and the 12 hospitals that make up the Greater New York Hospital Association to ensure their assets had the fuel they needed to accomplish their missions.

Sandy grows nearer and conditions deteriorate

As a Category 1 hurricane, Sandy continued to move northeast parallel to the coasts of Georgia, South Carolina and North Carolina. A high-pressure cold front to the hurricane's north forced Sandy to turn to the northeast on Oct. 28 toward the cities of Baltimore, Washington, Philadelphia and New York. With the existence of a full moon, Sandy's storm surge was expected to be 11 to 12 feet. At this point, according to National Geographic News, Sandy had expanded to a huge storm covering approximately 1,000 miles.

The storm brought high winds and drenching rains the afternoon of Oct. 29 from Washington, D.C., northward causing uprooted and knocked down trees and power lines. Eventually more than 8.5 million customers in 21 states lost power, according to news reports.

In response to the power outage impacting New York and New Jersey, DLA Energy issued a warning order to

Foster Fuels in anticipation of emergency fuel requirements resulting from the storm.

Sandy, then classified as a post-tropical nor'easter, came ashore at approximately 8 p.m. Oct. 29 near Atlantic City, N.J. The storm arrived at high tide adding about a foot to the storm surge. National Weather Service meteorologist Tim Morrin told National Geographic News that the surge — nearly 14 feet — is a record for a storm surge in the harbor. It topped the seawall in lower Manhattan and flooded tunnels and the subway system.

By this time, DLA Energy had contracted for 200,000 gallons of fuel per day: 175,000 gallons of diesel and



In anticipation of fuel requirements from FEMA, DLA Energy officials had Foster Fuels, the fuel contractor, dispatch 60 trucks containing 175,000 gallons of diesel fuel and 25,000 gallons of motor gasoline from Foster Fuels' Brookneal, Va., facility. Photo courtesy of Foster Fuels



More than 70 fuel trucks wait for police escort, Nov. 3, at Joint Base McGuire-Dix-Lakehurst, N.J. Defense Logistics Agency Energy coordinated with state and local officials to deliver fuel to areas most affected by Hurricane Sandy in direct support of FEMA's efforts to reduce suffering. Photo by Army Maj. John Adams



25,000 gallons of motor gasoline for first-responder vehicles and power-restoration equipment. Coordinating fuel deliveries and dispatching trucks to locations identified by FEMA was an around-the-clock operation, Ross said. Operations rapidly grew from approximately 300 assets supporting three first-responder sites to about 51 first-responder sites throughout the region.

“As the full extent of the storm was recognized, we realized that the first-responder requirements would increase,” said Air Force Lt. Col. Tam Gaffney, DLA Energy Americas at San Pedro, Calif., commander, and member of Ross’ team. “Foster Fuels immediately ordered an additional 50 trucks to support the increased requirements, and there was no hesitation from drivers and subcontractors.”

Gaffney served as the night-shift officer in charge at the intermediate staging base along with Army Lt. Col. Martine Kidd, DLA Energy Americas at Houston commander, who served as Ross’ deputy during fuel-relief operations and day-shift officer in charge. The two were able to assimilate into new roles within the ad hoc organization, which included personnel from DLA Energy Americas and DLA Energy defense fuel support point managers, Kidd said. There were multiple challenges, and one of the first was a lack of a standard tasking system, Gaffney said.

“We were receiving fuel requirements from multiple organizations in multiple formats, from emails to phone calls, and the required eTasker system was largely ignored due to the fast and furious pace of the operation, but our team didn’t miss a beat,” she said.

The task force quickly adapted into a single team and developed procedures that enabled officials to control the support being delivered by the contingency contractor and satisfy information demands that were sent around the clock, Kidd said.

“As the operation matured, we established an efficient battle rhythm. Day shift often put out fires, allowing night shift to concentrate on accounting and prepping for the next day’s missions,” Gaffney said.

Another challenge the team encountered was managing the ever-increasing demand for information.

“We were trying to balance mission execution with accounting and reporting requirements in an extremely high-visibility environment. Through the often-manic pace of the operation, we never lost sight of the end goal: to provide emergency and essential fuel to those devastated by the super storm,” Gaffney said. “In doing so, our team quickly developed tracking and reporting mechanisms to ensure all the requirements were met, tracked, as well as accurately reported.”

This was no small feat considering the team initially operated with a group of quality assurance representatives and no accounting or inventory management experts, Gaffney said.

FEMA calls for support

The team got its first fuel request from FEMA – to establish fuel sites at West Orange, Freehold and Vineland, N.J. – Nov. 1, said Karen Hammack, DLA Energy contracting officer responsible for the FEMA/DLA Energy contingency contract.

Because DLA Energy had pre-positioned the contractor’s fuel trucks at Joint Base McGuire-Dix-Lakehurst, trucks were dispatched to locations within an hour of the request, DLA Energy Americas Deputy Director Frank Wright said.

