



**Headquarters, Defense Logistics Agency
(DLA)
Healthy Base Initiative (HBI)**

December 2014

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i. Executive Summary

The Healthy Base Initiative (HBI) demonstration project had a tremendous impact on Defense Logistics Agency (DLA) Headquarters personnel. DLA's McNamara Headquarters Complex (HQC) was one of 14 pilot sites participating in the HBI project. The program officially kicked off at the HQC in May 2013, with the intent to create an environment that encouraged sustainable healthy lifestyles through five primary sub-initiatives. These included a farmers' market, bike share program, stairwell to health challenge, smarter food movement, and Go for Green. With implementation of HBI, DLA HQC employees gained significantly greater access to information and resources to assist and encourage them in choosing a healthier and more active lifestyle, both at work and at home. Throughout the year, the HBI committee continued to develop and coordinate programs that fit the culture and needs of the installation personnel. HQC leadership fully supported and encouraged employees to participate in HBI. Extensive metrics support the success and achievements of the HBI program over the demonstration period. HQC employees fully embraced the HBI programs, events, and activities and appeared eager to continue them beyond the pilot. The HBI programs are now a permanent part of the HQC culture and continue to evolve.

I. HBI Background

a. OSD Selection of DLA Ft. Belvoir

In January 2013, DLA's HQC was selected by the Office of the Secretary of Defense (OSD) for Military Community and Family Policy (MC&FP) as one of a group of pilot sites to participate in HBI. The demonstration project, part of the Defense Department's Operation Live Well (OLW), is aimed at making healthy living the easy choice and the social norm. OLW supports President Obama's 2011 National Prevention Strategy and is designed to create an environment on military installations that encourages a healthy lifestyle through a set of programs derived from a wide range of best practices within and outside DOD. OSD (MC&FP) carefully selected 14 installations to participate in HBI based on specific criteria: leadership committed to an active, healthy lifestyle; adequate dining and fitness facilities; and sufficient infrastructure to support innovation.

The OSD HBI team worked with the HQC HBI team to determine which programs and assessment practices to establish to support the goals of improving nutritional choices, increasing physical activity, and reducing obesity.

b. DLA Background

DLA is headquartered at Fort Belvoir, Virginia. Its nearly 24,000 civilian and military personnel perform a worldwide logistics mission. With field activities, regional commands, distribution centers and service activities in 48 states and 28 countries, DLA is responsible for

providing the Armed Services and other federal agencies with a variety of logistics, acquisition and technical services. These services include logistics information, materiel management, procurement, warehousing and reutilization of surplus military materiel, document automation and production, and distribution of spare parts, food, clothing, medical supplies and fuel. The McNamara HQC has about 2200 DLA civilian and military personnel, as well as another 3000 personnel from tenant organizations on the installation.

c. Focus on Active Living and Healthier Lifestyle

The HBI pilot officially began in May 2013. Its focus was identifying and implementing programs to combat obesity, reduce tobacco use, and provide a focus on healthy living. Some of the main goals of the demonstration were improving the health and wellness of Service Members and their families, improving readiness, and reducing the high cost of DOD healthcare expenditures. DOD spends nearly \$1.6 billion annually on obesity-related illnesses and another \$1.6 billion each year on smoking-related issues or, to simplify, \$3.2 billion in avoidable medical costs. HBI is committed to helping Service Members and their families improve their lives in these areas. The initiative supports the belief that healthy Service Members and Service families lead to more effective mission performance.

d. DLA HQC HBI Committee

HQC established a committee to oversee HBI, its programs and track the progress of the pilot. U.S. Army Major General Kenneth Dowd, director, DLA Logistics Operations, served as the senior sponsor of HBI at DLA. He requested the team gather a group of subject matter experts to develop and implement HBI. The DLA HBI team oversaw the demonstration from May 2013 until May 2014. The team included representatives from key offices within the HQC including DLA Logistics Operations, DLA Installation Support, DLA Human Resources and DLA Finance. The group rounded out with members of DLA Strategic Plans and Policy, DLA Joint Reserve, DLA Energy, DLA Public Affairs, and DLA Protocol. The HBI team worked together on both new and existing programs to support HBI, tailoring them to meet the needs of the pilot and the HQC environment. The committee co-chairs, from DLA Logistics Operations and DLA Installation Support, coordinated with OSD-OLW, providing updates and metrics on a bi-monthly basis. DLA team expertise and creativity delivered excellent support to the pilot. This, in turn, contributed to the overall success of the initiative at HQC.

e. Support of Key Leadership

DLA Director Navy Vice Admiral Mark Harnitchek was vital to the success of HBI at HQC. His strong support for a healthy lifestyle and his willingness to shape DLA policies and programs to contribute to the health and well-being of DLA employees was a major reason HQC was chosen for the pilot. Vice Adm. Harnitchek never missed an opportunity to discuss his attitudes on health, fitness, employee well-being and how those relate to mission success. At Director's Calls, during field activity visits, in fact whenever presented with the chance he expressed his unequivocal support of health and fitness. He continuously encouraged the entire

