ENERGY SOURCE

Defense Logistics Agency Energy

July 2014

A Farewell Salute

from the commander

Brig. Gen. Mark McLeod, USAF

Defense Logistics Agency Energy

The copy of Energy Source you are now reading marks my first as commander of DLA Energy ... I am EXCITED to join your team, and can't think of a better way to mark the transition than what Irene, Jonathan and the writing team (Terry, Susan and Christopher) have put together this month.

First, we pay respect with a Final Salute to Air Force Brig. Gen. G.I. Tuck, who we owe a debt of gratitude to for successfully leading our global enterprise to new heights of customer support. The course he set carries us forward as we continue to build the partnerships, arrangements and agreements necessary to distribute, manage and make audit ready about 100 million barrels of fuel a year, and more than 50 million more in on-hand inventory annually.

Our many partnerships, diverse in scope and purpose, are the second focal point of this edition. You'll see them range from agreements with federal agencies like the Federal Emergency Management Agency and the Department of Energy, to our work with combatant commands, the Office of the Secretary of Defense and an array of international partners. For example, in U.S. European Command, we're looking at all our existing agreements to ensure seemless operations in the event of a contingency. At the Port of Salalah in Oman, we're part of a multi-million commercial investment to build Navy capability and resiliency. These are just a few of the many examples where our partnerships and collaborative efforts, from peer-to-peer to the highest levels of international relations, ensure the success of DLA and our customers.

Thanks G.I., and thanks also to all the dedicated professionals who've made things happen over the past two years. You have set the stage for DLA Energy to develop the next generation of energy support for the Department of Defense. As I look forward to the next 12 months, we're poised to:

- Cross the assertion barrier of audit readiness
- Reduce U.S. Pacific Command warfighter risk by rebalancing capacity, increasing commercial resiliency, and bolstering strategic reserves
- Significantly lower costs and environmental vulnerability by rightsizing obsolete infrastructure and investing in key remaining facilities

What a great time to join an elite logistics team! I look forward to everything we'll accomplish together for our nation.

Energy Source

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A Farewell Salute

The final interview with former DLA Energy Commander Air Force Brig. Gen. Giovanni Tuck

By Jonathan Stack

***ES:* How would you sum up your command at DLA Energy?**

TUCK: I would sum it up by saying we have 1,200 of the most amazing, dedicated and committed workforce that I have ever been a part of in 27 years of doing this. I've been around military operations all my life. I've had a chance to command organizations that have had many civilians in them. I was thrust into an organization that is 90-95 percent civilians and watched and learned what we do each and every day to enable the warfighter to be effective. You all put your clothes on just as an airman, soldier, sailor and Marine would put their's on. This has been an amazing tour, and I really don't want to leave. I would like to stay a third year because there's so much great stuff we are doing. I know it's time and the new commander coming in will do just great. My two years here have been a phenomenal experience both from learning and leading perspectives.

***ES:* What are some milestones DLA Energy has achieved while you've been in command?**

TUCK: That's an amazing question and I say that because when I got here we were in the middle of Big Ideas – saving $10 billion in five years. So, I was already thrust into what that initiative was like, but then we started to take a look at our own priorities in line with what our director was looking at when it comes to warfighter support, stewardship and workforce development. So we said we have an organization that manages one of nine supply chains for DLA and in the management of that supply chain, the things we had been able to put out there for our own initiatives – all things total energy, commercial maintenance and old infrastructure – these kind of things don't happen without working with our services and working within our organization to make all that come alive.

Not only did we support regional requirements, but we were able to look into the future and make this organization as effective and efficient as we could, which is part of our mission. I think for the two years I've been here, we've been able to move big dials versus

Graphic by Jonathan Stack

just moving things on the margin, and in doing so we've been able to make a difference and meaningful impact to the people who require our services, and that's basically all things energy.

***ES:* What were some challenges you faced while in command, and how did you overcome them?**

TUCK: Some of the challenges in command you face are personnel retiring or people coming back to jobs they vacated and have return rights to – it's difficult to backfill talent. The biggest challenges we've had are finding the right people to be willing to move into jobs of responsibility that they are comfortable doing. That challenge really became an opportunity for our organization. I really thought it was amazing how we did that. Not to get into too many numbers, but we had nine moves in January, 14 moves in June, and those 23 moves, coupled with what we're going to do with our quality assurance workforce, makes this place an exciting place to be. People are going to have the chance to go out into the field and they'll also be able to come to the headquarters for experience. So when you're looking for senior leaders ... we have a stable bench to pull from. You're not just kind of wondering who is around that you can put in the job; you have a deliberate strategy to pull it off.

Another challenge, was not so much the notion we ought to take a look at old infrastructure and get out to study it, but the fact that the messaging came out as "DLA wants to close everything, because these facilities might not be required anymore." The challenge has been strategic messaging. Again, with that challenge comes opportunity, because when you're trying to get more people onboard it's important they realize we could save a little bit by leveraging commercial practices and not reduce the operational outcome – that was very important to us, but that was another hurdle we had to, and still have to, overcome.

***ES:* What have you learned while you were commander of DLA Energy that you're taking to your new position?**

TUCK: My position that I go to may not have anything to do with supply chain management, but what I will take out of this job is the logistician career field is alive and well. I will be able to beat that drum about what we do in terms of end-to-end distribution, supply chain management and sustainment of operations within whatever circles I am in, because of the caliber of work that gets done here that takes risk away from the services.

We do all of these things with a working capital fund by procuring fuel so the services don't have to fight that battle. We take so much pressure off of the services with our working capital fund. That's the drum beat that I will take to my next job. You all may or may not know there's an organization out there that can do things like a Hurricane Sandy if you just give them the opportunity to shine. I think people will slowly realize what great things happen at DLA Energy, and the benefit of me going to my next job is that I'll be able to tell that story.

***ES:* What are you going to miss about DLA Energy?**

TUCK: I'm going to miss all the people here. Every time you hear about somebody going away, it's that you love the mission, but you miss the people. No different in my role as I leave here. I'll really miss the culture of this place – it is a real "git-r-done" community. If the people need to stay late because they have one more transaction to do, they do it. The entire environment of the organization is about customer service and it is about providing the best services when it comes to fuels and non-petroleum based products as well – it has been phenomenal.

***ES:* What is something that you'd like to say to the employees and let them know prior to your departure?**

TUCK: Thank you for taking an Air Force pilot and turning him into a fuelie. Although I only have two years at it, I am smarter and a better officer for it. It has been an amazing ride, and I look forward to staying in touch with a lot of you as my career continues. This has been one of the highlights of my career for sure.

***ES:* What is your vision for the way forward at DLA Energy?**

TUCK: I hope that the work we have done continues. We are on a two to five year glide path and getting a lot of good work done with Energy Convergence, Audit Readiness, "Big Ideas," commercial infrastructure, contingency contracts and disaster preparedness. I think if we continue our collective focus on these priorities we will certainly become better on the other side – no doubt about it.

I think the commander coming in has a great opportunity to take this organization to newer heights.

***ES:* What advice would you give your successor?**

TUCK: For the first 30 days you're in the job freeze, the stick – let the organization show you what it can do.

The best advice I can give is to get to know these great DLA Energy folks, understand that landscape that you've been thrust into and build relationships with your services and foreign governments you'll deal with and you'll do just fine at this job. ES

Fueling Afg

By Christopher Goulait

The region is landlocked and supply chains are long. Winter weather impacts distribution, avalanches block key mountain passes and roads can be washed away in spring floods. And, when the weather is nice, fuel convoys are ambushed and trucks are destroyed.

These challenges are some of what DLA Energy faces when supplying fuel to Afghanistan, said former DLA Energy Middle East Commander Army Col. William Rush. Along with the standard logistics of transporting fuel, the physical geography and the wartime operating environment of the country become two of the biggest unique difficulties to overcome.

Getting fuel into Afghanistan requires bringing it in one of two ways – via the Northern Distribution Network or through Pakistan, with each route requiring different transportation measures.

"The NDN relies on rail tank cars to deliver fuel from refineries in the Commonwealth of Independent States through the Hairaton, Afghanistan, border crossing," said Air Force Maj. Adam Minnich, commander of DLA Energy Middle East's Supplier Operations, who oversees support in Afghanistan. "The fuel is then moved to locations throughout the country via tank truck where it is stored and used by U.S. forces."

