

# ENERGY SOURCE

Defense Logistics Agency Energy

FALL 2015

A 3D map of the Pacific region, showing the outlines of continents and islands in green against a blue ocean. The map is tilted, giving it a three-dimensional appearance. Several labels are placed over the map in a bold, 3D, yellow-to-orange gradient font. The labels are: ALASKA (top right), KOREA (middle left), JAPAN (bottom left), HAWAII (middle right), GUAM (bottom center), and THE PACIFIC ISSUE (bottom right, in a different font style).

ALASKA

KOREA

HAWAII

JAPAN

GUAM

THE PACIFIC ISSUE



# from the commander

## Brig. Gen. Mark McLeod, USAF

### Defense Logistics Agency Energy

Since it was “from whence I came,” the Pacific has been one of the principle focus areas during my time as the Defense Logistics Agency Energy commander. Given all that’s going on in the region lately, I look for that trend to continue for the foreseeable future.

Two years have now passed since we assumed the strategic bulk fuel and quality control missions on Okinawa from the Army’s 505th Quartermaster Battalion. As the only DLA Energy-operated defense fuel support point in the Pacific, our Okinawa team supports all Department of Defense activities on island, and manages U.S. Pacific Command’s war reserves as well. Their flawless performance over this entire period is about to be enhanced even further with the introduction of new Enterprise Business System software designed to help manage plant operations.

Guam was the first location to covert to JA/JA1 aviation fuel, because of its unique distribution network with the island’s major end-user, Andersen Air Force Base. What we learned there during the transition set the stage for follow-on successes in Alaska, the current conversion in Hawaii, and upcoming efforts in both Japan and Korea. Guam also has seen significant investment in a new fuel pipeline, currently under construction, and new storage capacity with our commercial partners.

In the rest of the theater, we are having substantive discussions with our partners in Australia and Japan to establish collaborative storage, use and contract arrangements which will further enhance warfighter capability and resilience, and also reduce overall costs. Additional capabilities are also being set up in Kwajalein, and modernization and resiliency efforts are set to begin at the Red Hill Fuel Storage Facility in Hawaii, in fiscal year 2016. The one other dynamic that is happening as a result of all the great work by our DLA Energy Pacific Energy is that the lessons learned in this theater are now being applied to all the other combatant commands.

Rebalancing fuel capabilities to the Pacific, which began over a year ago with the PACOM fuel wargame, is addressing every strategic fuel capability requirement in the theater. My thanks to the entire team – from the region all the way back to the headquarters – for this phenomenal effort supporting the warfighter.



*Mark Michael McLeod*

## Energy Source

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## Features



# Untiring Exercise Support

By Elizabeth Stoeckmann

Supporting the warfighter takes consistent, coordinated and concerted planning in order to provide seamless execution, for exercises or contingencies.

When it comes to exercises in the Pacific region, it's 24/7 for Defense Logistics Agency Energy.

"We have a constant exercise cycle here in the Pacific," said DLA Energy Pacific Operations Associate Director Ralph Wells. "We're usually building up for one, drawing down from another ... and often more than just one."

For example, during the month of August, Energy Pacific had been active across half the globe with exercises: ramping up for Amphibious Landing

Exercise in the Philippines, wrapping up a second Philippines exercise, provisioning Red Flag Alaska, monitoring Pacific Pathways and augmenting both Pacific Sentry in Hawaii and Ulchi Freedom Guardian in South Korea.

"The operational tempo in the Energy Pacific ensures we focus on the warfighter and directly implement the director's strategic goal to place the

Marines disembark an MV-22 Osprey on the flight deck of the amphibious dock landing ship USS Germantown during a personnel transfer for Amphibious Landing Exercise 2015. Regardless of where the warfighters are operating or exercising in the Pacific area of responsibility, DLA Energy Pacific provides fuel when and where they need it. Photo by Navy Petty Officer 2nd Class Amanda Gray



warfighter first,” said DLA Energy Pacific Director of Customer Operations Ron Nelson. “We routinely communicate with our customers, and we know their mission success heavily depends on fuel being available when promised.”

In order to provide the best possible support, Energy Pacific leaders said they send a customer operations representative to the final planning exercise workshops to foster relationships and explain capabilities and constraints to better develop a support and sustainment plan of action to assist for a successful exercise.

“Energy Pacific strategically engages with the customer throughout the entire planning and execution process by interacting with U.S. participating forces, international and industry partners, or reaching back to headquarters,” said DLA Energy Pacific Operations Chief Stewart Clarke. “These efforts all help to align Energy’s initiatives for better results.”

While Energy Pacific works directly with the customers for exercises planning, they also deliver fuel from its defense fuel support points or international partners.

Specifically, Red Flag Alaska included more than 80 different aircraft from seven participating countries. The training focused on simulated combat integration of international forces in a realistic threat environment designed to improve interoperability. Over 1,400 sorties were flown,

using more than 2.4 million gallons of jet fuel provided by DLA Energy’s DFSP partners at both Eielson Air Force Base and Joint Base Elmendorf-Richardson.

Also, Orient Shield, a component of Pacific Pathways, has the option to obtain fuel from a DLA Energy international partner such as the government of Japan through a fuel exchange agreement. Focused on developing tactical interoperability under field conditions, this battalion-level exercise involves the Army and the Japan Ground Self-Defense Force. In 2014, for example, this agreement supplied 30,000 gallons of jet fuel.