“We decided to lean forward; we put risk out there,” Tuck said. “Within the span of 24 hours, we closed 95-98 percent of our requirements.”

DFSP managers worked closely with Bill Pollock, DLA Energy’s FEMA ordering officer, to validate all requirements, Gaffney said.

“This [relief operation] was seamless as the partners embedded in the operations performed as one organization. This was a DLA team success story.”
Army Col. Ronald Ross
DLA Energy Americas Commander

“Our resourceful and proactive [noncommissioned officers] on the ground developed an internal tasking process, translating Pollock’s requirements into taskings that were coordinated with Foster Fuels,” she said.

DLA Energy Plans and Operations Director Stephen Grace said the organization issued about 1.1 million gallons of motor gasoline and 333,000 gallons of diesel fuel to fulfill FEMA fuel requirements in New York and New Jersey from Oct. 29 to Nov. 7.

DLA Energy officials, who had already requested the contractor double its supply to 400,000 gallons of fuel per day, prepared for fuel resupply by tugboat and fuel barge in the event roads became impassable.

As of Nov. 13, estimated DLA Energy fuel support to FEMA in New York and New Jersey included:

- 80,000 gallons of unleaded fuel and 8,000 gallons of diesel dispatched to 230 civilian gas stations.
- Almost 90,000 gallons of unleaded fuel and nearly 80,000 gallons of diesel fuel dispatched to 38 first-responder sites.
- Fuel to operate 11 Red Cross mobile kitchens.
- About 3,500 gallons of unleaded fuel and 3,500 gallons of diesel dispatched to support mass transit at the New Jersey Meadowlands.
- 73,500 gallons of unleaded fuel and 173,000 gallons of diesel dispatched to New York’s Floyd Bennett Field first-responder and transit site.

Reflections of 2012

Ross had high praise for the fuel contractor.

"Foster Fuels was adaptive, flexible and mission success-focused 24/7. They executed like a military operation by building a coalition and partnership with many of the top petroleum and environmental companies as part of their team," Ross said.

Ross attributed daily safety briefings by the contractor as the reason there were no accidents or spills of any kind during the fuel-support operations. He said that was an impressive feat for an operation of this size.

"[The company] is attuned to the importance of the environmental and hazardous material handling, and this performance is truly award-winning in that regard," Ross said.

Tapping the heating oil reserves

At the request of the state of Connecticut, the Department of Energy loaned DLA Energy 4.2 million gallons of ultra-low sulfur diesel fuel from the Northeast Home Heating Oil Reserve to deliver to Connecticut fuel distributors to address fuel shortages. This was a continuation of an agreement announced Nov. 2, when President Obama declared that Hurricane Sandy had created a severe energy supply interruption.

The fuel, which was distributed to state, local and federal responders in the impacted area, was used to provide additional supplies to ensure continued response and recovery efforts. This included fuel for emergency equipment and buildings, including electric generators, water pumps, federal buildings, trucks and other vehicles, according to a DoE release.

To satisfy the requirement, DLA Energy arranged for barge shipments to transport the fuel from storage facilities in Groton, Conn. to New Haven, Conn. DLA Energy Americas maintains surveillance of the heating reserves and regularly tests to ensure the fuel is usable, Quality Assurance Manager Scott Artrip said.

"We were proud to be part of the [DLA] Energy team that quickly responded to the needs of the State of Connecticut, ensuring an uninterrupted supply chain," Ross said.

Two more transfers of ULSD from the reserves at Groton were carried out by barge to New Haven, Conn., totaling more than 5 million gallons.

Returning to Houston

After receiving deactivation guidance from FEMA, Ross' team began demobilizing Nov. 16.

After three weeks of round-the-clock oversight of the operations, all personnel returned to their home stations safely Nov. 21, said Army 1st Sgt. Pete Martinez, Jr., DLA Energy Task Force Americas.

Gaffney said the successful operation was due to the teamwork of many individuals, including the drivers, sub-contractors and the National Guardsmen.

"In retrospect, the DLA and DLA Energy response to Hurricane Sandy will be viewed as unprecedented, I believe," Kidd said. "It goes without saying, but it is great to be part of an organization that makes things happen by... delivering to those in need when it matters most."

The estimated account of DLA Energy's assistance





Soldiers distribute fuel at the Staten Island Armory, N.Y., to those affected by Hurricane Sandy. DLA Energy provided fuel to FEMA to be distributed at various armories throughout the New York and northern New Jersey areas. Photo by Army Sgt. 1st Class Jon Soucy

reflects the effort:

- 690,000 gallons of unleaded fuel and 408,400 gallons of diesel fuel dispatched to New Jersey.
- 2.55 million gallons of unleaded fuel and 387,000 gallons of diesel fuel dispatched to New York.
- The state of Connecticut received more than 5 million gallons of ultra-low sulfur diesel fuel.
- DLA Energy dispatched fuel to 272 civilian gas stations in New York and New Jersey.