DLA workforce, not just HQC, to take advantage of DLA's fitness and wellness program which gives employees three hours of fitness time weekly. He led the pilot from the front, visiting HQC's fitness center almost daily. Other key DLA leaders from across the agency also promoted HBI at different venues. HBI became so much a part of the DLA culture that, while not part of the pilot, senior leaders of DLA primary level field activities also adopted many of the fitness, lifestyle and nutrition programs. Those are included in the activities annual operating plans and the Director is briefed on each location's efforts.

f. Strategic Communications

DLA Public Affairs developed a strategic communication campaign for HBI. Focused on modern, inventive delivery systems combined with smart messaging and eye-catching graphics the HBI campaign promoted, cajoled and sometimes coerced HQC occupants to adopt HBI principles and participate in program events. The office published 19 HBI-related articles from May 2013 through July 2014. The majority of those were also shared across DLA social media platforms: Facebook, Twitter, Google+, Vine, Polar and Storify. DLA Public Affairs and DLA Installation Support collaborated on a short video highlighting the personal successes of program participants. The DLA Public Affairs graphics team produced six posters promoting HBI for display in various locations around the complex. Additionally, HBI's senior sponsor, Major General Dowd, published a blog introducing HBI concurrent with the kickoff event. Extensive use of HQC Messenger publicized HBI events to include the Farmers' Market, health expos and seminars. During the holiday period from November through January 2013, DLA websites featured tips on healthy alternatives to traditional holiday foods. Finally, the July-August 2014 issue of Loglines, DLA's flagship magazine, featured an article highlighting HBI programs and success stories at HQC and across the Enterprise.

g. Official DLA HQ HBI Kickoff Event

For the official DLA HBI kickoff, DLA coordinated an event to both introduce the coming changes to the workforce and encourage participation. The Kick-off Event, held on May 15, 2013, featured remarks from Dr. Jonathan Woodson, the Assistant Secretary of Defense (Health Affairs) and Director of TRICARE Management Activity and Mr. Charles E. Milam, Deputy Assistant Secretary of Defense for Military Community and Family Policy. Both gentlemen spoke on the importance of health in the military community and the background of HBI and OLW. The keynote speaker was author and television personality Montel Williams, who motivated the attendees by sharing his personal journey to health and fitness in the midst of serious illness. He charged the audience to take a proactive role in their health. At closing, he encouraged participants to attend the Morale, Welfare and Recreation Health and Safety Expo immediately following the kickoff.

h. Impact of HBI

As the first DOD site to implement HBI, HQC set the program standard, establishing a precedent for other demonstration sites that followed. HQC set up sustainable HBI programs with solid foundations that included multiple activities and events. Overall, HBI made a

tremendous impact on the HQC workforce, positively influencing multiple health behaviors. In an HBI survey conducted in September 2013, the half-way point for the program, more than 75% of respondents indicated they participated in HBI programs and that the program was successful in helping to achieve positive health benefits. These included weight loss, increased energy, improved morale, increased awareness of healthy choices, and increased mental clarity during the work day. These benefits represent only a few of the ways that HBI tangibly impacted the workforce.

II. HBI Success Stories

a. HBI Reenergized/Focused Existing Programs

DLA HBI was successful because it embraced healthy living and wellness practices and programs in place at DLA prior to the pilot. HBI reenergized several existing programs, providing a more focused, holistic approach. The initiative drew attention to multiple ways for HQC employees to eat healthier and get more exercise. This allowed personnel to pick and choose the activities and programs best for them depending upon individual needs and preferences.

A very popular employee program was the DLA Fitness and Wellness Program. In December 2012, DLA issued Directive Type Memorandum 13-002, DLA Fitness Program. The program authorizes employees to use up to three hours per week for physical or health and wellness activities during the workday. This encourages employees to take advantage of the onsite fitness center and various health programs. To date over 8,000 out of 24,000 employees agency-wide are participating in the program. At HQC specifically, participation rates in the program have steadily increased since its start. Employees appreciate both the policy and their immediate leaders, who support participation in the program. This is only one example of how HBI meets workforce needs and supports their efforts to live a healthier lifestyle.

The HQC cafeteria upgrade, January 2014, helped facilitate two HBI programs: the Smarter Food Movement and Go for Green. The renovations included new serving equipment, signage, and a new salad bar with added options. “Mindful.” by Sodexo (the cafeteria vendor,) became available to cafeteria users in February 2013 and was formally introduced in May 2013. “Mindful” focuses on providing healthier options, nutritional criteria and guidelines. This program combined with other HBI-driven programs, facilitated substantial changes and improvements in the cafeteria which focus on healthy eating.

An exercise-related program allowed the addition of bicycles to the fitness center. The program required both policy and operational considerations for implementation. The DLA HBI team collaborated on a bike safety policy issued enterprise-wide as a Directive Type Memorandum in December 2013. Operationally, in June 2013 HQC Morale, Welfare and Recreation purchased 15 bikes in a combination of types to allow a road, trail or mixed riding experience. The bikes are easily accessible for employees and bike helmets and locks are also available. Employees are required to read safety information and sign a log before checking out a bike. The goal of the program is to increase options for physical activity.