Besides fuel, Energy Pacific also provides personnel to augment on-the-ground staff for exercises or contingencies.

In one instance, during Pacific Sentry, Energy Pacific assisted the U.S. Pacific Command’s Joint Petroleum office in the Logistics, Engineering and Security Cooperation directorate in identifying procedures and developing preparatory roles.

“The strategic movement of fuel around the world’s largest ocean is no small feat; it takes organization and collaboration to make the provisioning appear seamless,” said DLA Energy Eastern Pacific Subarea Petroleum Officer Air Force Maj. Tyson Daw.

Hence, the civilians and reservists who came from DLA

Energy’s Operations Center at the McNamara Headquarters Complex, Fort Belvoir, Virginia, learned this first-hand during their deployment to Hawaii, he added.


Similarly, Energy Pacific supported UFG through training and fuel coordination. This exercise served as the capstone event for all service components to demonstrate their ability to defend the Republic of Korea in mutual cooperation with their Republic of Korea counterparts.

“DLA Energy’s role in the largest computer-aided exercise in the world is to leverage multiple capabilities to simultaneously support joint force requirements,” said DLA Energy Pacific at Korea Commander Army Lt. Col. Wheeler Manning.

“The significance of Pacific Sentry and UFG are tied together as they build upon each other and they provide the combatant commander and sub-unified commanders the opportunity to make hard decisions, test assumptions and practice plans in an exercise environment,” said DLA Energy Pacific Commander Navy Capt. Christopher Bower.

Exercises specifically allow the organization to strengthen relationships, inform new customers of its capabilities and services offered, and most importantly, allow improvements to be made to better support the warfighter, he added.

“Regardless of where the warfighters are operating or exercising in the Pacific area of responsibility, they need fuel,” Bower said. “Energy Pacific works tirelessly to get them a quality product when and where they need it.”

In this manner, he said the region lives DLA Energy’s vision – supporting combatant commanders, providing fuel around the world, and deploying side-by-side with its customers. 



An amphibious assault vehicle, assigned to the 31st Marine Expeditionary Unit, departs the well deck of the amphibious dock landing ship USS Germantown during PHIBLEX15. DLA Energy Pacific has a constant exercise cycle in the Pacific focusing on the warfighter and the director’s strategic goals. PHIBLEX15 is an annual bilateral training exercise conducted with the Armed Forces of the Philippines. Photo by Navy Petty Officer 2nd Class Amanda Gray



A Republic of Korea Air Force F-16D Fighting Falcon taxis prior to launch at Eielson Air Force Base, Alaska, Aug. 4. DLA Energy Pacific provided more than 2.4 million gallons of jet fuel in Red Flag-Alaska 15-3, a Pacific Air Forces commander-directed field training exercise for U.S. and partner nation forces, providing combined offensive counter-air, interdiction, close air support and large force employment training in a simulated combat environment. Photo by Air Force 1st Lt. Elias Zani



# Ulchi Freedom Guardian

By Christopher Goulait

The Defense Logistics Agency Energy supported Ulchi Freedom Guardian 2015 before and during the cooperative South Korean exercise through training and fuel coordination.

DLA Energy Pacific at Korea provided U.S. and Republic of Korea forces familiarization training prior to Ulchi Freedom Guardian and fuel support throughout the multinational training exercise that took place Aug. 17 - 28.

Servicemembers augmenting forces involved in the exercise learned from DLA Energy Pacific at Korea's subject matter experts to get up to speed on their fuel-related duties. After training, augments provided additional capacity and talent to sustain continuous operations, manage distribution, perform quality analysis and monitor inventory processes, explained Air Force Capt. Andrew Gill, plans and operations officer for DLA Energy Pacific at Korea.

"Familiarization training includes DLA Energy's role in the Korean theater, defined objectives, command relationships vital to our mission and our responsibility to ensure United States Forces Korea can 'fight tonight,'" Gill said.

Once the Ulchi Freedom Guardian kicked off Aug. 17, DLA Energy's role shifted to fuel coordination.

"At first glance, our role appears deceptively simple: ensure warfighters have the right fuel in the right amounts at the right place at the right time," said Army Lt. Col. Wheeler Manning, commander of DLA Energy Pacific at Korea.

Fuel movements across the theater are coordinated to use every means of distribution available, including ocean tankers, pipelines, tank trucks and contingency contracts, Manning said.

"DLA Energy Pacific at Korea maintains a methodical balance between the science of forecasting requirements and the art of anticipating changes in demand signals to effectively manage bulk fuel operations," he added.

Though similar to another annual Korean-centered exercise, Key Resolve, Ulchi Freedom Guardian is unique in scope, Gill said.

"Ulchi Freedom Guardian serves as the capstone event for all service components to demonstrate their ability to defend the Republic of Korea in mutual cooperation with their ROK counterparts," he explained. "It's the largest computer-aided exercise in the world, and combines the intricate details of wartime planning with simulated real-time battle tracking for operational mission support."

A high turnover of service members, with many only serving for a year in Korea, also sets Ulchi Freedom Guardian apart. This requires ongoing mission analysis to validate plans and shape future mission support during each exercise, Gill said.

DLA Energy's role in this exercise is important because of the capabilities of the organization and the people that make that possible, Manning said.

"No other organization has the tools, experience and expertise that DLA Energy brings to the table," he said. "DLA Energy has the unmatched ability to leverage multiple capabilities to simultaneously support joint force requirements."