Ross said his team and its partners worked well

together to bring relief to Sandy's survivors.

"This [relief operation] was seamless as the partners embedded in the operations performed as one organization," Ross said. "This was a DLA team success story." 

Editor's note: Numbers in this article are the best estimates available at press time. Final numbers will not be known until after reconciliations are finished with Foster Fuels.



Foster Fuels employees fill vehicles with gasoline. DLA Energy dispatched fuel to about 272 civilian gas stations in New York and New Jersey. Photo courtesy of Foster Fuels

Career Pathways

By Christopher Goulait

Their names may change, but two programs bringing students and recent graduates into the Defense Logistics Agency Energy's ranks are still training interns to be fully-performing federal employees.

"Pathways" is the name of the broad umbrella of internships that DLA Energy offers, and is broken into three different types of internships, two of which DLA Energy uses, explained Kate Straub-Jones, procurement analyst with the DLA Energy Acquisition Workforce Development and Intern Center.

"One program used to be the DLA Corporate Intern Program that we now refer to as 'PaCE,' or the Pathways to Career Excellence," she continued. "The second one that DLA uses is Pathways Interns, which was the old Student Temporary Employment Program and Student Career Experience Program combined. This is for individuals who are currently seeking an authorized education or degree, basically, current students."

Why the change?

DLA Human Resources Services Student Recruitment Center Team Lead Vickie Schoonover said that condensing job announcements to a quarterly basis benefits the process.

"Prior to consolidation, each DHRS office and the teams within those offices would advertise at any time, so there was no consistency in the way announcements were posted," she said. "By centralizing and limiting recruitment to once a quarter, applicants will have a better idea of when announcements will post."

Other changes also include centralized recruitment at the DHRS office in Columbus, Ohio.

"We recruit quarterly for interns and group similar positions on one announcement," Schoonover said. "By having the recruitment cycle quarterly and servicing of interns in one office, it benefits managers, interns and applicants."

Once recruited, Pathways Interns and PaCE recent graduates, known in the program as "PaCERs," fill many roles across the organization.

"There is no kid glove handling of any of the interns," Straub-Jones said. "Most of them walk into a valid billet, typically in the 1102 contracting series career field at a GS-12 position. They are gradually given work, and they are taught, tutored and mentored

along until they can keep up with the team."

"Most of our PaCERs will do the same job that their fellow GS-12s will do, but it will be in a smaller scale with more supervision in the beginning. But it's not busy work," she emphasized.

Straub-Jones outlined the typical PaCE experience as a two-year program, with most PaCERs coming in at the GS-7 level for intensive training in basic contracting, supply and/or quality assurance and how to effectively work in the government. This training makes up phase one of the program, with phase two continuing the training, but with less direct supervision. Some are also provided an opportunity to assist with training incoming PaCERs.

Current PaCE participant Kathryn Moore with DLA Energy Installation Energy who has experience with this support and training since beginning in May 2011, also said the program opens doors for mentoring opportunities and offers assistance in obtaining Defense Acquisition Workforce Improvement Act certification up to Level II.

"I found the networking opportunities to be the most valuable aspect of my time in the intern program," Moore added. "I was able to network with my peers and seek mentorship among senior DLA leaders. The PaCE program really helps open doors and creates opportunities for all of its participants."

The program for Pathways Interns is more variable, depending on their education. Some are hired at the GS-4 level, while others can be hired at the GS-9 level, so the scope and scale of trainings can be very different from intern to intern, Straub-Jones said.

These trainings prepare employees in the Pathways program by having them learn by doing the work they will be responsible for at their full performance levels.

"For example, we have quality assurance interns in Houston, and they're mentored along the way just like any other quality assurance representative," Straub-Jones said. "They load ships, they do pipeline testing, they do lab testing – they're right there. They're learning their craft while they work, so that by the time they get their two years in as an intern, there's no difference between them and their other counterparts."

Value from having a trained intern on a team goes beyond simply filling the ranks, as Schoonover explained.

"Be it Pathways Interns or PaCE participants, the benefit to DLA is diversity," she said. "We have the opportunity to employ interns or PaCE applicants from various walks of life – from individuals starting their first career to those beginning a second career."

Straub-Jones said she can't imagine our agency without interns and without the good energy they bring.

"They bring new ideas and new ways of doing things, and force us out of the status quo and keep us changing, up-to-date and moving ahead," she added

Since the Pathways program is still

encouraging new interns to bring their unique points of view to DLA Energy, Moore offered advice to those who come after her.

She emphasized the importance of open communication between interns, co-workers and supervisors to gauge expectations and learn more about job roles, as well as staying organized to manage time and workloads effectively and reduce stress.

"Come in with an optimistic 'can do' attitude," Moore added. "We've all been beginners at one time or another in our lives, and while you may not initially feel comfortable or understand your new job and environment, trying is the first step toward mastery. You are not just working a job, you're building a career."