Another program by the Fitness Center expanded and improved the existing facility. From July to August 2013, the center constructed an annex across the hall from existing fitness center space. This added more than 4,250 square feet to the current facility and allowed the addition of new, state-of-the-art equipment, as well as an enhanced layout. A new weight room and large-group exercise space allowed the expansion of group exercise offerings for employees, increasing the overall number of classes offered per week from 15 to 22, including Spin and TRX to target all levels of fitness. The expansion of the fitness center supported the growing demands from increased use of the health and wellness program, alleviated crowded conditions and improved safety.

b. Farmers' Market

HQC's first HBI program was the McNamara Farmers' Market. The market ran weekly, on Wednesdays from May 2013 to November 2013. It returned in May 2014. Three vendors participated in the 2013 program: C&T Produce, Great Harvest Bread Company, and Oak Spring Dairy. The overwhelming financial success of the three locally-owned companies demonstrated that HQC is a sustainable market for local fresh foods. DLA employee use of the market exceeded participation goals. The Farmers' Market provided HQC personnel a convenient avenue to purchase fresh produce, breads and other healthy food items during the workday; DLA employees took full advantage of the opportunity. In 2014, two original vendors (C&T Produce and Great Harvest Bread Company) remained and two new vendors (Briggs Produce and Gypsy Hill Foods) were added.

c. Smarter Food Movement /Cornell Visit

HQC launched the Smarter Food Movement in Fall 2013 with the goal of promoting better-for-you foods. Healthier food items were placed up front in the cafeteria and made more obvious and accessible to HQC employees. Using research conducted by the Cornell University Food Lab, whose study of behavioral economics yielded insights on ways to encourage people to make more nutritious food choices, healthier foods were prominently placed, while less healthy choices moved to less accessible locations. Cornell Food Lab staff visited and provided additional recommendations on placement. Smarter Food Movement actions, combined with Go for Green and other nutrition programs, provided the HQC workforce with the knowledge and resources to make healthier decisions when selecting food items.

d. Smarter Holiday Food Campaign

The Smarter Holiday Food campaign was a communication plan that provided tips and strategies on how to enjoy the holidays without over indulging in unhealthy foods. From November through January, DLA Today featured ideas and advice on topics such as choosing when to indulge in holiday meals, the importance of not skipping meals, surviving parties, exercising through the holidays, stress eating awareness, and healthier holiday recipes. DLA Public Affairs published an article about the campaign to make employees aware of the likelihood of over-indulging during the holidays and where to find more information on how to

eat healthy, but still relish holiday favorites. The campaign was a fun and useful tool for HQC staff in maintaining their focus on healthy living while enjoying the holidays.

e. Go For Green

Go for Green (GfG) is a nutritional labeling, system to help HQC employees make informed dietary decisions in the cafeteria. An OSD (MC&FP) dietician worked with Sodexo to establish the criteria for GfG. The program began after the completion of the cafeteria improvements. The labeling system provided HQC employees with a visual cue for healthier food choices by using color-coding to indicate the degree of nutrition of foods served in the cafeteria. This helped create and foster a culture of aware eating by providing a quick and easy visual prompt for employees to make more informed eating choices.

f. Stairwell to Health

Stairwell to Health began in June 2013, the program encouraged HQC employees to use the stairs instead of the elevator. Posters placed throughout HQC, near and inside elevators, remind employees that using the stairs can contribute to weight loss and a healthier body. Additionally, employees received email messages encouraging participation in the program. Changing posters, periodically, kept the design and message fresh. To further support the program, the HBI team partnered with the Fitness Center and the HQC Fitness Council to sponsor fun and friendly stairwell challenges. Stairway to Health was very popular at HQC and increased awareness of ways to incorporate physical activity into daily routines in a simple, yet effective, manner.

III. Other Notable HBI Initiatives

a. Partnering with Morale, Welfare and Recreation

HQC Morale, Welfare and Recreation were an essential partner in HBI. Many HBI programs were co-sponsored by Morale, Welfare and Recreation or originated as part of that office's regular operations. Several Morale, Welfare and Recreation representatives participated on the HBI committee and helped to coordinate efforts between the two programs. The office was invaluable in helping HBI reach its goals. Additionally, Morale, Welfare and Recreation assisted wholeheartedly in increasing awareness of HBI activities taking place at HQC.

The Musketeer Challenge, February 18, 2014, was a partnership between HBI and the Fitness Center. The Musketeer Challenge supported the idea of *All For One, One For All*. It consisted of teams of three participating in a three month health challenge. Teams tracked their progress using a simple point tracking spreadsheet. The challenge included both fitness and nutritional information and awareness. The Musketeer Challenge provided a variety of activities to appeal to all ages and fitness levels of HQC employees (beginner to advanced). Teams worked together to amass points by completing events such as "healthy" scavenger hunts. Some teams even created team t-shirts. The Musketeer Challenge was well received and is likely to become a regular happening at HQC.

The Spring Fling, April 2, 2014, was sponsored by the Fitness Center. Supporting HBI goals, the event encouraged HQC employees to participate in fitness programs at work and maintain an overall focus on daily life health and fitness. It included a 5K Walk/Run through Fort Belvoir. The well supported event had over 100 participants.

b. Partnering with Fitness Council

The HQC Fitness Council began in June 2013 at the direction of DLA Director Navy Vice Adm. Harnitchek. Its mission is to support and continue the health and wellness changes made through HBI. Representatives from the DLA J and D codes, as well as tenant agencies within the HQC, work together to ensure fitness programs meets the needs of HQC employees. HBI supported numerous Fitness Council programs over the pilot year. These included walk/run events, nutritional seminars and smoking cessation programs.