The agency's worldwide contracting and distribution network gives USFK the latitude to synchronize actions for the respective forces operating across the peninsula, Manning said.

The DLA Energy Pacific at Korea team also plays a role.

"Organizationally, DLA Energy brings incredible capabilities to bear, but its true strength lies in its incredible workforce," Manning said. "Composed primarily of active duty military, prior-service Department of Defense civilians and Korean national workers, DLA Energy Pacific at Korea is able to harness their passion, insight and inventiveness to create a team that is more than simply the sum of its parts." **ES**

Marines parachute out of an MV-22B Osprey on Oshima Island, Okinawa, Japan, during exercise Ulchi Freedom Guardian. DLA Energy supported the exercise through training and fuel coordination. Photo by Marine Lance Corporal Hernan Vidana



# Guam Leads Jet A Conversion

By Elizabeth Stoeckmann

Leading the way, Defense Logistics Agency Energy Pacific at Guam can brag about being the ideal test location for Jet A conversion on a living paradise island in the Pacific Ocean.

The 30-mile island was chosen as the first location in the Pacific to convert to JA/JA1 because of its unique, small and closed-fuel distribution network that provides aviation fuel to the island's major end user, Andersen Air Force Base.

Meanwhile, over the last couple of years, DLA Energy fuel procurement actions have converted from buying Jet Propellant 8 fuel to the more common and commercially available Jet A aviation fuel.

"The differences are simple," said Joy Griffith, DLA Energy Pacific at Guam deputy director. "Essentially Jet A performs about the same as JP8 with the same additives

and saves everyone money."

Specifically, JP8 is a grade of aviation fuel produced to military specifications that includes several additives such as fuel system icing inhibitor, static dissipater additive and corrosion inhibitor.

Unlike JP8, Jet A is a commercial grade of aviation fuel that is predominately made and used by commercial aircraft in the continental U.S.

Similarly, JA1 is the same fuel as Jet A, but predominately made and used by commercial aircraft outside the continental U.S.

Therefore, other than the inclusion

of additives, JA1 is the closest to meeting the military specifications of JP8, Griffith said.

Also, JA1 has the same freeze point as JP8 which is minus 47 degrees Celsius, while the freeze point of Jet A is only minus 40 degrees Celsius. Therefore, when JA1 is additized with FSII, SDA and CI it is routinely called JP8; hence, this is not the case with additized Jet A.

"Overall, there are many driving factors behind a fuels acquisition conversion," Griffith said. "It's always been and always will be about cost savings and quick acquisition of a more readily available product."

Not to mention, JP8 and JP5 are considered exotic fuels that are made primarily for Department of

Defense use, she added.

Griffith explained these fuels are more expensive and take longer to acquire because the commercial refineries have to stop their routine production processes in order to execute the unique and segregated production runs for these exotic fuels.

As a result, this cuts into their production efficiency of Jet A/JA1 for their largest customer base – the commercial airline business – which, in turn, cuts into their profit margin that they then try to make up via higher costs for the exotic fuels, she added.

"The fuel conversion from JP8 to Jet A with additives is the beginning of an era of fuel efficiency and financial



Sailors watch as an F/A-18F Super Hornet comes in for a landing on the flight deck of the Nimitz-class aircraft carrier USS Ronald Reagan while off the coast of Guam. Over the last couple of years, DLA Energy fuel procurement actions have converted from buying Jet Propellant 8 fuel to the more common and commercially available Jet A aviation fuel. Photo by Navy Petty Officer 3rd Class Nathan Burke





An Air Force fuels distribution operator assists members of U.S. Navy Helicopter Sea Combat Squadron 25 complete a fuel receipt during a hot refueling on Andersen Air Force Base, Guam. Defense Fuel Support Point Guam II received its initial fill of JA1, September 2010, but Guam didn't start regular JA1 tanker receipts and additization operations until spring 2013. **Photo by Air Force Airman 1st Class Marianique Santos**

responsibility for the fuels community," said Navy Cmdr. Tony Giles, DLA Energy Pacific at Guam commander.

In fact, several years ago, DLA Energy calculated \$40 million in savings over 40 years could be realized by simply purchasing Jet A/JA1 instead of JP8, he said.

"Granted these savings most likely didn't take into consideration the additional cost to DLA Energy for the purchase, transportation, storage and injection of additives," Giles added. "However, the flexibility and responsiveness to procure and get fuel to the warfighting quickly is far more valuable than any cost savings."

Aside from the fiscal responsibility, being the first at something doesn't always make it the easiest, said the Guam team.

For example, the contractor-owned, contractor-operated Defense Fuel Support Point Guam II received its initial fill of JA1, September 2010, but Guam didn't start regular JA1 tanker receipts and additization operations until spring 2013. Thus, timing was the factor.

"Unfortunately, the drawback to being first is there's no simple template for quick execution," Griffith said. "So dealing positively with the start-up operation is key to future conversions."

DLA Energy Pacific at Guam leadership held



An Air Force fuels facilities operator inspects a sample of fuel at Andersen Air Force Base, Guam. Guam was chosen as the first location in the Pacific to convert to Jet A jet fuel because of its unique, small and closed-fuel distribution network providing aviation fuel to the island's major end user, Andersen Air Force Base. **Photo by Air Force Senior Airman Katrina Brisbin**

strategic planning meetings to identify challenges, discuss lessons learned and create a roadmap for future efficient and effective fuel execution to the warfighter.