"Fuel is also supplied via Pakistan, imported and delivered from ocean-going vessels from the Port of Karachi, or from local Pakistani refineries," he continued. "It is loaded into tanker trucks and driven across the Afghanistan border at Torkham.

Once the fuel is in Afghanistan, it is delivered to either reserve storage areas or to individual bases for consumption.

The route isn't the only distinctive aspect of fuel support in the country.

The fuel itself is also specialized to meet the needs of the warfighter, explained DLA Energy Middle East Chief of Customer Operations Army Maj. Gary Whittacre.

"Afghanistan is unique in that much of the fuel is sourced from Central Asia," Whittacre said.

The fuel procured adheres to the Russian state standard, known as GOST standards. It is Russian Aviation Turbine Fuel, also known as TS-1, Whittacre said.

TS-1 is a kerosene-base fuel with a slightly lower flash point and a lower freeze point compared to Jet A-1 fuel, and is considered to be equivalent to Jet A-1, he continued. It is approved by most aircraft manufacturers and has been approved by the Air Force Petroleum Agency for use in U.S. Air Force aircraft. It is also approved by the Army Petroleum Center for use in Army aviation assets and ground vehicles.

All TS-1 jet fuel is additized by including certain chemical compounds to meet JP8 specifications before being delivered to the customer. Jet A-1 jet fuel is also procured when it is available.

"U.S. forces in Afghanistan adhere to the single battlefield fuel concept, which reduces the need for diesel and motor gasoline, although these fuels are still used sparingly in ground vehicles and generators where needed," Whittacre said.

Quality surveillance and quality assurance are other aspects of the DLA Energy fuel support mission in Afghanistan. Even empty fuel trucks are inspected before being certified to load fuel for delivery.

Fuel destined for Afghanistan is tested at the procurement refineries and re-tested at most of the terminals and transportation locations between the procurement site and the contractor's intermediate terminal or loading sites, Whittacre explained. Under DLA Energy's suppliers' contracts, the fuel is "A Specification" tested by certified labs at their facilities or other commercial laboratory facilities in the area.

"Once the fuel is loaded from the direct delivery or defense fuel support point terminals and shipped to the forward operating bases, the fuel is tested at the loading

ghanistan

An airman prepares fuel for testing, in Kabul, Afghanistan. Defense Logistics Agency Energy Middle East supports fuel procured for Afghanistan. Photo by Air Force Staff Sgt. Marleah Miller

areas and once it reaches the FOBs," he said. "We periodically have the labs on the FOBs perform correlation testing to verify sample results are in compliance with the commercial labs. There is also an area lab in Qatar that can perform correlation samples."

While the fuel is proven for the environment in terms of climate, the drawdown of forces in Afghanistan is changing that environment in other ways the DLA Energy team has to anticipate.

Rush said his DLA Energy Middle East team is required to maintain a certain amount of supply of fuel in Afghanistan stored at the FOBs, Bagram Air Base, DFSPs and in the contractor reserves.

Suppliers are paid to segregate and hold fuel for the agency, he added. This helps ensure there is enough fuel to weather any potential supply chain disruptions.

"As force levels decline, consumption decreases," he said. "We order less fuel and consume the reserve stocks we have on hand to draw down to the new required levels."

A Marine conducts refueling operations on Forward Operating Base Delaram, Helmand province, Afghanistan. DLA Energy awards and manages the contracts for fuels used in Afghanistan. Photo by Marine Staff Sgt. Ezekiel R. Kitandwe

There's more than one reason the agency is able to take the drawdown and the other logistical challenges of fuel support in Afghanistan in stride, Rush explained.

"Most of the challenges associated with supplying fuel in Afghanistan can be overcome with prior planning and preparation," he said. "A knowledgeable staff with experience from previous years can anticipate most interruptions, such as extended local Afghan holidays or harsh winter weather that closes supply routes. Through anticipation, they can plan for adequate fuel to be on hand for the warfighter."

"We also use our lessons learned from drawing down fuel support in Iraq in 2011," he added.

He also cited adequate storage maintained both north and south of the Salang Pass as a way to mitigate risk in the distribution network. Risk is further reduced by having more than one supplier capable of delivering fuel to each supported site, as well as having multiple transportation providers capable of delivering fuel from the DFSP.

"Flexibility and redundancy are keys to our success," Rush said.

One side of these planning and preparation efforts comes from the DLA Energy Middle East team, Rush said. Working in-theater, the group of more than 50 civilian and military members, most of whom are positioned in Bahrain, control many of the day-to-day aspects of the fuel support.

The core team is joined by attached personnel who serve as liaison officers and contracting officer representatives in Afghanistan who serve as boots on the ground links between DLA Energy and their customers and suppliers on six-month volunteer tours in Afghanistan.

The contracts for all of this support, however, begin their life half a world

An Air Force A-10C Thunderbolt II aircraft receives fuel from a 340th Expeditionary Air Refueling Squadron KC-135 Stratotanker over Afghanistan. Fuels used in Afghanistan are supported by the DLA Energy Middle East team. Photo by Air Force Staff Sgt. Stephany Richards

away and are awarded and managed at DLA Energy's headquarters at Fort Belvoir, Virginia. After originating in Virginia, there are several activities initiated, monitored and supervised by DLA Energy Middle East personnel located in Bahrain, Afghanistan and Tampa, Florida, to ensure contract performance in Afghanistan.

Rush explained how each of the offices and their role in the region helps to keep fuel flowing in a wartime environment.

"Supplier Operations and Customer Operations offices at DLA Energy Middle East located in Bahrain serves as a liaison between DLA Energy headquarters and the major suppliers; along with interfacing daily with the end-users and the suppliers to ensure all fuel deliveries are occurring in accordance with the contract," he said.

The DLA Energy Middle East Quality office also plays a major role in ensuring all fuel delivered meets specifications and standards as outlined in the contracts, Rush said. Those quality teams, along with contracting officer representatives in the region serve a vital role as the eyes and ears on the ground for the contracting officers back in the U.S. These are exceptional individuals extremely skilled in their craft, Rush added.

"We also have liaison officers and planners embedded at the United States Central Command headquarters in Tampa," he said. "We have another liaison officer in the Netherlands who is our link to NATO operating in Afghanistan. Through them, we are able to have eyes and ears inside the combatant commander's planning teams, which gives us great insight into what's coming next."

An organization is only as good as the people whom comprise it, Rush said. The dedicated teams managing DLA Energy's fuel support to Afghanistan and elsewhere in the world have years of experience and have proven themselves time and time again.

"Working together across numerous time zones and in unpredictable combat and political environments can present a whole host of challenges, but we have the benefit of an exceptionally qualified and dedicated workforce; these folks simply rock," he said.

"We take great pride in our anonymity," he continued. "If the warfighter never has to worry about fuel, they tend not to know who we are. Their expectation that the fuel will always be there is the greatest compliment they could ever pay us." ES

Prioritizing the

By Christopher Goulait

Before he relinquished command, former Defense Logistics Agency Commander Air Force Brig. Gen. Giovanni Tuck signed a memorandum May 29 that outlined the 2014 DLA Energy Priorities as ways to keep the workforce focused on ensuring DLA Energy reaches its strategic goals, by focusing on eight specific areas of emphasis.

"These priorities touch everyone in [DLA] Energy and your unflinching support is vital to its success," Tuck said in his message to employees. "There isn't a day that goes by we aren't working on these priorities. ... This memorandum provides the policy guidance on what is important to DLA Energy as we face uncertain budgets, the drawdown in Afghanistan, shift to the Pacific and face humanitarian and contingency operations – at home and around the globe."

The priorities focus on Audit Readiness, Energy Convergence, "Big Ideas" cost savings initiatives, Department of Defense infrastructure, commercial maintenance, working toward a total energy portfolio, providing disaster support and increasing engagements with small business.

The list of eight priorities is meant to maintain much of DLA Energy's momentum to date, and add a few new pursuits that just make sense in today's world, Tuck explained in the memo.

Subject matter experts working on each priority described each focus area in greater depth.

Audit Readiness

The aim of Audit Readiness is to become fully auditable, said Claudia Waters, chief of the Auditability office in DLA Energy's Strategic Plans and Initiatives directorate.