Climb Everest began in Mid-November 2013. Climb Everest was a stair climbing challenge sponsored by HBI and the Fitness Council. Teams of four hiked HQC stairways to accumulate enough treads to effectively reach the top of Mount Everest, or 2061 floors of stairs. The event ran from November to January and teams received credit only for walking UP stairs at HQC. A total of 62 teams participated, with 24 teams finishing the event. Every one that completed the stair climbing challenge received a t-shirt and Mt. Everest team photo. Mount Everest was hugely popular and another creative challenge that contributed to HBI success.

c. Trail Mix Bar

The Fitness Council and DLA HBI also co-sponsored the Trail Mix Bar. Two events, December 19, 2013 and January 14, 2014, raised more than \$600 together. The funds were donated to the Combined Federal Campaign. Trail mix choices included such foods as nuts, dried fruit, dark chocolate, and other healthy “mixable” snacks. HBI and Fitness Council members volunteered at the bar, providing suggestions on different themed trail mixes. The events provided a unique way to encourage healthy eating in the workplace.

d. DLA Top Chef Culinary Competition

The DLA Top Chef Culinary Competition, May 21, 2014, marked the official end of the one-year HBI pilot at HQC. The HBI team partnered with the Joint Culinary Center of Excellence, Fort Lee, Virginia, to host and execute the competition. An outdoor venue held on the patio next to the HQC cafeteria, gave the competition that extra sense of showmanship. Four chefs, three military and one Sodexo, competed. Four judges, two military, one USO-Metro, and one executive chef from the private sector, provided their comments and votes on the dishes. The competitors prepared an appetizer and main dish built around healthy ingredients including lean protein and fresh vegetables and fruits from the DLA Farmers’ Market. The event emphasized healthy eating principles and provided an excellent opportunity for employees to learn new, healthier cooking methods. It caught the interest of HQC employees and was well attended.

IV. Key Data Metrics

a. Data Measurement

A sizable pool of metrics is available to measure and verify the success of HBI efforts and progress at HQC. Specifically, data was collected and analyzed for several key programs throughout the demonstration period including the Farmers' Market, the HQC cafeteria, the Fitness and Wellness Program and the bike program. The DLA HBI team used the metrics to evaluate the effectiveness of HBI programs and activities as well as share the results with OSD to use in overall efforts for planning HBI throughout DOD.

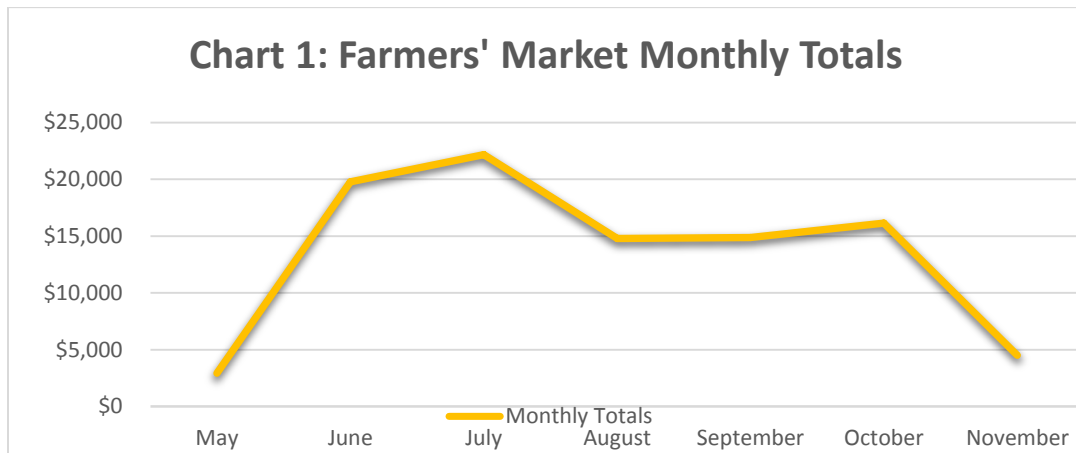


Chart 1: Farmers' Market monthly totals were collected from May through November 2013. Totals were highest in June and July when most locally popular fruits and vegetables were in season. Monthly totals remained strong from August through October, but decreased substantially in November when most local favorites were not in season and the harvest variety was limited.