After careful planning through the year, DLA Energy Pacific's second conversion location, Alaska, successfully converted to JA1 procurement and additization operations.

"Their conversion appears to have gone much smoother than Guam's," Griffith said. "Early in the process, they identified and decided to have their [contractor-owned, contractor-operated] DFSP contractor perform and be responsible for all additization operations to include the acquisition, storage and injection of the additives."

As a result of the positive experience in Alaska, they learned an important lesson: since Guam had both contractor-owned, contractor-operated and government-owned, government-operated DFSPs involved in the additization operations on the island, it added complexity to the planning and decision-making process. Thus, the Alaska team reported it's really essential to know who will perform the additization and where (location) upfront.

"And if the 'who' and 'where' is a [government-owned, government-operated] DFSP, early and frequent collaboration with that service partner is essential," Griffith said. "In this situation, the service partner's buy-in and support are critical for timely input and progression of projects to install injectors and additive storage facilities that are needed to support the overall conversion."

Meanwhile, another conversion continues to make progress in the Pacific.

Hawaii is DLA Energy Pacific's third location to convert to JA1, and is currently involved in collaboration with the Naval Support Systems Command Energy about additization operations and the necessary facilities at DFSP Pearl Harbor.

While still in the conversion process, they are learning that early determination of the quantity of each additive needed and how much will be kept on hand at the injection location, i.e. the establishment of a mandatory inventory level.

"The determination of this inventory level is essential for accurate creation of the facility project for additive storage," Griffith said.

In calculating additive levels, a thorough analysis of each additive's supply chain must be accomplished in order to determine each additive's order and ship time – shorter order and ship time equates to quicker resupply thereby requiring less on-hand stocks, she said.

Guam continues to refine these additive inventory levels as actual order and ship times of additives differ from the initially programmed factors.

"Because of Guam's lessons learned in their JA1 conversion, the upcoming conversions for Japan and Korea should have minimal surprises," Griffith added.

The conversion from military-specification jet fuel to a commercially available jet fuel dates back to more than 10 years, when some of the first studies were piloted in a seamless effort to meet warfighter requirements and provide cost savings to the services. **ES**





# Okinawa Two Years Later

**By Irene Smith**

**D**efense Logistics Agency Energy officially assumed strategic bulk fuel and quality control missions on Okinawa, Japan, from the Army's 505th Quartermaster Battalion in 2013.

As the only DLA Energy-operated defense fuel support point in the Pacific, DLA Energy Pacific at Okinawa's mission is to support all Department Defense activities on Okinawa and to manage U.S. Pacific

Command war's reserve fuel objective on Okinawa.

"Unlike most DFSPs which receive its supply of petroleum via commercial pipelines direct from the refineries, tank and rail trucks belonging to the DLA Energy Pacific at Okinawa DFSP receive fuel replenishment via tanker ships using our deep-sea piers and tanker discharge facilities," DLA Energy Pacific at Okinawa's Commander Air Force Major Mata Robinson said. "These critical facilities allow us to supply our warfighters and ensure [PACOM] war

A Military Sealift Ship is moored at one of the two deep water piers at the White Beach Port Facility Okinawa. DLA Energy Pacific at Okinawa's strategic location and close proximity to mainland Japan, the Philippines, Taiwan, China and Korea plays a role in supplying fuel to the Navy's Seventh Fleet ships. Photos courtesy of DLA Energy Pacific at Okinawa

reserve fuel objectives on Okinawa are met."

Okinawa's strategic location and close proximity to mainland Japan, the Philippines, Taiwan, China and Korea plays a role in supplying fuel to the warfighter.

"Being a DFSP with bunkering capability on the island, we're able to provide greater flexibility for

transiting [the Navy's] Seventh Fleet ships to refuel in this particular region of [PACOM's] area of responsibility," Mata said. "We fuel the warfighter."

He said they do this by safely providing the highest quality fuel to customers and partners.

"We pump a monthly average of 5 million gallons of





**A Landing Craft Mechanized vessel undergoes repair work, including propeller restoration, installation of fuel gauges and parts, sandblasting and new primer (anti-rust) paint at the Shin-Itoman Ship yard in Okinawa. As the only DLA Energy-operated defense fuel support point in the Pacific, DLA Energy Pacific at Okinawa's mission is to support all Defense Department activities on Okinawa and to manage U.S. Pacific Command war's reserve fuel objective on Okinawa.**

JP8 jet fuel to Kadena Air Force Base," Mata said. "We deliver a monthly average of 200 thousand gallon of JP5 jet fuel to Marine Corps Air Station Futenma and Marine Corps bases throughout the island," he added. "We also provide bunker support that average 500 thousand gallons of F76 marine diesel fuel to transiting Navy and contracted ships."

The Okinawa DFSP is operated and manned with DLA Energy personnel, a first of its kind for DLA.

"Since the mission transfer and assuming DLA Energy

Okinawa's new role, civilian and military positions have been added while retaining local national personnel," Mata said. "We are currently the largest DLA Energy entity in the Pacific."

DLA Energy Pacific at Okinawa real estate assets include two deep-sea piers and two tanker discharge facilities. The command oversees six fuel terminals with 56 million gallons of bulk fuel capacity, 78 miles of pipelines, pump houses, truck fill stands, maintenance facilities and a state-of-the-art petroleum laboratory.