More specifically, the Audit Readiness initiative is meant to align DLA Energy with the overall DLA Enterprise systems and business processes to meet the Comptroller for the Office of the Under Secretary of Defense's Financial Improvement and Audit Readiness guidelines for achieving audit readiness by September 2015, Waters said.

The FIAR guidance defines the DoD goals, priorities, strategy and methodology to becoming audit ready.

"The DoD, as a whole, has never successfully undergone an independent audit," Waters said. "In 2010, Congress passed a bill mandating the DoD be fully auditable by 2017 and, in 2012, [DLA Director Navy Vice Adm. Mark] Harnitchek accelerated the DLA timeline to 2015."

"It gives the American taxpayers a sense of trust that DLA is committed to being good stewards of the resources entrusted to us," she said. "Being audit ready is one of the DLA director's 'Big Ideas,' and maximizing funding and having better control over assets has a major effect on mission success."

While DLA Energy has a designated Audit Readiness team, the entire workforce's participation is required to get the job done and get it done right, Waters said.

Teams across the agency have already put in work to get DLA Energy audit ready, especially with the final stages of the Energy Convergence program moving business processes to the DLA Enterprise Business Systems platform, Waters said. Parallel efforts to document and test key processes and controls comprising the end-to-end Plan to Stock business cycle are underway as well.

"This move will align DLA Energy with the enterprise and provide assurance that we are all on the same path to audit readiness," she said.

Completing the Energy Convergence process and reaching more Plan to Stock and Acquire to Retire milestones are still steps needed to become audit ready, Waters said. Other areas include further documentation and testing of key processes and controls over end-to-end processes related to Order to Cash and Procure to Pay practices to meet the 2015 timeline.

Energy Convergence

While Energy Convergence plays a role in Audit Readiness, this priority goes further than an audit.

The Energy Convergence program consolidates DLA operational and financial support into a single enterprise architecture for information technology, which reduces the overall cost of information technology

e Mission

operations and provides DLA Energy with the ability to leverage IT support improvements throughout the agency, said Lori Bovee, chief of the Integration, Sustainment & Policy division of DLA Energy Business Process Support.

"To support DLA Energy, modules specific to management of petroleum commodities were added to the SAP-centric Enterprise Business Systems architecture and configured to accommodate specific acquisition and inventory management operations conducted by DLA Energy," Bovee said. "Migration to state-of-the-art SAP management tools within EBS expanded our opportunities for improved process oversight and operational economies that ensue."

The Business Process Support and Procurement Process Support directorates are the primary teams working on Energy Convergence, but experts from across the organization, its regions, DLA headquarters and the DLA supply chains contribute to the efforts, Bovee said.

"But it also takes every member of DLA Energy being actively engaged in learning how the system works," she said. "It takes people to accomplish the mission – EBS is simply the enabling business system."

Those people took Energy Convergence from blueprinting in 2005 to software development and configuration, then to the initial 2011 deployment for the DLA Energy Aerospace Energy business unit.

"Since then, the aerospace and petroleum acquisition programs, associated inventories and inventory support and sales operations (with the exception of some card programs) have been migrated to EBS from our legacy IT systems," Bovee said.

"A final increment supporting customer sales made through DLA Energy's remaining card programs will be rolled out later this calendar year, and the Energy Convergence program will end in December 2014," she said. "We will then be fully in sustainment in EBS."

Big Ideas

The premise of the Big Ideas priority is that DLA Energy faces the same fiscal and strategic challenges

A soldier loads hoses back onto a tanker after a quality assurance inspection during the Quartermaster Liquid Logistics Exercise at Fort A.P. Hill, Virginia. DLA Energy, the service control points and the Army Corps of Engineers have partnered to provide the services of maintenance companies to make small, non-engineering repairs, like replacing fuel hoses, faster on installations. Photo by Army Sgt. David Turner

that the rest of the DoD faces, and must transform the energy supply chain in order to dramatically drive down costs while significantly improving support to the customer, said Caitlin O'Leary, chief of the Management Initiatives division of DLA Energy's Strategic Plans and Initiatives directorate.

DLA Energy's Big Ideas initiative is part of the overall DLA director's program to reduce DLA's materiel and operating costs by $13.1 billion from fiscal 2014 through fiscal 2019.

"Toward that overall goal, DLA Energy's materiel and operating reduction target is $3.4 billion," O'Leary said. "The benefit is reduction in costs for the warfighter and taxpayers while significantly improving support to our customer."

The Strategic Programs and Initiatives directorate manages this program for DLA Energy, however, it is a total DLA Energy team effort, O'Leary said. Subject matter expertise and management responsibility is spread over many levels of supervisors, directors and senior DLA Energy leadership.

To accomplish this priority, DLA Energy identified more than 30 Big Idea savings projects, with savings coming from several categories.

The category of operations savings includes terminal operations and environmental services negotiated savings, consulting contract reductions and equipment reduction, O'Leary said. For materiel savings, some of the significant contributors are procurement systems and process improvement, along with strategic sourcing. Savings for both operations and materiel have been steadily increasing since fiscal 2012.

"Total DLA Energy savings so far for fiscal 2012, fiscal 2013 and year-to-date fiscal 2014 is $1.6 billion," she said. "Not bad."

The more than 30 Big Ideas cost savings initiatives will continue to be worked on to generate savings through fiscal year 2019.

Total Energy Portfolio

"DLA Energy is committed to leading the way to strengthening the nation's energy resilien-

cy," O'Leary said. "In a fiscally constrained environment, reducing department-wide redundancies and establishing an integrated energy strategy is critical. Implementation of a holistic total energy portfolio approach will provide efficiencies that will be more cost effective and will allow the services to focus on their core mission while we continue to strengthen ours."

Developing a total energy portfolio involves an integrated approach to managing the DoD's energy requirements and innovative energy acquisition strategies, she said.

Several opportunities would be addressed through a total energy portfolio, she added. First, it would serve as a way of improving the efficiency and effectiveness of the DoD energy supply chain. The portfolio would be integrating DLA Energy, in a major way, with DoD's emerging energy activities, as well as balance the anticipated decrease in petroleum consumption with new alternative fuels and renewable energy opportunities.

"DLA Energy aims to optimize its 'energy portfolio' by offering additional energy products and services related to not only the traditional customer base, but to new DoD opportunities involving installation energy," O'Leary said.

The program is a top-down initiative led by teams in the Customer Operations and Supplier Operations directorates, and championed by the DLA Energy commander and his staff. DLA Energy's Management Initiatives office provides program management support and direction, and as the program matures, additional business units will be pulled into the program as required.

The total energy portfolio is one of DLA Energy's newer initiatives, and is still in development, O'Leary said. The organization is still discussing the concept and benefits to stakeholders while the initial framework is being assembled.

"The total energy portfolio will be an ongoing effort that will require an evolving and systematic approach to energy management across the DoD," O'Leary said.

"Much work remains in order to satisfy this total energy portfolio priority" she said. "But that's OK. In combination with the DLA director's Big Ideas, more effective joint supply governances and continued focus on efficient and effective management of the energy supply chain, DLA Energy is well postured to provide the DoD with a total, integrated energy solution in the most effective and economical manner possible."

DoD Infrastructure

Maintenance and upkeep of DoD infrastructure is a critical DLA Energy mission, said Dan Jennings, deputy director for DLA Energy's Defense Fuel Support Point Management.

"Much of our infrastructure was built in the World War II or Cold War era, and it's aging," he said.

DLA Energy is identifying aging infrastructure and looking at either removing or rehabilitating it.

"We're also trying to decrease the amount of inventory we have, since inventory costs money," Jennings said. "If you're decreasing inventory, it also makes sense to decrease infrastructure along with it."

The Sustainment, Restoration and Modernization division of DFSP Management funds the maintenance of DoD infrastructure, and is coupled with efforts from DLA Installation Support for Energy.

"If it's government-owned or if it stores DLA-owned fuel, then we're responsible for funding the maintenance for that facility," Jennings said. "We do $450 million in funding of maintenance programs annually."

The Facilities Management and Inventory Management Divisions within the DFSP Management business unit are conducting systemic supply chain analysis of both base level and intermediate DFSPs in support of this priority.

Facilities Management is looking at the base level supply chain to see what can be done to improve customer support while reducing costs, Jennings said. They work to optimize base level support around the world, improving, modernizing, commercializing and/or consolidating facilities in order to reduce cost and improve customer support.