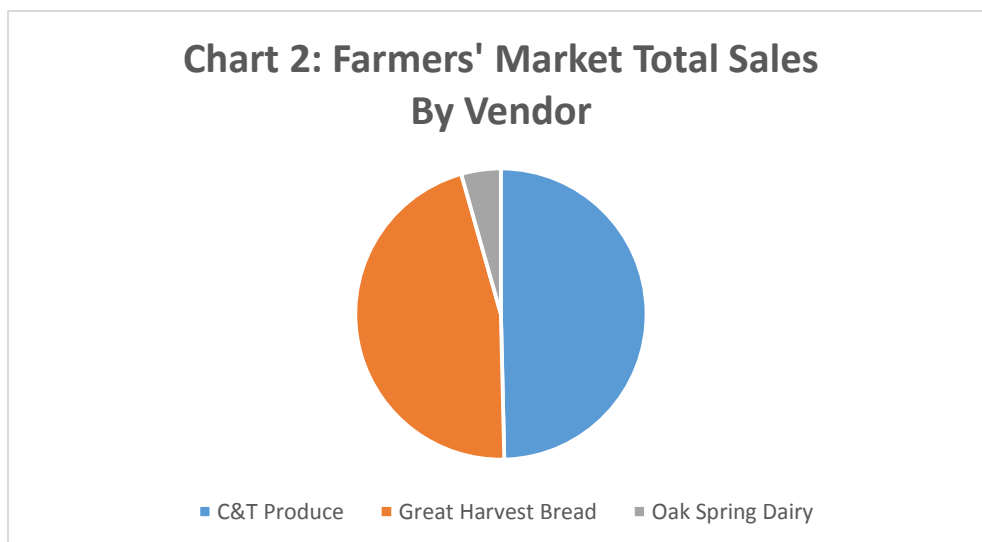


Chart 2: Total sales by vendor. C&T Produce had the majority of sales followed closely by Great Harvest Bread. A small percentage went to Oak Spring Dairy, a part time vendor. More importantly, the amounts made by the vendors were above the threshold amount required by the market vendors for sustainability. This indicates enthusiastic participation in the market and long term sustainability moving forward. The Farmers’ Market returned to DLA HQ in May 2014.

The improvements and renovations to the cafeteria aided the implementation of Go for Green and the Smarter Food movement, which further provided increased opportunities for employees to eat healthier. An environmental analysis was conducted at three points during the pilot year: the start, midpoint, and conclusion of HBI. This analysis, called the m-Neat or Military Nutrition Environment Assessment tool, provided an overall assessment of the accessibility to healthy food options. At the beginning of HBI, the HQC cafeteria scored an 82%, placing it in the green or highest category. The reduction in unhealthy items offered and improvements in healthier options available yielded a midpoint m-Neat score increase to 91% in January 2014. Further enhancements such as fresh fish (sushi) and healthier dessert options (frozen yogurt) generated a score of 97% at the conclusion of the pilot in May 2014. Overall the score increased 15 points, providing unambiguous proof of improved accessibility to healthy food options.

Another program with well documented metrics demonstrating support for HBI is the HQC Fitness and Wellness Program.

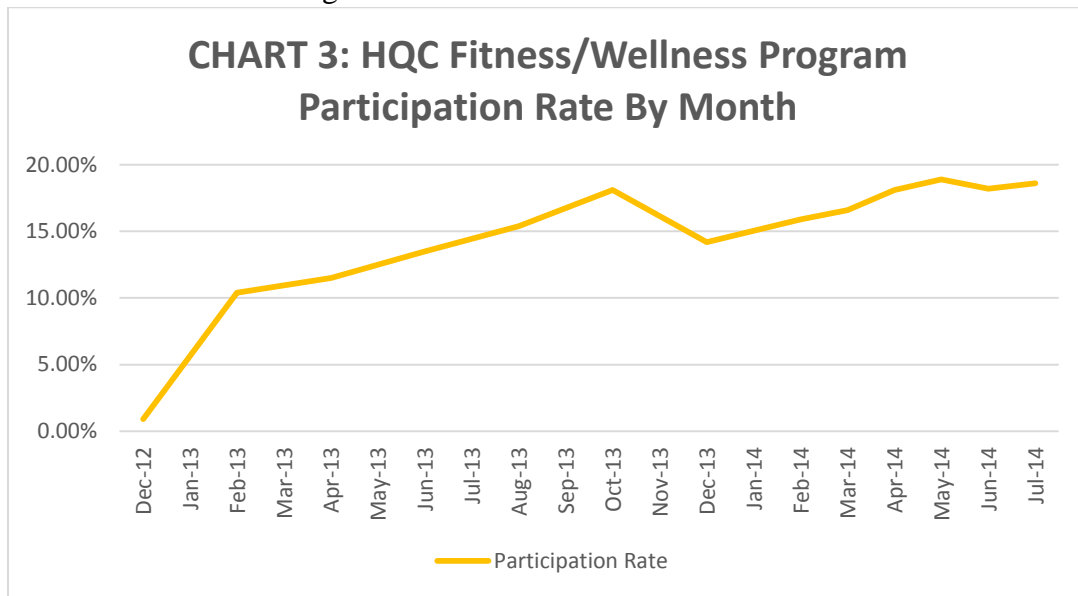


Chart 3: Program participation from December 2013 through July 2014. The Fitness and Wellness program began January 2013, reaching full force October 2013 when levels of participation rose to their highest rates that year, 18.1%. Rates decreased slightly during the 2013 Fall/Winter holiday months. Rates increased and then stabilized in January/February 2014 and then began to increase again and reach their highest levels ever in May before decreasing slightly

and increasing again in July 2014. Traditionally, the fitness center experienced lower use rates through Spring and Summer; however, due to the wellness program and HBI, the use rate remained consistently higher. The HBI program was a key factor in encouraging use of the wellness program and the fitness center.