"The piers and tanker discharge facility already exist and have been in use since the 1980s," Mata said. "The operations of these facilities were essentially absorbed by DLA Energy Pacific at Okinawa from the 505th Quartermaster Battalion in 2013 to continue the mission of providing bulk fuel support to U.S. military and other Department of Defense agencies on the island."

Since DLA Energy officially assumed strategic bulk fuel and quality control missions on Okinawa, Japan, a three phrase Sustainment, Restoration and Modernization process is underway to improve the fuel facility and equipment on Okinawa.

Ed Guthrie, deputy director for the Okinawa office explained how the SRM projects and materiel improvements were necessary to improve the aging fuel infrastructure.

"Since assuming the bulk fuel mission from the Army, we have renovated and reopened the petroleum laboratory and established a new maintenance contract, which will add a recurring maintenance contractor to the team in Okinawa for facility sustainment," Guthrie said. "The maintenance contract will enhance our in-house maintenance crews and allow for quicker resolution of maintenance issues on the fuel systems as well as decrease the maintenance/repair times of the facilities and equipment and maintain the fuel support capability for DLA Energy Pacific at Okinawa to meet warfighter demands for petroleum support."

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**A Japanese shipyard worker checks on the installation of a new fresh water pump and two hydraulic pressure pumps on a landing craft mechanized vessel at the Shin-Itoman Ship yard in Okinawa. Defense Logistics Agency Energy officially assumed strategic bulk fuel and quality control missions on Okinawa, Japan, from the Army's 505th Quartermaster Battalion in 2013 and is the largest DLA Energy entity in Pacific with 125 authorized personnel including 103 local national personnel.**

The first improvement phase was the \$4.2 million sustainment, renovation and modernization project on the petroleum lab.

"The lab had been out of commissioned for six years," Guthrie said. "The HVAC system and all the support equipment were well past their life expectancy. In January 2015, we held a ribbon cutting ceremony reopening the lab."

Phase Two is a \$17 million SRM improvement to the command structures in facilities in the Chimuwan compound and 17 other facilities within the six tank farms and maintenance facilities around the island.

"These buildings were built in the 1980's and had outlived their usefulness," Guthrie said. "The buildings are being renovated to include improved communications and electrical upgrades to bring the building back to full use. The design phrase began in April 2015 with construction planned to begin in early fiscal year 2016."

Phase Three is a \$10 million planned upgrade of all the fuel systems in the six geographical areas, including the fuel terminals and four maintenance operation terminals.

"Once that gets done we will have built a state of the art, 21st century fuel system, Guthrie said. "We're doing all this without military construction."

Prior to the transfer of mission, a business case analysis was conducted and it was determined to be more cost effective to operate the organization with DLA employees, he said.

"The DLA expansion in Okinawa strengthens DLA's capability to support the warfighter in the region," Guthrie said. "Since DLA Energy Pacific at Okinawa assumed the bulk fuel mission, it allowed for a better evaluation of all terminals, including the ability to increase the storage capabilities in Okinawa, should there ever be a need."



The significant expansion in mission and size of DLA Energy Pacific at Okinawa, especially with the DFSP management business unit, has led to infrastructure upgrades and improvements, notably the tanker discharge operations at the Tengan Petroleum Handling Facility.

“The tanker discharge facilities consist of a single point mooring buoy and a three-legged mooring system,” Mata said. “At Tengan, we offload JP8 and JP5 fuel from medium to large tanker vessels which is then stored in our tank farms in the Chimuwan and Kuwae district of Okinawa.”

Mata added the current three-legged-mooring system will be demolished and the land returned to the Japanese Fisherman’s Union.

“DLA Energy plans in conjunction with the Japanese Facilities Improvement Program to upgrade our single point mooring system from one to two single point mooring systems.”

A single point mooring system is a floating buoy that is permanently anchored offshore to allow handling of liquid cargo such as petroleum products for tanker ships. It is used in areas where a dedicated facility for loading or unloading liquid cargo is not available.

The benefits to using a single point mooring are the ability to handle extra-large vessels and single point mooring doesn’t require ships to come into port, saving fuel and time, Mata said.

Guthrie explained how the planned improvements to the White Beach pier in Okinawa will support the rebalance of fuel assets in the Pacific.

“The project that will install a second single-point mooring system is a Japanese Facilities Improvement Program project backed up with a sustainment, restoration and modernization military construction project to procure a third single point mooring buoy,” Guthrie said.

The DLA project point of contact, Jerry Vesey, has been working closely with Japanese Facilities Improvement Program engineers on the project, as well as with the supporting Sustainment Restoration Modernization military construction engineers at DLA headquarters and is being worked through the U.S. Army Corps of Engineers in Omaha.”

The upgrade is projected to begin in 2017.



**A newly renovated LCM craft is part of DLA Energy Pacific at Okinawa Defense Fuel Support Point capabilities. The Okinawa DFSP provides JP8, JP5 and F76 to the Kadena Air Force Base, Marine Corps Air Station Futenma, U.S. Navy Command Fleet Activities Okinawa at White Beach and the U.S. Army 10th Regional Support Group**

Guthrie noted that DLA Energy Pacific at Okinawa has been tasked to evaluate and submit projects to add to the already existing additive injecting system to allow DLA Energy Pacific at Okinawa to receive Jet A1 petroleum product more readily available in the commercial supply chain in the region.

“This is a new initiative bringing in Jet A,” Guthrie said. “We will inject the additives as the product is being pumped to the warfighter.”