"We're studying 27 National Guard and reserve airfields that are co-located with commercial airports to see if the commercial facility can support the military's needs and allow the military facility to close," Jennings said.

The Inventory Management Division is conducting a similar analysis of intermediate DFSPs and is currently assessing 23 large DFSPs to determine whether they can be closed or reduced. We have closed, or are in the process of closing, five locations already, and we're looking at several more in the near future, Jennings said.

Maintaining and improving DoD infrastructure is one

priority that won't have a completion date, Jennings said.

Commercial Maintenance

Infrastructure is also at the center of commercial maintenance, aimed at increasing the velocity of infrastructure repairs.

"How can we maintain our infrastructure more like a commercial company?" said Frank Rechner, deputy director of Supplier Operations.

"The underlying premise is a commercial entity would not leave a tank out of service for an extended period of time," he said. "So the question becomes how do we affect tank repairs in order to bring them back into service faster? How do we do small, non-engineering repairs quicker and still have the same level of government oversight so that we know we're getting what we're paying for?"

The initiative is tied to the recurring maintenance and minor repair program.

DLA Energy, the service control points and the Army Corps of Engineers have partnered to provide the services of maintenance companies to support each installation, Rechner said. Companies send out a team every quarter to inspect the defense fuel support point, perform routine maintenance and identify deficiencies that require follow on maintenance. Additionally, all are on call 24/7 to handle emergencies and any other issues between visits.

"We're seeing a lot of small dollar value, non-engineering repairs like gas station pumps, nozzle, hoses, valves and such get finished very quickly," Rechner said. "The response time went from hundreds of days down to less than 30. For emergencies, it wasn't 30 or 40 days anymore, it was less than seven."

For example, a critical tank was inspected, cleaned and returned to service within 24 hours, he said.

The recurring maintenance program has been rolled out worldwide, Rechner said. It started in Europe, rolled through the continental U.S., and is now being implemented in the Pacific.

Disaster Support

In the event of a disaster, planning well, applying lessons learned and implementing mitigation measures can help ensure continuity of operations and reduce the impact

of a disaster on the supply chain, said Cindy Smith, chief of the Executive Agent office in DLA Energy's Strategic Plans and Initiatives directorate.

"We aim to ensure that DLA Energy is prepared to provide disaster support and maintain uninterrupted operations during a disaster or defense support of civil authorities," Smith said.

Expanding the use of contingency contracts from solely the Southeast U.S. to all of the locations across the U.S. the Federal Emergency Management Agency supports has been one big step in achieving this priority, Smith said. DLA Energy has also participated in tabletop drills and the Quartermaster Liquid Logistics Exercise, as well as worked with the Department of Energy to establish gasoline reserves in the Northeast U.S. to ready itself to support disaster relief operations.

Many members of DLA Energy are impacted by disaster relief planning. Leading the way on those preparations are several offices from DLA Energy's Business Process Support, Customer Operations and Supplier Operations directorates.

Upcoming work includes the development of the agency's own internal processes by establishing standard operating procedures, along with the deployment of a bulk petroleum common operating picture and a contingency fuel application, Smith said. However, some work will be ongoing.

"Disaster preparedness will always be a continuous effort, and DLA Energy continues to cement relation-

Soldiers prepare to depart from the National Guard armory in Lebanon, Pennsylvania, to New Jersey to provide fuel to critical resources affected by Hurricane Sandy. DLA Energy expanded contingency contracts from solely the Southeast U.S. to all of the locations across the U.S. the Federal Emergency Management Agency supports in order to provide disaster support and maintain uninterrupted operations. Photo by Army Staff Sgt. Ted Nichols

ships and clarify roles and responsibilities with various agencies such as Department of Energy and FEMA," she added.

Small Business

With an agency that makes billions of dollars of industry purchases, DLA Energy's Small Business office makes it its priority to provide the most opportunities for small businesses to take part in the agency's acquisitions said Greg Thevenin, DLA Energy Small Business office associate director.

"The U.S. government recognized early on that in order for our country to sustain maximum prosperity and growth, there needed to be a concerted effort to enhance small business participation in enterprise," Thevenin said. "Most importantly, the economic stability of the country relies on this undertaking."

Thevenin said 57 percent of the country's workforce is employed by small businesses, which also pay 44 percent of the U.S. payroll and are responsible for 60 to 80 percent of all new jobs.

DLA Energy reaches out to those small businesses, which include categories such as veteran-owned small business, service-disabled veteran-owned small business, historically underutilized business zone small business, small disadvantaged business and women-owned small business.

"Through training, we are strengthening DLA Energy's accountability to small businesses," Thevenin said. "Senior leaders at DLA Energy have challenged stakeholders to increase the use of small business contractors wherever possible."

The agency also enhanced outreach efforts, like advertising and featuring DLA Energy in trade magazines and publications geared toward small business, as well as through social media, he said.

The Small Business office manages these and future efforts, but it's also the responsibility of all DLA Energy employees, especially those stakeholders in DLA Energy's acquisition fields, he said.

"Our toughest challenge at DLA Energy is the limited and ever-shrinking number of small refineries in the country," Thevenin said.

They are working closely with the U.S Small Business Administration and the Office of Management and Budget to update the size standard for refining, he said. Since 2001, the industry has become more concentrated, as many of the small to moderate size concerns have merged or been purchased by larger refiners. ES

Pacific Shift

By Terry Shawn

Former Deputy Defense Secretary Ash Carter said the Department of Defense, in order to bolster its established military commitments in the region, has begun to shift its "intellectual and physical weight" to the Asia-Pacific area.

Carter made the remarks when participating in an international panel at the third Jakarta International Defense Dialogue in Indonesia in March 2013.

"The rebalance will continue, and in fact gain momentum, for two reasons. First, U.S. interests here are enduring and so also will be its political and economic presence," Carter told the JIDD audience of nearly 1,500 defense, government and security officials from around the world.

As part of America's combat logistics support agency, Defense Logistics Agency Energy has adjusted its mission to effectively and efficiently provide support to warfighters and its customers in the Pacific region.

"Rebalancing assets in the Pacific means positioning supplies of fuel in the correct locations in the area of responsibility to support warfighter requirements, and also having a plan to move assets from other locations as necessary to meet those requirements as conditions change," said DLA Energy Pacific Commander Navy Capt. Christopher Bower.

As part of that mission, the DLA Energy's Pacific rebalance strategy involves the use of commercial fuel storage facilities in support of U.S. Pacific Command.

There may be a physical relocation of fuel, as in the case of the new contractor-owned, contractor operated facility in the Philippines, or having a mechanism to exchange fuel stocks on the open market to meet requirements, Bower said.

The emphasis on positioning and managing fuel stocks came from DoD Instruction No. 3110.06 dated June 23, 2008, which states, "Within authorized funding, the DoD Components shall acquire and maintain, in peacetime, war materiel inventories suf-

A Marine Corps KC-130 prepares to transport evacuees from Tacloban Air Base to the Manila area in support of Operation Damayan. The repositioning of Department of Defense fuel stocks in the Pacific will better enable DLA Energy to provide support to humanitarian and disaster relief operations in the region. Photo by Navy Petty Officer 3rd Class Ricardo R. Guzman

ficient to attain and sustain operational objectives, as prescribed in the Secretary of Defense Guidance to Develop the Force and Joint Strategic Capabilities Plan scenarios for committed forces. War reserve inventories shall include peacetime operating stocks, training stocks, as well as [war reserve materiel] where appropriate."

The instruction goes on to state, "To reduce reaction time and to sustain forces, war reserve inventory stocks shall be sized, acquired, managed, and positioned to maximize flexibility, while minimizing the DoD investment in inventories."

To determine a way to execute the instruction, DLA Energy, U.S. Transportation Command, PACOM, military service components and the Air Force's Space Applications Program office participated in a 2009 study assessing PACOM's operations.

Based on the study's results, a Type III business case analysis was conducted to optimize PACOM bulk petroleum support along with a recommendation that DLA Energy seek commercial alternatives in an effort to rebalance war reserve petroleum stocks in the region.

A Type III business case analysis is required when the proposed initiative involves a projected cost exceeding a specified dollar threshold, in this case $1 million, and/or has a significant impact on Department of Defense operations, thus requiring a detailed analysis.