*Air Force Brig. Gen.
The Energy Source*



TUCK

U.S. AIR FORCE

Giovanni Tuck: Interview

By Jonathan Stack

Reflections of 2012

Air Force Brig. Gen. Giovanni Tuck assumed command of Defense Logistics Agency Energy July 9, and serves as the organization's 36th commander.

Tuck came to DLA Energy after serving as the commander of the 379th Air Expeditionary Wing in Southwest Asia.

A native of Honolulu, Tuck graduated from Southwest Texas State University with a Bachelor of Science degree. He has a Master of Arts degree in international relations from Webster University, Mo., and a Master of Arts degree in national security and strategic studies from the Naval War College in Newport, R.I. He is a graduate of the Air Force Air War College and completed the National Security Studies Program at the Elliott School of International Affairs, George Washington University, Washington, D.C., and was in a Senior Executive Fellowship at the John F. Kennedy School of Government, Harvard University in Cambridge, Mass.

ES: How has your time at Defense Logistics Agency Energy been so far?

Tuck: It's been great. Coming from a wing commander in a war environment to a position that is another command opportunity has been fantastic. Those of us who leave command never know when we are going to get another chance to do it again, so the amazing part for me is I was able to be a commander again shortly after having been a commander. It is much more rewarding to be in command of an organization that really represents everything that is critical in terms of moving things, supporting things and helping the warfighter do their jobs. We enable all of that here at DLA Energy.

ES: What has surprised you the most about DLA Energy in your time here?

Tuck: How global we really are ... A \$67 million pipeline military construction project at Andersen Air Force Base, Guam, for instance. Also, 60 million gallons of fuel in Afghanistan to support the warfighter, and what we're doing in Djibouti, Africa, by the military construction efforts there to make sure we have an enduring presence and it's easier for the warfighter to get in and out is big. Also, at DLA Energy Europe and Africa with the central European pipeline system and at DLA Energy Americas with what we just did with Hurricane Sandy. When 8 billion people lose power and you put 9.3 million gallons of fuel up there in just 12 days that is huge for what we do. And for someone on the outside, they wouldn't get the appreciation for the hard work that more than 1,100 folks do each and every day here. It's really awesome.



Air Force Brig. Gen. Giovanni Tuck, DLA Energy commander, talks with a Defense Fuel Support Point Guam employee during his trip to Hawaii and Guam Aug. 5-14. Tuck is DLA Energy's 36th commander and assumed command July 9. Photo by Valerie Boyle

ES: What do you do on a typical day as commander?

Tuck: I try to get out from behind my desk. When I start my day, I enjoy getting out and saying hi to folks. Just before you came, I went on the entire third floor, parking lot side and walked every single cubicle space to say happy Thanksgiving to folks, because that's the charge I get. My day typically starts at 7:15 a.m. with several meetings I kickoff the day with – usually a DLA Energy Europe and Africa and DLA Energy Middle East update, and then it's really what the week holds and how we prioritize the meetings, but I look for ways to get out from behind my desk. I owe it to our workforce to be able to pin me down and ask me the hard questions as I walk by to say hello. For me, it's just the gratitude of knowing we have a very amazing workforce

here, and all I want to do is just say thanks.

ES: What do you look forward to when you come to work every day?

Tuck: Hanging out with employees, and I mean that sincerely. The paperwork I have to sign – I get it – the email I have to look at, the meetings I have to attend – I get it, but I am just one person out of more than 1,100 folks that make this organization work. What I really enjoy is learning from each and every day from people who are skilled in what they do so I can advocate on everybody's behalf. When people look at us, they look at us as the showcase primary-level field activity, the model of how to get things done. If we can just take the snapshot that is Hurricane Sandy and take a look at what we did to support the Federal Emergency Management Agency, the Office of the Secretary of Defense and the White House, I think you'll see that our grade for that is very high.

ES: What has been the highlight of your time here and why?

Tuck: The highlight of my time is the surprise of the job. Each and every day I come to work very charged and enthusiastic, because I get to learn about what we do. Everyday something different comes up, and I love living in that environment. It's one thing to have programmatic reviews we have to do, but it's much more comforting to be able to come to work, say hi to folks and get a

chance to appreciate what everyone does. For me, the highlight of coming to work is learning, being able to advocate, being able to talk to our director and know he has complete confidence in us to get the job done.



ES: You've traveled to multiple DLA Energy sites, how has that helped you as the DLA Energy commander?