“We ensure the high quality on-specification fuel through our quality assurance and quality surveillance program,” Mata said. “Our quality assurance program ensures fuel quality before delivery at the refinery and ensures quantity upon delivery. Our quality surveillance, on the other hand, ensures that fuel is on-specification through testing and sam-

pling. The testing is done in our state-of-the-art laboratory which can perform C through B2 level testing in accordance with Military Standard 3004.”

Mission growth has led to personnel growth, he said. The rebalancing of assets in the Pacific region has increased some operational tempo, but the overall mission for DLA Energy Pacific at Okinawa has allowed personnel to get facility projects processed and executed to some degree.

“The majority of our Japanese employees only speak, read and write Japanese, so documents and forms have to be translated in Japanese to include our standard operating procedures, work order forms, manuals, and emergency response procedures,” Mata said. “The communication barrier also presents a challenge in daily command and control

of our operations. Because of this, we have established a control center or control room to act as the nerve cell of the daily operations. Control room personnel on-duty consist of both English and Japanese speaking controllers. We’ve also implemented a weekly in-house English class program that is made available to our local national employees taught by fellow team members who speak English.”

“Since DLA Energy Pacific at Okinawa came to life, the organization continues to improve relations with our warfighter customers, Guthrie said. “We do this through site visit exchanges to better familiarize them in what DLA Energy Pacific at Okinawa does to support the warfighter’s petroleum energy needs as well as improve facility capabilities to meet any future demands our customers require in Okinawa.” **ES**



# Continued Rebalance



Marines work with MV-22B Osprey tiltrotor aircrafts during air delivery ground refueling training at Marine Corps Air Station Iwakuni, Japan, Aug. 20. Fuel positioning in support of U.S. Pacific Command operations like this throughout the Pacific is an area of interest for the Defense Logistics Agency Energy as it rebalances fuel infrastructure in the region. Photo by Marine Cpl. Carlos Cruz Jr.

By Christopher Goulait

Efforts to rebalance fuel and its infrastructure in the Pacific theater have momentum with the Defense Logistics Agency Energy after years of planning and focus set the stage for action.

From a 2009 study to today’s changes in storage capabilities, DLA Energy has been enhancing fuel support in the Asia-Pacific region.

“The rebalance has been happening for a while now and it’s been happening in a couple of different ways,” said DLA Energy Commander Air Force Brig. Gen. Mark McLeod. “From a logistics standpoint, we’ve been working for several years to rebalance assets in the Pacific.”

In 2009, U.S. Pacific Command, DLA Energy, U.S. Trans-

portation Command, military service components and the Air Force’s Space Applications Program offices took part in a study assessing PACOM’s operations. Results of the study led to a business case analysis to optimize PACOM bulk petroleum support and recommended DLA Energy turn to commercial alternatives to rebalance war reserve petroleum stocks in the Pacific.

“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.

Fuel may also be physically relocated, as in the case of a contractor-owned, contractor-operated facility in the

Philippines, or a mechanism to exchange fuel stocks on the open market to meet requirements may be used, Bower said.

Adding to efforts from the 2009 study, was a wargame under DLA’s leadership for PACOM in the fall of 2014.

Does PACOM have the capacity to do the job? Is there enough fuel? Is the fuel in the right locations? Are our strategic reserves and infrastructure enough to support the Pacific rebalance? Questions like these were central to the wargame, McLeod said.

“We found some interesting things through that process, but to answer those questions in a nutshell: Yes, but we can definitely do better,” he said. “Going through these wargame scenarios and taking a look at other locations or capabilities, can help enable us to make the warfighter be

more resilient.”

“The wargame taught us that we have plenty of fuel all around the world, and through our commercial contracts we can take advantage of that fuel very quickly. As for where the fuel is, it is mostly in the right places,” McLeod said.

However, some fuel could be repositioned forward in the theater, and DLA Energy personnel are also seeing if there are any locations where existing capabilities can be pushed forward to be closer to where they’re needed, McLeod said.

To achieve these goals, DLA Energy focused on five defense fuel support points throughout the Pacific theater serving as commercial bulk fuel storage facilities under contract in support of PACOM.





Maintainers remove a fuel hose from a C-130 Hercules during Red Flag-Alaska at Joint Base Elmendorf-Richardson, Alaska, Aug. 11, 2015. Defense Fuel Support Point Anchorage is a commercial fuel support point under contract through the Defense Logistics Agency Energy supporting operations in the area. Photo by Air Force Staff Sgt. Cody H. Ramirez

“What’s good about this economically is that we can create contracts where we need them and not have government infrastructure,” McLeod explained. “They tend to be very flexible and very affordable. If we need it, we can use it.”

DFSP Anchorage, Alaska; DFSP Guam II; DFSP Subic Bay I, Philippines; DFSP BP Singapore and DFSP Hachinohe II, Japan, have jet fuel storage and a distribution capability by pier and/or pipeline facilities. Between these five DFSPs, DLA Energy has more than 4.6 million barrels of commercial bulk fuel supporting operations in the Pacific.

The new facility in the Philippines is a good example of support to PACOM, Bower said.

“Combined Task Force-73 has sent multiple combat logistics force ships into Subic I already, as has the Military Sealift Command,” he explained. “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,” Bower added.

Well-placed locations are important, but adapting for resiliency and redundancy is also a priority for the rebalance, McLeod said.

“DLA Energy uses a combination of setting up major nodes and making sure they’re strong but redundant in

case the situation calls for it,” McLeod said.