Since then, DLA Energy has contracted for a total of 2.7 million gallons of commercial storage in Guam, Singapore and the Philippines.

The National Defense Transportation Agency and TRANSCOM commanders co-sponsored a meeting to discuss reset and rebalancing efforts and surface transportation and logistics distribution in October 2013.

"When the guidance came out in 2008, [DLA Energy] embraced it, got the stakeholders to concur and sent out an implementation plan," said DLA Energy Customer Operations Deputy Director Linda Barnett. "Now we are seeing the fruits of our command's efforts for the work we did between 2010 and 2013."

In keeping with the rebalancing strategy to use commercial facilities, DLA Energy currently has four commercial bulk fuel storage facilities under contract in support of PACOM:

– Defense Fuel Support Point Guam, with 1.2 million barrels of jet fuel storage and a distribution capability by pier and pipeline facilities

– DFSP Philippines, storing a total of 1.1 million barrels of Navy grade military diesel and jet fuel product with distribution capability by pier facilities

– DFSP Singapore, storing 460,000 barrels of Navy grade military diesel product with distribution capability by pier facilities

– DFSP Hachinohe, Japan, with storage of 57,000 barrels of jet fuel with distribution capability by pier and pipeline facilities

The DFSPs support not only operations plan/contingency plan requirements, but also contingency and peacetime operating requirements, Bower said.

"The new facility in the Philippines is a good example of that," Bower said. "Combined Task Force-73 has sent multiple combat logistics force ships into Subic I already, as has Military Sealift Command. The ability to refuel these replenishment ships in the Philippines means they can service many more customers in the area of operation as they now don't have to go all the way to Japan or Singapore to load their bunker cargoes, and so can meet operating forces at sea much more regularly."

"If we can refuel them at sea, then they don't have to pull into port themselves and can stay on station doing the mission they are assigned for a much longer period – it becomes a force multiplier as we need fewer warships to perform a specific mission. Those DFSPs are also well positioned to support real world contingencies such as Operation Damayan and others," he added.

Operation Damayan was a humanitarian assistance and disaster relief operation set up in the Republic of the Philippines following Typhoon Haiyan, called Typhoon Yolanda by Filipinos, which caused catastrophic destruction in the central Philippines in November 2013. The U.S. military and other agencies worked together to aid and assist survivors.

Humanitarian and disaster response will continue to be part of the mission in the Pacific.

"The Indo-Asia-Pacific region is the world's most disaster-prone with 80 percent of all natural disaster occurrences. It contends with more super-typhoons, cyclones, tsunamis, earthquakes, and floods than any other region," PACOM Commander Navy Adm. Samuel J. Locklear, III, testified before Congress in March.

"This past year, a super typhoon hit the Philippines, severe flooding and a major earthquake occured in New Zealand, devastating flooding in India and Nepal, another earthquake in the Sichuan Province of China, and flooding and drought in the Marshall Islands. During Operation Damayan in the Philippines, we joined the Multi-National Coordination Center as an enabler to relief efforts coordinated by the Government of the Philippines, a testament to the importance of capability building initiatives and theater security cooperation," Locklear said.

"DLA Energy Pacific played a part in supporting virtually every one of those disaster relief efforts, and there is no reason to believe we will not continue to do so in the future," Bower said.

To improve operational capabilities in response to various scenarios in the Pacific, DLA Energy has participated in many table top exercises to demonstrate and stress the fuel supply and distribution capabilities of PACOM.

"DLA Energy has done amazing things to posture themselves for success in contingency operations," said Air Force Col. Todd Cheney, DLA Energy Customer Operations director, who previously served as the DoD Joint Staff deputy chief of the Supply division and chief of the Joint Petroleum division. "The DLA Energy team will continue to work with the combatant commands, services and interagency partners to hone our capabilities to meet a full spectrum of contingencies."

Moving forward, a number of initiatives have been undertaken to facilitate, streamline and define the process of rebalancing DoD assets as it relates to missions, exercises and training.

– For bulk petroleum and lubricants issues, the Joint Staff led a Joint Petroleum Working Group to address the requirements of the combatant commands.

– To address DLA Energy infrastructure issues, a military construction installation planning review board meets to explore those changes and improvements.

– In an effort to identify critical nodes or arcs in distribution and ensure limited resources are being directed to the proper locations, a Joint Staff global petroleum distribution planning process is in place.

– A carrier strike group study was conducted on global petroleum distribution criticality, an analyti-

cal methodology weighing the risk and benefit of where to stock position assets, to give the department the best utilization of limited resources in accordance of DoD Initiative 3110.06.

Just as with all the military services, DLA Energy is charged with fulfilling the Air Force and the Navy's fuel and energy requirements, and in the Pacific, those warfighter support requirements are increasing.

"Working with our customers to determine what their requirements are will allow us to develop multiple support options. While our customers would like us to store all their requirements in the AOR, we don't currently have enough storage to do so," Bower said. "That means we will need to look at other strategies, such as swing stocks and pulling product forward from other locations, to meet customer demand."

"[DLA Energy] has to work with the Joint Staff to apportion what fuel we do have on a worldwide basis, and that means that we will likely have to look at options other than storage in the AOR to meet our customers' requirements," Bower said.

"We have opened a new facility in the Philippines, and have moved fuel forward to Alaska from Washington. We are looking at other opportunities elsewhere in the AOR for additional storage. DLA Energy continues to consider commercial opportunities in support of PACOM where appropriate," Bower said.

The PACOM AOR covers more of the globe than any of the other geographic combatant commands. The sheer size of the region and forces involved presents challenges.

"In the PACOM AOR, we have 36 nations, 51 percent of the earth's surface and 50 percent of world's population," said the DLA Energy Pacific commander. "In addition, we also have the world's six largest armies and three largest economies with significant amounts of natural resources, both known and yet untapped, which is cause for significant tensions in the region."

To support the two operation plans and two contingency plans in this AOR, they hold 773 million gallons of prepositioned war reserve stock in 68 DFSPs and facilities with a storage capacity of 1.1 billion gallons in 736 storage tanks, in locations from Hawaii, Alaska, Korea, Japan, Guam, Singapore and the Philippines, as well as many other locations, he added.

"Our mission is to ensure we can provide the warfighter's requirements to support operations plans and contingency operations as well as day-to-day peacetime requirements," Bower said. "Having the fuel forward positioned and using available contracting mechanisms will help us meet those requirements." ES

A seaman takes a sample of JP5 jet fuel to check for sediment and condensation aboard an aircraft carrier in preparation for the Rim of the Pacific exercise, the world's largest maritime exercise. To effectively and efficiently support the fuel requirements of RIMPAC, DLA Energy is strategically rebalancing fuel stocks throughout the region. Photo by Navy Petty Officer 2nd Class Robert Winn

Two soldiers assigned to the Pennsylvania Army National Guard input plotted points into a Defense Advanced GPS Receiver during a land navigation course. With the rising demand for new satellite technology for GPS, telecommunications, television and weather, commercial space launch companies have also started procuring their aerospace products from the DLA Energy Aerospace Energy office. Photo by Army Staff Sgt. Coltin Heller

Space Fuel

By Amanda Neuman, DLA PAO

Although the Defense Logistics Agency spends billions of dollars on fuel to support the military's land, sea and air missions, many don't know the agency also procures fuel that takes technology literally out of this world.

The DLA Energy Aerospace Energy office provides the Defense Department and other federal government customers, as well as commercial and academic space-related customers, with logistics support for aerospace fuels, chemicals, gases, cryogenic liquids and propellants. This includes fuels and chemicals that customers need to not only propel objects to space, but also to help objects maneuver in orbit, said Doug Smith, chief of the Aerospace Energy Supplier Operations division in DLA Energy.

"We provide fuel products for any mission that the National Reconnaissance Office, the Air Force, NASA and others launch," he said. "Although [DLA] doesn't produce [the fuels], we buy them from suppliers who manufacture the product. We then provide government contracts that position the fuel at the time that it's needed. Our customer division provides the logistics, and in some cases even the transportation, to get it to customers on time."

DLA Energy assumed the aerospace fuels program from the Air Force in

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2001. Since then, the U.S.'s need for technology has created an enormous demand for satellite launches, said Ken Grams, chief of the Aerospace Energy Customer Operations division in DLA Energy.