Tuck: It's been huge. I would not be anywhere



Tuck talks to DLA Energy Pacific leaders during his trip to the organization's regional offices in Hawaii and Guam Aug. 5-14. Photo by Valerie Boyle



Tuck and Royal Bahrain Air Force 2nd Fighter Squadron Commander Lt. Col. Ahmen Al-Sisi hold an office call in Bahrain Sept. 9. Tuck met with Al-Sisi during his visit to DLA Energy Middle East facilities in Bahrain and several site visits to fuel support activities. Photo by Irene Smith



Tuck pitches during the annual 2012 DLA Energy Picnic's kickball tournament at Fort Hunt Park, Va., Aug. 15. The yearly organization teambuilding picnic brought McNamara Headquarters Complex employees together for an afternoon of bonding outside of the office. Photo by Christopher Goulait

successful in my job without the help of our PLFA commanders and leadership here in the building. By me actually going out and walking the ground, thanking people for what they do, learning the business at the grassroots level – it's a challenge, but it's been great for my education. When something comes up saying you need to go to Russia to brief the northern distribution network, I get a sense of that because I've seen it and I've got a chance to work with commanders that help me do that. If I go visit the U.S. Pacific Command Logistics, Engineering and Security Assistance director, and he says what are the top 10 things you're working, I can advocate that and speak very intelligently about that without having to refer to many notes, because I'm getting this great education. It's been great, and

I think the Air Force is going to keep me here for two years... By the end of my time here, I hope we will have done some magical things along the way.

ES: What has been your biggest challenge so far, and how have you overcome that challenge?

Tuck: I joked when I saw this particular question, because the biggest challenge for me is signing the temporary duty requests I get, and trying to accommodate all of our commanders. I say that tongue-in-cheek because there are bigger issues that we swim through every day here. The biggest challenge so far is not knowing what the next situation is going to be that demands our focus. Every day



is a pickup game, so when we go and talk to the director we brainstorm what we're going to go in with, but not knowing what the questions are going to be. The biggest challenge I think I have is putting our contractors in harm's way by having them sign contracts, and having them put their own credentials on the line in times that are tricky. The biggest thing I've seen so far in that regard are contracts that we currently have with major corporations that are going through their own processes with the federal government and we want to continue doing business with them, but at the same time we have to be mindful of the fact we have to tread lightly, and we can't put our contract corps in harm's way when it comes to doing that.

ES: Anything you'd like to add?

Tuck: I want to say thanks to our workforce. There're not too many things that keep me up at night, but I am concerned with our workforce that do business in Afghanistan. Our quality assurance representatives, for example, they travel some very tricky ground, and I can say that for our entire QAR workforce. I'm very concerned that we give our commanders and our sub-regional commanders the tools and resources to do their jobs, so when we ask them why things are going well or not going well, we've given them every opportunity to succeed. The main thing I want to say is

we can't do this without you. Every one of us has a role here at DLA Energy, and I'm very thankful, proud and humble to be the commander ... You guys make the hard look very simple.



Tuck speaks with DLA Energy employees during his first town hall at the McNamara Headquarters Complex, Fort Belvoir, Va., Aug. 21. Photo by Terry Shawn



Tuck speaks to DLA Energy Pacific employees during a town hall in Pearl Harbor, Hawaii. Photo by Valerie Boyle



We Are DLA

Maintaining long-distance relationships

By Christopher Goulait

Half a world away from its headquarters, Defense Logistics Agency Energy Pacific is acutely aware of the role of effective communication and maintaining regional relationships in overcoming challenges for fuel and energy support to the largest of DLA Energy's regions.

"Effective communication is crucial – and complicated by the vastness of the Pacific and Indian Oceans, as well as the fact that DLA Energy headquarters is five time zones the other way," said DLA Energy Pacific Commander Navy Capt. Kevin Henderson.

Vast is no understatement, with the region including 38 independent countries and encompassing 100 million square miles, or 51 percent of the earth's surface, explained Kristine Davidson, change management analyst with DLA Energy Pacific.

Spread out over 15 time zones, the region's 87 military and civilian employees will grow to include 127 Japanese nationals, U.S. civilian employees and military personnel once DLA Energy Pacific assumes the 505th Quartermaster Battalion's fuel support mission on Okinawa, Japan, in March 2013, Davidson continued.

These employees are divided into the Alaska, Guam, Japan and Korea sub-regional offices, to include a quality assurance sub-office in Singapore, and are all in touch with the regional headquarters in Pearl Harbor, Hawaii.

"We achieve unity of effort across the Pacific with clear, concise, high-velocity communications," Henderson said.

Although communication and support to spread-out or remote locations can be easier said than done, even on a sub-regional scale, DLA Energy



A soldier assigned to the 505th Quartermaster Battalion gives a fuel sampling kit to a master labor contractor. DLA Energy Pacific will be assuming the battalion's fuel support mission on Okinawa, Japan, in March. Photo by Army Sgt. 1st Class Howard Reed

Pacific finds ways to get the mission accomplished even when infrastructure or the elements become unpredictable.

DLA Energy Pacific in Alaska Commander Air Force Maj. Kerry Colburn said sub-regional offices are essential to providing a direct link of support to customers to accomplish their mission.

He described his own sub-region as the largest, but also least densely populated U.S. state.