The program as a whole experienced consistent growth, furthermore, those using the program increased their overall quantity of physical activity.

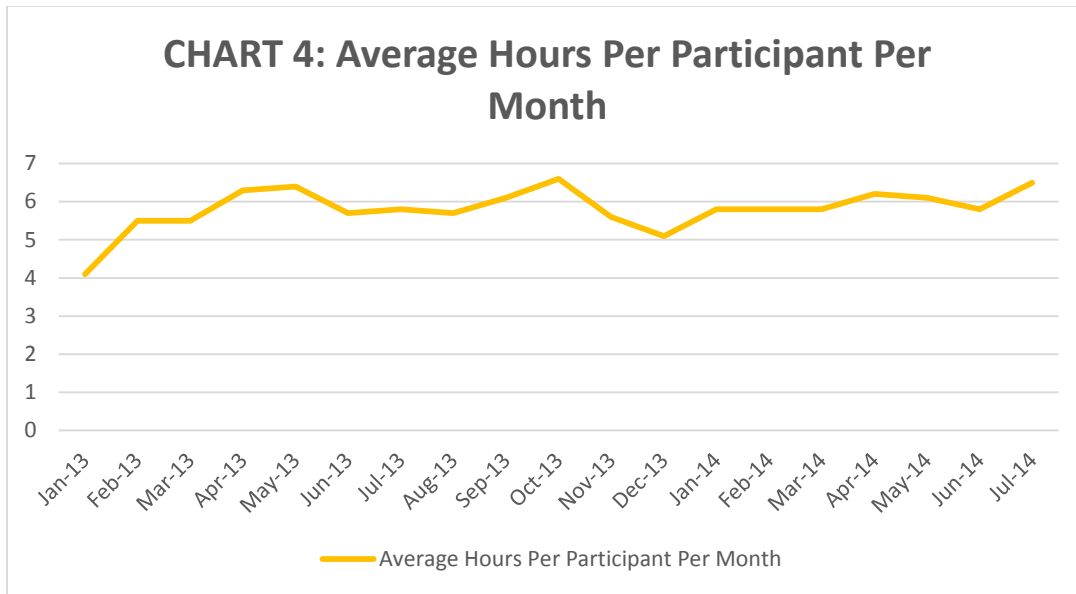


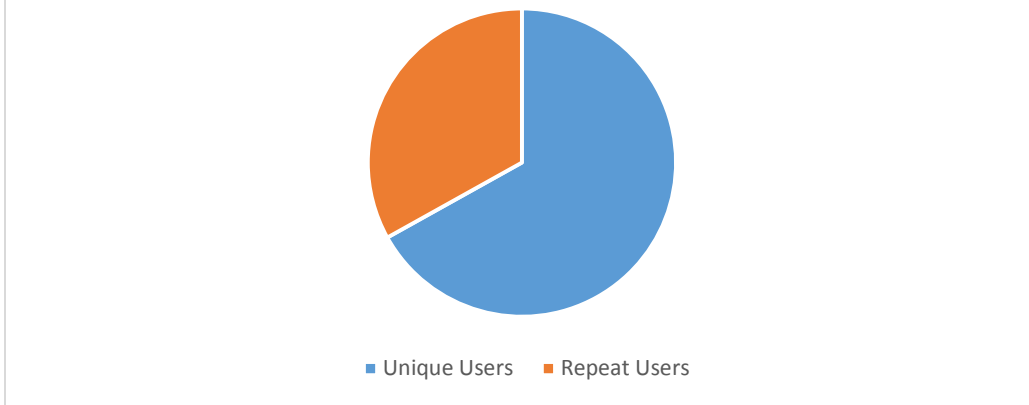
Chart 4: Average hours of fitness and wellness time used per participant, per month. At the initiation of the policy, January 2013, participants averaged 4.1 hours of physical activity monthly. As of May 2014, physical activity improved to 6.1 hours per participant, a 48.8% increase in physical activity. June 2014 hours decreased slightly followed by highest levels ever in July 2014, 6.5 hours per participant. This substantiates the positive impact HBI has on employee activity levels at HQC.

b. Structural Focus

In addition to creating HBI programs that appeal to many HQC employees, some programs were developed for niche users. One such is the bike program geared toward bike enthusiasts or those with special interests in exercising through the use of bicycling.

Chart 5: A substantial portion of bike users from July to October 2013 were repeat users. The bike program expanded the overall number of options for individuals to be active and healthy. The program was popular and remains a permanent activity available to HQC employees in the Summer and Fall months.