"Right now, commercial space launch is huge, especially for satellites that are going up with new technology like GPS, telecommunications, television and weather," he said. "It's up to us to handle the logistics of getting the propellants and pressurizing agents to the launch site so our customers can concentrate on other issues for ensuring a successful launch."

Out of the more than 480 customer organizations the office supports, its largest customer, the Air Force, has two commercial rockets that launch U.S. military satellites: United Launch Alliance's Delta IV and Atlas V rockets, said Charlene Smoot, a customer account specialist in the DLA Energy Aerospace Energy business unit in San Antonio.

"They're both rockets used primarily for military and government satellite launches and also to launch NASA's interspace vehicles, things that go to the moon or Mars," she said. "We support both of them, and in addition, we are also authorized to support commercial rockets, which makes us rather unusual."

There are 29 types of aerospace products, including compressed gases, propellants and non-propellant cryogens, and each product has a specific purpose, Smoot said.

"You learn a lot about the periodic table working here," she said. "Certain products, like propellants, are used a lot in satellites to help them stay in orbit. Rockets also use propellants, but in different stages, so they burn multiple fuels. Other products, like xenon, are best used for interspace propulsion when there's no gravity. Then you have the ground support pressurants we provide. Those are gasses that are used at the launch pad to push the fuels and oxidizers into the rockets, to clean and purge lines, and to cool."

One group of propellants, called hypergolic propellants, are commonly used for rocket boosters, engines and space vehicles due to their ability to spontaneously ignite upon contact, Smoot said.

"When two of these fuels are sprayed next to each other, they mix and create a flame, which

United Launch Alliance's Atlas V rocket is moved to the launch pad in preparation for a wet dress rehearsal at Cape Canaveral Air Force Station, Florida. During the rehearsal, the rocket was fully loaded with propellants, including liquid hydrogen, liquid oxygen and RP-1 fuel procured from the DLA Energy Aerospace Energy office. Photo by Kim Shiflett

then creates thrust," she said. "So you can have a fire without an ignition source."

Cryogenic liquid propellants must be stored at extremely low temperatures to stay in liquid form. In some rocket engines, liquid oxygen and liquid hydrogen are combined for use in main boosts and liftoff for rockets, Smoot said.

"When you go into space, you need to take oxygen with you in order for some fuels to burn," she said. "Liquid oxygen is often used because it creates a faster, hotter burn, which then creates a better thrust to get a rocket off the Earth."

Since all aerospace energy products are considered hazardous materials, safety is always a top priority. Due to this, most inventory isn't held at DLA Energy facilities until right before a launch, said Andy Avila, chief of the Customer Relationship Branch in DLA Energy Aerospace Energy.

This self-portrait of NASA's Mars rover Curiosity combines dozens of exposures taken by the rover's Mars Hand Lens Imager after drilling into a rock target. The rover was launched in November 2011 on a United Launch Alliance's Atlas V rocket with fuel procured from the DLA Energy Aerospace Energy office. Photo courtesy of NASA/ JPL-Caltech/Malin Space Science Systems

"We don't hold inventory just to hold inventory," he said. "Once DLA contracting gives us a copy of the signed contract, we know who the customer is, what the requirements are going to be, and where the delivery and pickup points are going to be. And we coordinate around that. For us, getting ahead of the customer's requirements is always a challenge with the ever-changing budgets."

Once the requirements are in place and a launch is near, Avila's team coordinates secure transportation via highway to a customer's drop-off site using a team of DLA hazardous material transportation specialists.

"We make all the arrangements to have the product and the containers that hold it moved," he said. "Whether it's in a tanker, a van load, a flatbed or via specialized equip-

ment, we make sure everything, including the Army's Military Surface Deployment and Distribution Command regulations, are followed, and we leave nothing to guesswork. It's all very precise and pre-planned. It has to be. We have something moving around every day all over the world."

The team also keeps track of the containers that DLA owns.

"For products like helium, we also own the containers," he said. "So even when they're offloaded, they're DLA property. We have in excess of 10 different types of containers that we manage and account for, and we have a fleet of [DLA-owned] tube trailers, cylinders, etc., which deliver compressed gases, fuels and the bulk [propellants]."

Space launches are a risky proposition, so before any aerospace energy product leaves a DLA Energy facility, it's thoroughly tested to ensure quality control and assurance, Smoot said.

"When you're doing a big launch, you don't want to introduce risk, so another thing we do is manage the quality of the fuels that we deliver," she said. "Every container loaded with fuel is tested. And often times, our customers, especially our commercial customers, will test it again before they load it. And at all of our 16 [defense fuel support points], it's tested regularly, because you absolutely have to get it right the first time. Making sure that the product is on spec, not contaminated, and it's the right grade and the right amount is a huge thing for us and our customers."

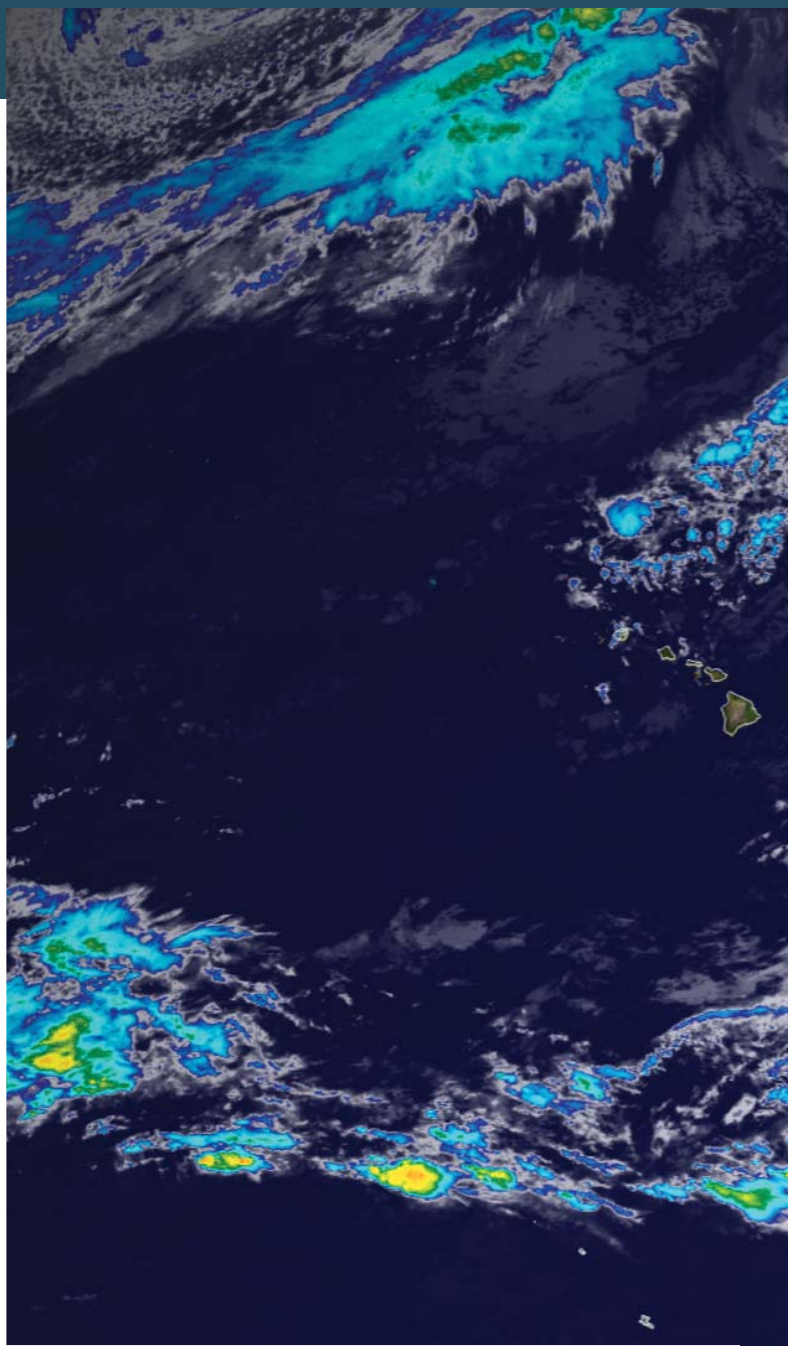
In addition to providing small quantities of aerospace energy products for customers' research and development use, the DLA Energy Aerospace Energy office also tries to work with customers during the development of aerospace products and technology, Avila said.