Storage in the Pacific, including the commercial storage, is made up of 850 million gallons of prepositioned war reserve stock in 66 DFSPs and facilities with a storage capacity of 1.2 billion gallons of fuel. Fuel is split between the storage tanks located in Hawaii, Alaska, Korea, Japan, Guam, Singapore, Diego Garcia, the Philippines and many other locations.

Use of the commercial fuel supply chain in the region also assists with resiliency.

“DLA Energy can rely on the commercial supply chain since so much of our business revolves around having great relationships with our suppliers around the world,” McLeod said. “A solid relationship is important as a foundation for working to expand the availability of military and commercial-specification fuels to new locations in the region. We are diversifying our requirements and growing our capabilities in the Pacific.”

Good supplier relationships provide support to the organization’s ultimate customer, the warfighter. DLA Energy works with the military services to ensure fuel support to the PACOM area of responsibility.


“Working with our customers to determine what their requirements are will allow us to develop multiple support options,” Bower said. “While our customers would like us to store all their requirements in the AOR, we don’t currently have enough storage to do so. 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.”

As well as working with U.S. forces, DLA Energy Pacific works with a number of nations in the region since the PACOM AOR contains 36 nations, 51 percent of the earth’s surface and 50 percent of world’s population, Bower said.

“DLA Energy is talking with our counterparts in other nations in the Pacific to see how we can address factors that are important to all of us, like lowering costs, increasing cooperation with the commercial supply chain, efficiently sharing fuel and fixing aging infrastructure,” McLeod said. “For example, we’re discussing a fuel exchange agreement and increasing storage with Australia. Working with our partner nations not only has military benefits for the U.S., but also builds the nation’s homeland defense and provides economic benefits to the areas supported by contracts we put in place.”

“Cooperation with our partner nations will continue as we reposition fuel and take advantage of everything the commercial supply chain has to offer so we can build capacity,” he added.

Capacity has the power to build capability, and with that comes partnerships between companies, nations, products and global supply chains, McLeod said.

“Rebalancing the Pacific this way can build confidence and collective security to ensure that the nations in the region and the commerce between them can be protected,” he said. 

*Terry Shawn contributed to this article.*



Soldiers refuel after taking flight in a UH-60 Black Hawk in South Korea for exercise Foal Eagle 2015. Exercises like Foal Eagle across the Pacific are supported by the DLA Energy and strategically positioned fuel around the region. Photo by Army Pfc. Samantha Van Winkle





# A Place of Honor

The Defense Logistics Agency Hall of Fame was created in 1998 to recognize the contributions of military and civilian employees who've served in a myriad of positions throughout the agency. These five former employees helped build the agency's reputation as a world-class logistics provider and were inducted into the Hall of Fame in July. They individually and collectively enhanced the nation's military readiness, said DLA Director Air Force Lt. Gen. Andy Busch during the induction ceremony.

## Stephen Byus

Byus is a former DLA Land and Maritime employee and Navy reservist who was killed while deployed to Afghanistan in 2014. He left for Kabul in July, certain he could help the Afghan military improve its maintenance and supply systems. On Sept. 16, he was heading downtown to brief the Afghan minister of defense for logistics when he became the first DLA employee killed in the decade-long war.

It was Byus' first time off the U.S. compound, a decision made by then Navy Capt. James Liberko, the leader of six DLA employees who'd deployed for the Department of Defense-led mission. The team had been struggling to make Afghan army leaders understand the new supply system they wanted to put in place.

"Steve came up with a briefing that I thought was truly brilliant. He compared the supply system to a gas gauge and how it tells you how much gas you have, how many miles you've driven and when you'll need to fill up again. We were positive the Afghans could relate to it," Liberko said.

He was proud of Byus' work and offered him the chance to brief dignitaries at the Afghan Ministry of Defense, a task Liberko always did himself. But as they headed downtown during morning rush hour in a two-vehicle convoy, a red Toyota Corolla started following them. At a crowded intersection, the driver pulled between them and detonated 250 pounds of explosives. Byus died instantly, one day after his 12th wedding anniversary. He was 39 years old and a father of two: 9-year-old Alexandria and 6-year-old Jacob.

Byus joined DLA Land and Maritime as an intern in 2008 and had worked his way up to GS-12 by the time he deployed to Afghanistan. He had also served with DLA Disposition Services expeditionary disposal remediation team, part of the DLA Joint Reserve Force since 2002, first as an enlisted sailor, then as a Navy officer.

– Beth Reece



## Richard Connelly

Connelly began his DLA career as an intern and quickly rose in rank to hold such titles as DLA comptroller; administrator of the Defense National Stockpile Center, now DLA Strategic Materials; and director of DLA Support Services, now DLA Installation Support, and the Defense Energy Support Center, now DLA Energy.

Connelly is known for moving the agency from an appropriated funding model to the more business-oriented Defense Working Capital Fund. The effort required a lot of change management and served as an important lesson for Connelly in the dynamics of organizational change, he said.

"The surprising part was how it became such an emotional issue; people do not like change," he said.

The Vietnam veteran was involved in many changes for DLA over the years, including the 20-year expansion that saw the agency assume responsibility for military depots and consumable items, absorbing all contract administration functions for the services, and, toward the end of his career, the Business System Modernization initiative.

Connelly was approaching retirement age when the director position of the Defense Energy Support Center became open. Having always wanted to lead that organization, Connelly said he decided to "throw his hat in the ring." When he was appointed as director in 2004, he stepped into managing the end-to-end supply chain responsible for purchasing and managing all petroleum resources used by the U.S. military.