"Some locations are so remote that we are their only channel for support. Having a sub-region

allows the customer to interface directly without having to worry about time zones or continuously searching for a point of contact," Colburn said.

"Due to the vastness of the state, communications are often sparse," he continued. "Email is a key component for communication, and sometimes we rely on satellite phones because there are no digital or analog conduits. Many of our customers who order fuel reside in very remote locations and we have to provide them fuel annually in 55 gallon drums placed on barges or portable fuel tanks installed in World War II-era DC-6 aircraft."

Even for DLA Energy Pacific in Alaska's largest customer base in Anchorage, Alaska, the support and communication lines in interior Alaska have to endure 50 degree below zero temperatures and more than 11 feet of snow, Colburn explained, emphasizing arctic weather gear is a must for supporting customers.

When customer support goes beyond U.S. shores, DLA Energy Pacific's interaction skills adopt additional roles for working with foreign nations and their militaries.

"The U.S. has many close political and military allies in the Pacific, with forces operating in and around virtually every country in the U.S. Pacific Command area of responsibility," Henderson said. "From a fuel perspective, that requires a complex network of U.S. and foreign-based defense fuel support points where we store and deliver DLA-owned product to U.S. forces."

The region includes 69 DFSPs, 38 into-plane locations, 662 Aviation Into-plane Reimbursement Card® locations, 23 bunkers, 460 Ships' bunkers Easy Acquisition Card® locations and 11 fuel exchange agreements, Davidson added. Storage in the region totals 1.1 billion gallons, with 450 million



An airman collects a fuel sample at the tanker pump house, Eielson Air Force Base, Alaska. DLA Energy Pacific employees are divided into the Alaska, Guam, Japan and Korea sub-regional offices. Photo by Airman 1st Class Lauren-Taylor Garcia



We Are DLA



A coast guardsman takes fuels sample from a HH-65B Dolphin helicopter during a routine seven day maintenance inspection at Coast Guard Air Station Kodiak, Alaska. DLA Energy Pacific personnel offering support in interior Alaska have to endure 50 degrees below zero temperatures and more than 11 feet of snow. Photo by Air Force Tech. Sgt. Michael Holzworth

gallons sold in fiscal year 2011 alone.

"Since many of these are on foreign soil, it's imperative that we have good relations with the host countries to enable us to continue the support," Henderson said. "Additionally, many of

our commercial partners are foreign companies, further adding to the necessity to maintain good working relations throughout the region."

Maintaining relationships with other nations involves more than refueling, explained Michael



Holgate, fuels planner and liaison officer to the U.S. Forces Korea.

Holgate works closely with the Republic of Korea Ministry of National Defense and the ROK Joint Chiefs of Staff petroleum officers for exercise and bulk fuel support memorandum of agreement efforts.

He said one example of building relationships and strengthening DLA Energy support in Korea

was working side-by-side with ROK counterparts in the Combined Petroleum Support Center, a combined cell that manages petroleum support to ROK and U.S. units during a contingency event.

“By sharing information with each other we are able to assist each other where needed and reduce duplication of effort,” Holgate said. “A few exercises ago, the U.S. had a fuel requirement, but we did not have any in country. The ROK forces were informed of our requirement and able to support it from their own stocks until DLA Energy resupply was established.”

Challenges may present themselves when working like this with other countries, but Holgate explained that the best ways to overcome challenges before they become problems are also quite basic.

“Being patient, learning about the local culture and focusing on the end goal have really helped me. You have to keep that in the back of your mind when working with other nations,” he said.

From work with those foreign nations to improvements on U.S. soil, DLA Energy Pacific is also enhancing its communication and regional support with new missions and initiatives.

Henderson mentioned one example is his region’s work alongside DLA Energy headquarters and PACOM to improve strategic positioning of the War Reserve Stock to be where the strategic planners are.

He said DLA Energy Pacific in Alaska was also chosen to be the first region in the fuel accounting-improving and auditability-improving Enterprise Business Systems Energy Convergence rollout. Adding to the region’s stewardship initiatives, they are also actively maintaining and repairing regional equipment through dedicated Sustainment, Restoration and Modernization efforts.

Also, the bulk fuel mission assumption from the Army in Okinawa is precedent-setting for DLA Energy in that we will actually have DLA Energy employees performing all functions – from receipt to stow to issue to accounting to quality, he said. This is direct support to the warfighter and is very exciting.

“Of course, none of this is possible without a knowledge-driven, customer oriented workforce,” Henderson continued. “I am very proud of the team of professionals in DLA Energy Pacific and the DLA support organizations that enable us to fuel the force.”

Small but strong: DLA Energy Pacific at Guam provides far-reaching support



By Christopher Goulait

The strategically placed Defense Logistics Agency Pacific sub-regional office may just be on a small island in the western Pacific Ocean, but DLA Energy Pacific at Guam provides full-sized support.

Better distribution of petroleum stocks to the warfighter drove the region to open the Guam sub-regional office in May 2009.