"We try to get involved as early as possible in the research and development process," he said. "When they're developing the engine, it's at the same time that they're developing the fuel for that engine. Once they have a project, we work with the customer to make sure that we get the exact blend of whatever product they're going to need. We go out, put it on contract and get a producer to specifically produce that blend. Once that blend is tested as a viable option for the space launch industry, we can develop it into a bulk-type requirement, so by the time [a customer] needs it, we have it."

With both customers and the agency looking at cheaper ways to get into space, partnering during the research and development phase is essential, Smoot said.

"It's a very delicate dance to develop something new that's better and then find someone that will actually use it," she said. "Since we don't develop the fuel, we often work with the DoD and NASA researchers in the field. Lately, we've been working with the Air Force Research Laboratory and NASA for a new grade of [rocket fuel]. Now we have a new grade of that, and we're looking at some potential newer grades that will give even better boost and better performance. So we really have to stay on top of who's launching what."

With $64.5 million in total sales for fiscal 2013, the of-



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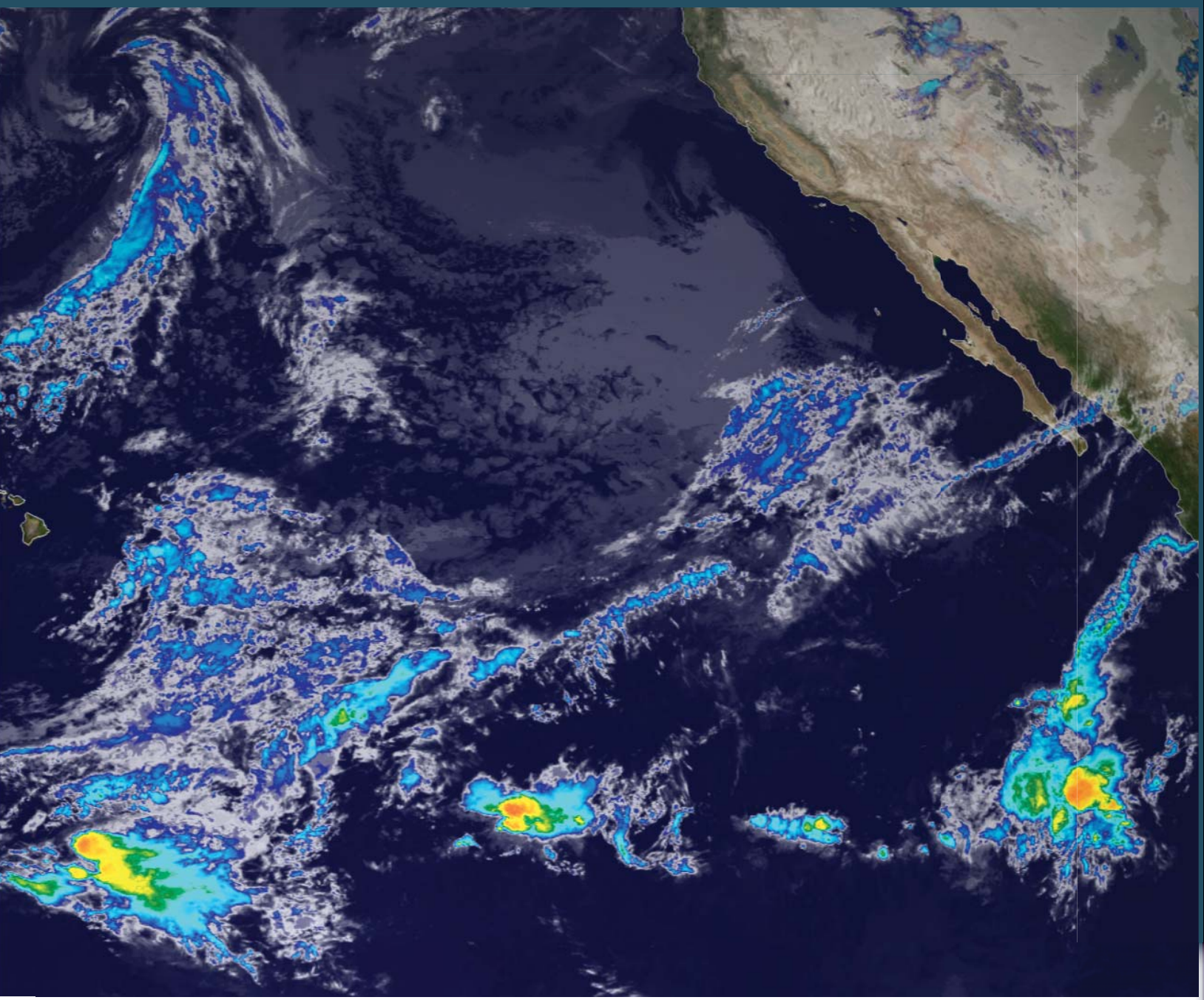


The National Oceanic and Atmospheric Administration's GOES-15 weather satellite, designed to image the Western U.S. and Pacific every 15-30 minutes, took its first infrared image over the Pacific. The GOES-15 satellite was launched from a United Launch Alliance's Delta IV rocket using fuel procured from the DLA Energy Aerospace Energy office. Courtesy photo from National Oceanic and Atmospheric Administration

fice is looking to cut costs by adjusting acquisition strategies and working to align its processes more closely with industry, Avila said.

"We're always cognizant of taxpayer dollars, because there's a budget crunch overall," he said. "So we try to be as efficient and effective as we can be, and at the same time still meet customer requirements."

Commercially run space exploration capsules are on the horizon with companies like SpaceX and the Orbital Sciences Corporation. When they become reality, DLA Energy Aerospace Energy will work closely with industry to support those missions too, Avila said.

"A lot that we do relies on the space industry," he said. "What direction are they going in? What else needs to go up in space? In the future, we may go from liquids to gels; we may go from gels to solids. Which one is going to get [people] to Mars? I don't know. But whatever it is, we're going to be along, right next to industry, to get them there." ES

Competitions, like this one, allow Defense Logistics Agency employees to compete individually or as teams during Healthy Base Initiative-run events. Photo by Dana Thornbury

Getti

By Amanda Neuman, DLA PAO

The Defense Department's Healthy Base Initiative, which marked its one-year anniversary May 15, has made its mark across the Defense Logistics Agency by helping employees maintain a healthy and active lifestyle.

HBI is part of DoD's "Operation Live Well" campaign and President Barack Obama's National Prevention Strategy. The program aims to fight against rising statistics on obesity and tobacco use among military service members and civilian employees.

DLA Headquarters at Fort Belvoir, Virginia, was one of 14 sites selected for the HBI pilot program, said Bethany Sweatman, a management analyst in the DLA Installation Support Business Office at Fort Belvoir and one of the HBI team coordinators. DLA Installation Support and DLA Logistics Operations worked together to implement several initiatives to help employees make healthy choices, including a stair-climbing competition, weekly farmers market and a bike share program.

"We were primarily looking at active living and healthy eating as our two big emphases," she said. "A lot of that was about providing the right environment to encourage people to engage in those health behaviors by making it convenient for them. By increasing their access to fresh fruits and vegetables and making it available right in front of them, people are more likely to go out and take advantage of it."

In December 2012, DLA Director Navy Vice Adm. Mark Harnitchek authorized up to three hours per week

ing Healthy

DLA Director Navy Vice Adm. Mark Harnitchek (left) and Grace Calayag, an instructor at the fitness center, try out the bikes available to employees through the McNamara Headquarters Complex bikeshare program, part of the Healthy Base Initiative. Photo by Teodora Mocanu

for employees to engage in fitness and wellness activities, an action that coincided perfectly with the launch of the HBI pilot just a few months later, Sweatman said.

"While not an HBI-introduced initiative, the fitness policy fit really well and supported everything that we were doing," she said. "It brought more people into our fitness center, so we expanded the number of options that people could have to be active or recreational. It's not just about having a dedicated workout time; it's about having an overall active lifestyle."

Other changes were soon implemented in the McNamara Headquarters Complex cafeteria, Sweatman said. Sodexo, the contractor that manages the cafeteria, launched its Mindful Nutritional Menu program.