**CHART 5: HQC Bike Share Program
Total Usage June - October 2014**



c. HBI Survey Results

HBI survey results indicated that HBI was successful and made substantial progress towards helping HQC employees live a healthier lifestyle. The survey was conducted in October 2013 with more than 600 respondents. The survey yielded the following key insights:

- 91.5% of respondents indicated they heard of the DLA Healthy Base Initiative
- 75% of respondents indicated they participated in HBI activities (Bike Program, Farmer’s Market, Stairwell to Health)
- 82.6% of respondents indicated the programs were successful (or very successful) in encouraging them to change their health behaviors
- 68.5% of respondents indicated they increased physical activity, and 54.7% of respondents indicated they improved eating habits as a benefit of participating in HBI activities
- 46.2% of respondents indicated that participation in HBI extended to members of their family or to their life outside of work
- 57.6% of respondents indicated that leadership demonstrated commitment and support of participation in the HBI

V. Culture Climate Survey

The DLA Culture Climate Survey is conducted biannually throughout DLA and was most recently completed in April/May 2014. The purpose of the survey was to provide a confidential mechanism for employees to share feedback on various aspects of their work environment. The Culture Climate Survey conducted in April/May 2014 included several questions about HBI and related DLA Fitness and Nutrition programs. This year’s survey indicates that staff overwhelmingly valued the HBI and nutrition and fitness related programs offered at DLA HQ.

The survey highlights below are derived from feedback from DLA personnel located at DLA HQ in Fort Belvoir, Virginia. The feedback came from the following functional areas:

D Staff Orgs (Director's Staff), DS (Installation Support), J1 (Human Resources), J3 (Logistics Operations), J5 (Strategic Plans and Policy), J6 (Information Operations), J7 (Acquisition), J8 (Finance), and J9 (Joint Reserve Services).

HBI Questions Feedback

- 74% of respondents answered that they are aware of their organization's nutrition and fitness programs
- 44% of respondents answered that they have either previously participated or are participating currently in their organization's fitness and nutrition programs
 - 35% have not participated in their organization's fitness and nutrition programs but are considering participating
- 31% of DLA HQ Staff responded "Improved Overall Health" as their number 1 choice, when asked "How has your current or past participation in your organization's fitness and nutrition programs affected you?"

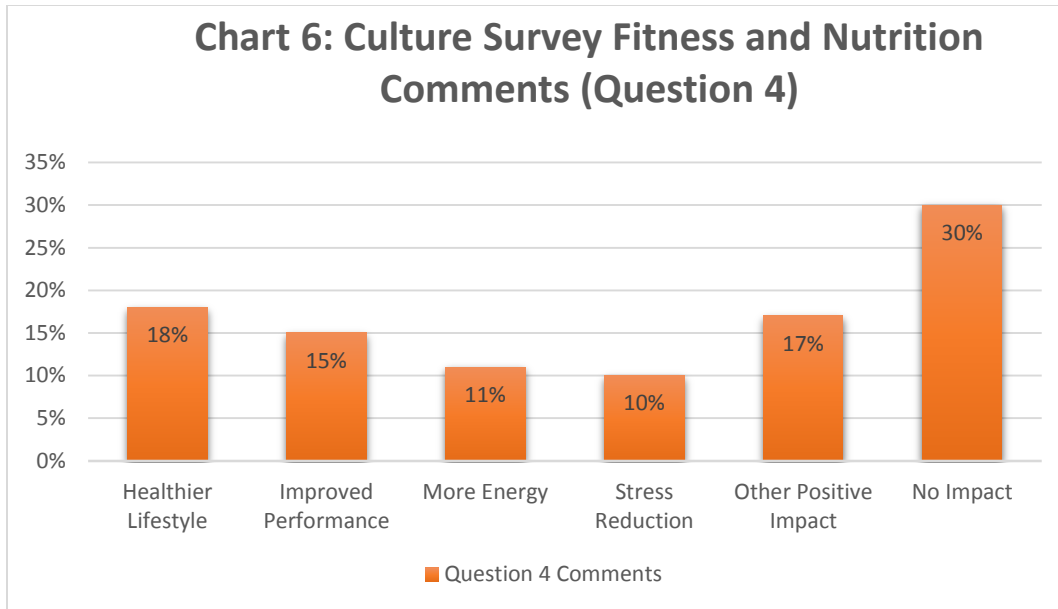
Fitness & Health Questions Feedback

- 85% of respondents answered that they take part in fitness and/or wellness activities under the DLA Fitness and Wellness Program.
- 95% of respondents answered that they have an improved sense of well-being or overall wellness as a result of taking part in the DLA Fitness and Wellness Program.
- 89% of respondents answered that they believe taking part in the DLA Fitness and Wellness Program improved their performance at work.
- 82% of respondents answered that they would factor participation in the DLA Fitness and Wellness Program into a decision to remain with DLA.

The remaining HBI question included in the Culture Climate Survey was a comment based response question. Responses from DLA HQ employee were grouped and are illustrated in Chart 6 below.

Chart 6 below shows the results of the HBI question: How has your organization's fitness and nutrition programs affected your job performance?

Over 70% of respondents had positive feedback about the fitness and nutrition programs offered at DLA HQ. Over 18% of respondents indicated DLA HQ programs assist them in maintaining a "healthier lifestyle" which includes work/family balance, weight management, improved nutrition, feeling happier, and more motivated. Nearly 15% of respondents indicated DLA HQ fitness and nutrition programs contributed directly to their improved job performance. 17% of respondents mentioned other positive results such as being sick less often, more interaction and engagement with other DLA staff that they met through the fitness programs and activities, and feeling supported by their employer in dealing with chronic diseases/illnesses such as diabetes, high blood pressure, etc.