The 10 employees continue to propel the command forward to facilitate bulk petroleum management across more than 5,000 miles of ocean and direct delivery support across 7,500 miles of ocean, said DLA Energy Pacific at Guam Commander Navy Cmdr. Andrea Lemon.

She explained that the Guam office has opened two bulk fuel storage depots in the past three years on Guam and in Singapore, with a third location to follow in the Philippines in 2014.

"The benefit of these depots are enormous; fuel is positioned at the point closest to where it will be needed, shortening the delivery time to forces in the Pacific Ocean," Lemon said. "Rather than moving tankers to reach back to Hawaii or other locations, the fuel is already positioned in the Western Pacific and more readily available at its intended location for use, greatly improving readiness to the customer."

Lemon noted these depots enhance support to U.S. Pacific Command, the Commander of the U.S. Pacific Fleet, the Pacific Air Forces, the 13th Air Force, Commander Task Force 73 and the 36th Wing. Primary support goes to the forces stationed at Andersen Air Force Base, Guam, which is the largest air base in the Western Pacific.

Support to Andersen Air Force Base also includes DLA Energy assistance to exercises, transforming the base and the whole island, Lemon said. Hundreds of visitors taking part in the exercises come to the island, and more than 1,200 aircraft sorties consume millions of gallons of fuel. Two exercises of note are Cope North and Valiant Shield, partnering the Air Force and Marines with the Japanese and Australian forces in impressive displays of air power.

The sub-region's inventory managers and quality staff ensure the warfighter is supplied with the right quantity and quality of product for every exercise and event, said Plans and Operations Non-Commissioned Officer Army Master Sgt. Patrick Draper.

"Without their teamwork, and that of the Joint Services Fuel [Navy and Air Force] team, fuel does not flow in the Western Pacific," Draper said. "The office is the gateway to energizing the military's





F/A 18 D Hornet pilots from Marine All-Weather Fighter Attack Squadron 225 prepare to take off from Andersen Air Force Base, Guam, in preparation for Valiant Shield 12. DLA Energy Pacific at Guam support to Andersen Air Force Base includes assistance to exercises. Courtesy photo

fighting forces.”

During Valiant Shield, DLA Energy Pacific at Guam provided support to the Marine Air Combat Squadron by ensuring a modification to the existing contract was accomplished that arranged truck support to provide fuel to their generators and support equipment, Draper explained.

He said DLA Energy issued 5.4 million gallons of fuel during the September 2010 Valiant Shield, with more recent exercise support including 1,600 gallons of fuel for Exercise Cope North in February 2012 and 1,900 gallons for Exercise Tempest Wind in September.

But the Guam office’s duties extend much farther than the support of its island base.

Nearly 2,250 miles from surrounding civilization, the Diego Garcia atoll is isolated in the center of the Indian Ocean, Lemon said. Even in this remote location, DLA Energy supports the fuel requirements of all activities on or near the island, especially the Air Force, U.S. Transportation Command, and the British forces on the atoll.

“DLA Energy exclusively provides the island with all of their bulk petroleum resources to fuel the power plant, sustain the ships and aircraft and enable all motor vehicles on the island to drive,” Lemon said.

The organization is the sole source of energy to the atoll, Draper said.

“The main challenge supporting remote locations like Diego Garcia is the time it takes a vessel to arrive and the distance from the sources of product,” he said.

Inventory managers overcome this issue by closely monitoring the inventory and consumption rates to ensure the site can receive the scheduled tankers and are resupplied when they reach their Economic Resupply Quantity, Draper explained. Ensuring ullage, or space in the tanks, is available to receive the full quantity is imperative.

“It is a very remote, but very important customer, and without DLA Energy this island would be in the dark,” Lemon said.

Diego Garcia is just one of many remote areas supported by DLA Energy Pacific at Guam, but the sub-region doesn’t do this job alone.

Lemon notes support is delivered in concert with DLA Energy Direct Delivery to sustain the warfighter in 77 locations spread across 7,500 miles, from New Zealand to the Seychelles islands.



Marines and sailors approach the beach in five combat rubber raiding crafts during a boat raid at Reserve Craft Beach Naval Base Guam, Guam. DLA Energy Pacific at Guam’s support extends passed Guam including support to Diego Garcia, an atoll isolated in the center of the Indian Ocean. Photo by Lance Cpl. Codey Underwood

“DLA Energy supports many forces scattered throughout the Pacific in forward operating locations, including the Air Force, III Marine Expeditionary Force and Joint Special Operations Task Force Philippines,” Lemon said. “These forces have important missions assisting the local governments with training and anti-terrorism missions.”

And when it comes to boots on the ground, the Guam office’s quality assurance representatives also go the distance, literally and figuratively.

DLA Energy Pacific’s QAR in Guam and Singapore personally inspect all 28 into-plane locations at least annually to ensure quality product is always available to the customer on demand, Lemon said.