"[It's] a set of nutritional guidelines, and as part of that, we brought a food expert from Cornell University in to look at the overall layout of our cafeteria," she said. "Now some of the first things that you see when you come in are healthier food options, like sushi. And our 'Go for Green' initiative, a food labeling system, has made it easy for people to quickly identify what items are the healthy options in the cafeteria."

Although the HBI pilot program was centered on DLA Headquarters, the popularity of the its programs quickly spread throughout DLA's primary-level field activities, Sweatman said.

She said that the early success at DLA Headquarters prompted Harnitchek to ask the PLFAs to look for ways they could mirror that success.

"Having the [field activities] incorporate the HBI programs wasn't something that we originally planned for," she said. "But as we got into it, we kind of got a halo effect that spread out to the other sites as a result, and most of them started echoing the things that we were doing. The importance of having leadership in support of HBI was really one of the key factors in why DLA was included as one of the pilot sites to begin with. Overall, I've seen a lot of cultural changes that indicate that people are starting to think more health consciously so it's nice to see how it's been embraced in the field."

DLA's PLFAs used DLA Headquarters' participation in HBI to make healthy living easier for their employees in a variety of ways.

At DLA Disposition Services' Battle Creek headquarters in Michigan,

Weekly farmers markets, like the one at Defense Logistics Agency Aviation in Richmond, Virginia, help agency employees like Joseph Newsome, quality assurance specialist, buy fresh fruits and vegetables during their lunch break. Photo by Jackie Girard

the HBI has helped foster a close partnership with the area's downtown community, said Brandon Doherty, chief of Morale, Welfare and Recreation in DLA Installation Support in Battle Creek. It even earned the installation a top nomination in the "Best of Wellness" competition for the county, he said.

"At our facility, we encourage everyone to participate in our weekly farmers walk to our downtown area," he said. "There, they have a farmers market and small events where outside vendors sell things. The walk is almost a mile one-way, and we consistently have a really good turnout. In conjunction, we also do a lot of 'Lunch and Learn' [seminars] on food education and cooking. We learned that had been a barrier for some people, so we try to give them a full-spectrum education. Not only are they able to utilize the farmers market, but then they also have the opportunity to know how to prepare healthy foods."

In the past year, the Battle Creek facility's fitness center saw a 20 percent increase in enrollment, and now almost half of the installation's personnel use the center's recreational activities each month, Doherty said.

"Besides the programs that we do throughout the entire year, like our 'Couch to 5K' program, we also offer a lot of outdoor activities, like snowshoeing and cross-country skiing," he said. "And we're looking at different ways of exercising, too. We have an indoor team triathlon as well as a geocaching-type event planned for over the summer. We're also working with all of our new hires to give them personal instruction on the fitness and health opportunities we offer. For us, our primary focus is just getting people engaged." ES

One Face

The face of Defense Logistics Agency Energy...

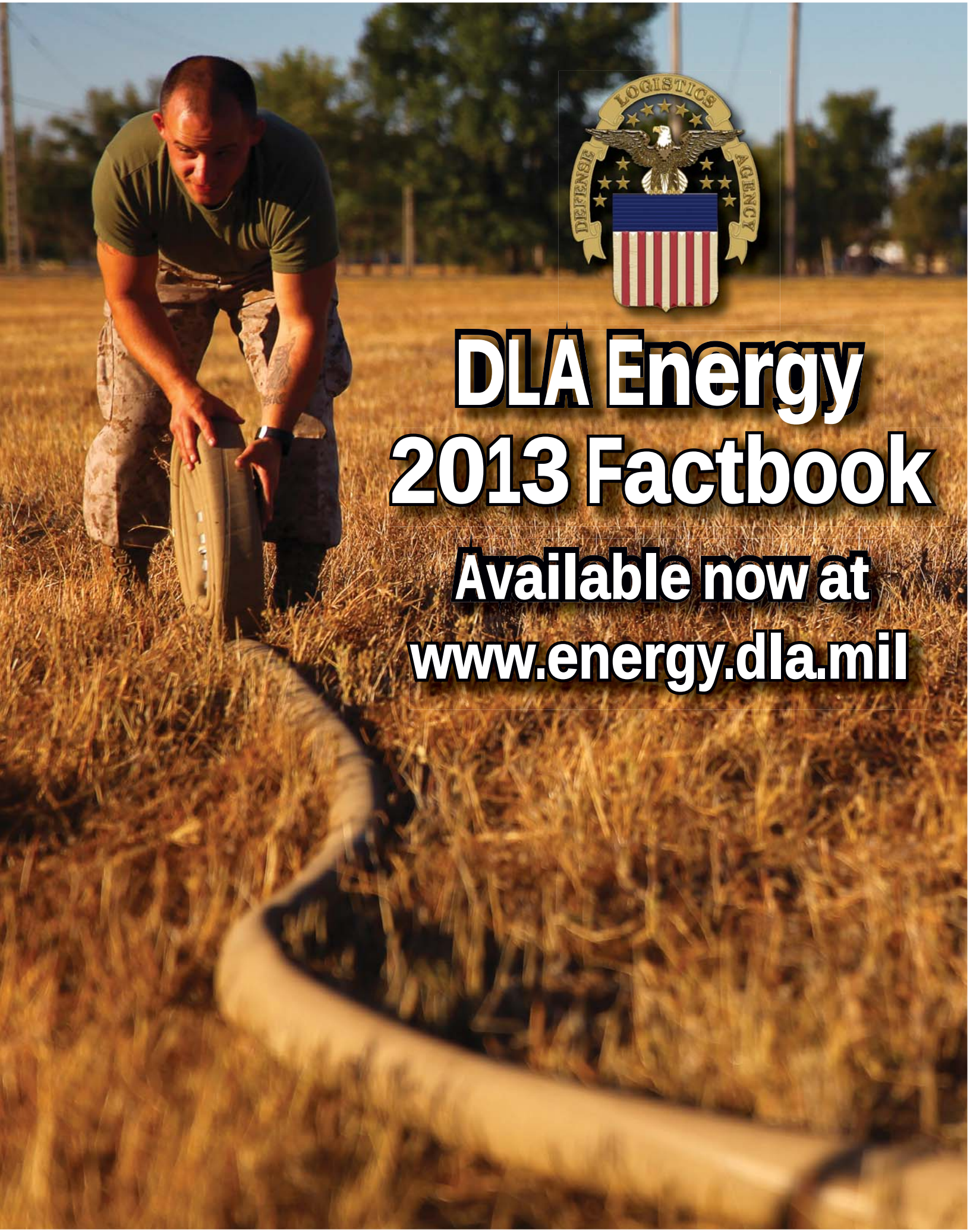
Navy Capt. Chris Bower
DLA Energy Pacific
Commander
Pearl Harbor, Hawaii

Mission: The mission of Defense Logistics Agency Energy Pacific is to execute DLA Energy's mission as the integrated fuels manager for the Department of Defense within the U.S. Pacific Command area of responsibility. We execute DLA Energy's integrated materiel management and logistics of bulk petroleum products by directing resupply of DLA-owned petroleum and providing facility maintenance support for all defense fuel support points within the PACOM AOR and provide total supply chain management of bulk fuel and energy in the Pacific AOR. We advise PACOM leaders on bulk petroleum distribution issues and complement the mission of the Joint Petroleum Office by ensuring the best value solutions for energy support to the warfighter. We operate DFSP Okinawa which receives, stores and issues all bulk petroleum products for the island of Okinawa, Japan.

Highlights: One of the biggest highlights so far has been being awarded the Small Team Award during the DLA 46th Annual Employee Recognition Program for our assumption of the Okinawa bulk fuel mission from the U.S. Army 505th Quartermaster Battalion last March.

Challenges: I prefer to think of them as opportunities ... and my top three are personnel turnover, realignment of forces in the region/pivot to the Pacific, and tank maintenance/Centrally Managed Program issues and how they impact our customers.

Something for the workforce to know: The Pacific region is the largest combatant region in the world, and we span 15 time zones from Alaska to Diego Garcia and everything in between. The Pacific region is a very complex region that comprises 36 nations, 51 percent of the earth's surface, 50 percent of the world's population, contains the seven largest armies and three largest economies in the world, we have 69 DFSPs/plants, over 650 bulk storage tanks with a storage capacity in excess of 1.1 billion gallons. We also support multiple operation plans and contingency plans with an amazing team of professionals.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