– Sarah More



## Retired Army Lt. Gen. Robert Dail

Dail was named DLA director during a critical time. The U.S. military was involved in wars in Afghanistan and Iraq, and Defense Department leaders wanted the agency to use its recently completed Enterprise Business System to better deployed support warfighters.

"There was a lot of effort by the organization to look at its internal processes – how it operated and conducted business – and how it might need to change those processes," Dail said. "My charter [from DLA leaders] was to get out and use this capability to start providing DLA capabilities to the warfighting commands. We had to get some people forward and see if we could link our supply to the warfighters' demand."

Dail points to the implementation of 2005 Base Realignment and Closure recommendations as the agency's other biggest challenge and accomplishment during his tenure as director. Legislative directive transferred supply, storage and distribution functions from the military services to DLA.

"The change mandated that DLA change its culture. We were no longer managing wholesale, national-level inventory. We were managing retail inventory that had to be treated that way. It had to be responsive and filled at the rate expected," he said. "DLA learned a lot in the process. It helped change DLA's mission from the national level all the way down to where demand occurred. That was exactly where DLA needed to be."

– Jacob Boyer





## Mae Devinentis

DeVincentis became the agency's first civilian vice director in August 2010. She began her 37-year DLA career as a GS-2 clerk at what was then called the Defense Personnel Support Center Clothing Factory and went on to have a hand in major innovations including the Prime Vendor Program and Enterprise Business System.

The Philadelphia native entered the world of information technology in the 1980s, when she joined the team responsible for creating the Defense Integrated Subsistence Management System. Used by the entire Defense Department, DISMS allowed business transactions that once took days and even months to occur in minutes.

Later, as a buyer working for the medical directorate in the 1990s, DeVincentis led the contracting effort to establish DLA's first pharmaceutical prime vendor, which she called one of the major highlights of her work in Philadelphia.

"We began to realize that stock wasn't moving out of the depots, that we were losing business. Lo and behold, we eventually learned that the Veterans Administration had come up with this innovative approach to buying commercial items called prime vendor, and they had marketed it to all of our customers," she said.

She and coworkers found copies of the VA's solicitation and figured out their business model. Within a couple months, DLA's first solicitation for its own enhanced version of a pharmaceutical prime vendor hit the streets.

From there she went on to help build DLA's Enterprise Business system, which many regard as DoD's most successful enterprise resource planning system. She later became DLA's chief information officer and director of DLA Information Operations, and served as for six months as director of DLA Logistics Operations before becoming the DLA vice director.



– Beth Reece



## Ivan Hall

Hall's leadership as deputy director of land supplier operations at DLA Land and Maritime increased the readiness and survivability of warfighters in Iraq and Afghanistan. He is best known for implementing DLA's first three long-term contracts: General Dynamics Land Systems, United Defense Limited Partnership and the O'Gara Hess contracts.

"No one was doing long-term contracts at the time; it was kind of brand new, so it was challenging," he said. "Once we got them on contract, then we didn't have to go out and contract for each item. Every [national stock number] had a lead time of record, and the lead time on all those items went from almost 180 days down to 30 days, so we saved hundreds and hundreds of days of administrative lead time on each one," he said.

The awarding of the Fleet Automotive Support Initiative regional contract, which Hall considers one of his biggest accomplishments, soon followed. The unique five-year prime vendor support contract called for repairs and spare parts for different kinds of weapons systems, reducing lead times and creating significant cost savings.

"It impacted so many customers," he said. "It was a big-volume contract, and it

impacted the whole logistics process."

Hall is also credited with sending the first DLA Land and Maritime product specialists to key Army industrial sites in 2008.

– Amanda Neumann

# One Face

The face of Defense Logistics Agency Energy ...



**Andy Trask**  
Supply Planner  
DLA Energy Pacific  
Japan

**Mission:** To provide Japan-based United States military forces and government agencies the most effective and economical supply planning support through a close partnership with United States forces Japan, our defense fuel support point partners and our commercial suppliers.

**Highlight:** Being able to see the direct mission effect produced by my efforts in scheduling the movement of 360 million gallons of petroleum products annually to our DFSP partners.

**Challenges:** I was recently challenged with trying to maintain regional inventory levels with only one assigned shallow-draft tanker. Working through the DLA Energy Tanker Branch and Military Sealift Command, I was able to acquire another time charter tanker to augment our resupply mission. The teamwork demonstrated by many people within our organization to achieve this goal was impressive.

**Future Plan:** Continue to provide the best possible support to the warfighter. Eventually, I would like to be in a leadership position where I can have more influence to fix issues I see at my level, and make DLA Energy even better than it already is.



**Kristine Davidson**  
Supervisory Customer  
Account Specialist  
DLA Energy Pacific  
Japan

**Mission:** To provide assistance and support to customer account specialist and exercise/contingency representatives across the Pacific area of operation.

**Highlight:** Building and understanding the CAS process for the region from the ground up – from requirements and system access to order close out.

**Challenges:** Our customers and CASs are spread out literally across half the globe and cover 15 time zones. By building and routinely using email groups for each subregion to share information and activity, it has served to reduce the isolation and time differential between issue and response.

**Future Plan:** To transition exercises and contingencies into a sustainment mode within the Enterprise Business System ... and to hopefully celebrate my grandmother's 100th birthday next summer!



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