Draper said the benefits of having QARs personally do inspections come from their roles as DLA Energy’s honest brokers, eyes on ground, assurers of safety and quality of products and relationship builders with contractors and customers.

“Our QARs ensure the safety of flight to our aviators; they can fly without fear of fuel quality problems,” Draper said. “When required, our QARs also assist the aviators to breathe deeply and ensure they are breathing the right mixture of gases.”

Lemon added that the command’s inventory managers have also supported the warfighter, placing orders when there was insufficient manpower for the customer to do so.

Additionally, she noted leadership has constantly worked with all stakeholders to continue to review customer requirements; ensuring support is always available when needed.

“The teamwork and collaboration between the commercial industry and the Department of Defense



Marines and sailors dismount from combat rubber raiding craft during a boat raid during the MEU’s Fall Patrol deployment, where they conduct bilateral exercises to help strengthen military ties between Japan and the U.S. in Guam. DLA Energy Pacific at Guam personnel support two exercises, Cope North and Valiant Shield, partnering the Air Force and Marines with the Japanese and Australian forces. Photo by Lance Cpl. Codey Underwood

is truly exceptional, and critical to the sustainment of our forces,” Lemon said.

“The DLA Energy Pacific staff in Guam plays an important role in building and sustaining relationships between all parties.”

On top of that, the sub-regional staff also serves as the Sub-Area Petroleum Office to PACOM for the Western Pacific, supporting all major operational plans in theater, Lemon said.

From this perspective, DLA Energy Pacific at Guam keeps a direct eye on all infrastructure, capabilities, requirements, deficiencies and relationships that ensure our forces will always have the petroleum support they need, Lemon added.

“Nearly all military forces in the Pacific rely on DLA Energy to meet their fuel needs for propulsion and power generation, to include back up diesel generator fuel for critical facilities such as hospitals, commissaries, runways and schools,” Lemon said.

“DLA Energy Pacific at Guam works very closely with the warfighter to understand their requirements and find the best possible venues so the warfighter can fly, steam, drive or power their way into the future.”

From around the globe



"What is your most memorable moment at DLA Energy during 2012?"



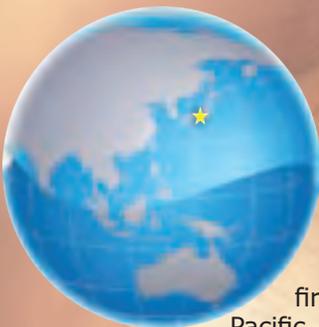
Randy Little, DLA Energy Middle East
Liaison Officer to the United States Central Command
Joint Petroleum Office
Tampa, Fla.

"In January 2012, I deployed to Kabul, Afghanistan, representing Defense Logistics Agency Energy as a liaison officer to Task Force 2010... The synergy created by the professionals within the task force yielded many positive gains in the battle against pilferage and corruption and it was truly an honor to serve with them. The opportunity to put 'eyes on target' helped me to grow professionally and I learned many valuable lessons that I use in my current job at United States Central Command headquarters...The experience made me a more effective team member and brought me an enhanced level of personal satisfaction in continuing our primary mission of supporting our warfighters."



Maria Rodriguez, DLA Energy Pacific
Inventory Management Specialist
Hawaii

"My most memorable memory of 2012 was bearing witness to the renovation of the old 1950s Petroleum Laboratory at Fort Richardson, Alaska, to the ultramodern, state-of-the-art Defense Logistics Agency Energy Alaska Lab. The old lab was barely functional and was in violation of numerous building codes and energy requirements. The remodeled lab meets all federal environmental and safety standards important to any quality assurance representative or lab technician."



Edward Guthrie, DLA Pacific
DLA Energy Pacific at Okinawa Deputy Director
Okinawa, Japan

"My most memorable moment working for DLA Energy during 2012 is becoming the first deputy director for the newly formed DLA Energy Okinawa office for DLA Energy Pacific. I served in the Air Force for 28 years, and working for DLA Energy and meeting the exceptional people in DLA reminds me of the importance of serving my country and making sure our warfighters are the best-equipped force in the world. The pride and professionalism of the DLA Energy workforce displayed in all they do for our warfighters, along with the benefits of working with such a diverse and outstanding group of professionals, makes working for DLA Energy a joy."



Stephanie Lehman, DLA Energy Middle East
Management Analyst
Bahrain

"It's difficult to isolate my most memorable Defense Logistics Agency Energy moment of 2012, but I can illustrate a compilation of moments. In my role as a management analyst, I have the opportunity to support our new civilian employees prior to and upon their relocation to the Middle East. In 2012, 18 civilian employees were brought onboard with the DLA Energy Middle East offices in Kuwait and Bahrain. Getting to know the new employees and their families prior to relocation is special in itself. Meeting each employee face-to-face in Bahrain after extensive long-distance communication and coordination is something so special that I will always remember."

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