VI. HBI Way Forward

a. Transition to Installation Support / Health & Fitness Council

HBI's success remains a permanent part of HQC. The program originated in DLA Logistics Operations, but transitioned to DLA Installation Support in June 2014 with the HQC Health and Fitness Council. HBI transitions to the Operation Live Well Campaign in the future. Several key committee members from HBI, the team co-chairs and others, also participate in the Health and Fitness Council. The council is expected to use HBI team experience to ensure continuity and consistency in the health and wellness efforts at the HQC continue as they develop and enhance OLW at DLA.

b. Continued Programs

Popular initiatives such as the Farmers' Market, Stairway to Health and bike share, that highlight and encourage healthy eating and active living, continue under the control of the Health and Fitness Council. Several pre-existing programs such as walk/run events, 3-hour fitness policy, and fitness center programs were re-energized under HBI. The achievements of the DLA HBI pilot continue as a viable program and improve upon the effort to foster a culture of sustained health and wellness for all HQC employees.

c. Lessons Learned

There were several lessons learned during the course of the DLA HBI pilot. The team experienced limitations while working with the cafeteria vendor since they are a for-profit organization. As a result, the data the vendor provided was limited and the profit requirements restricted control over what the team influenced in the cafeteria. For instance, Go for Green,

which normally has green, yellow and red coding, implemented only green labeling. For the Smarter Food Movement, the cafeteria management executed a few things recommended by Cornell University, but not all the recommendations. In addition, there were inherent limitations to implementation due to contract restrictions or because the contractor was required to focus on business aspects. However, the vendor partnered well with the DLA HBI team and willingly participated in many events in conjunction with HBI.

DLA HBI worked well with the HQC Morale, Welfare and Recreation program; yet, since HBI is not part of the program it limited the team's ability to implement some events. Nevertheless, the team worked with Morale, Welfare and Recreation to plan and execute many activities and programs. In fact, the bike program success is largely a result of Morale, Welfare and Recreation's procurement of the bikes in support of the activity. Keeping HQC personnel engaged in HBI for the test period was a concern, but the momentum continued because of the excellent partnership between the team and the Morale, Welfare and Recreation program manager, Fitness Council, Fitness Center and HQC cafeteria manager all of whom remained focused on the principles of promoting a healthy and active lifestyle for our employees.

Appendix: DLA HBI Team Members & HBI Articles

DLA HBI Team Members

The DLA HBI Team collaborated on countless events and provided a forum for oversight, communication, and coordination of programs that were suitable to the culture and needs of the HQC installation personnel. Metrics were also developed that support and contribute to the success and achievements of the HBI program. Through the team's efforts, DLA HQC employees gained access to information and resources to assist and encourage them in choosing a healthier and more active lifestyle, both at work and at home.

Name	Title	J-Code
Ms. Gloria Edwards - Lead	Class I Commodity Manager	J3
Ms. Bethany Sweatman -Lead	Management Analyst, Installation Support	DS
Ms. Denise Young	Chief, Protocol (Executive Office)	DLA-D
Mr. John Holwick	Site Director, Fort Belvoir	DS
Mr. Shawn Williams	Management Analyst, Installation Support	DS
Mr. Greg Cummings	Program Mgr, MWR	DS
Ms. Tamberly Averett	Chief, HQC Installation Mgmt Division	DS
Ms. Beverly Williams	Program Mgr, Family and MWR	DS
CW2 Jorge Negrondrowne	Chief, Military Human Resources Management	J1
Dr. Carrie Register-Haley	Director, Military Personnel	J1
Ms. Donna Estep	Director, DLA Human Resources Services, Injury Compensation	J1
Ms. Pamela Molloy	Staff Director, Labor & Employee Relations Policy	J1
Mr. David Koch	Deputy, Strategic Initiatives Division	J3
Mr. Archie Turner	JLOC Class I Representative	J3
Ms. Shannon (Amy) Stayer	Management Analyst, DLA Strategic Plans and Policy	J5
Ms. Patricia Whittington	Pgm Mgr, Financial Management Portfolio Directorate	J6
Ms. Lori Nelson	Financial Analyst, J86	J8
Mr. Jack Skym	Budget Analyst, J8	J8
Lt Col Patrick Whelan	Team Lead, J9 Operations	J9
Ms. Kathleen Rhem	Chief, News and Web Operations	Public Affairs
Ms. Deborah Parker	Chief, New Media, Plans & Analysis	Public Affairs
Ms. Christine Born	Communications Plans Specialist	Public Affairs
Mr. Mason Lowery	Social Media Manager	Public Affairs
Mr. James Adase	Management Analyst	DLA-Energy
Ms. Melissa D. Eaton	Owner & Manager, WOA Business Writing	Contractor Spt

HBI Articles

5/16/2013

Defense Department's Healthy Base Initiative kicks off at McNamara HQC

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?ID=4520>

5/30/2013

Farmers market starts summer service at McNamara Headquarters Complex

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?List=061975cf%2D8a95%2D49f3%2D8c1a%2D861212757167&ID=4545>

7/8/2013

Bikeshare program comes to McNamara Headquarters Complex

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?ID=4615>

9/12/2013

Ceremony, activity fair kick off opening of new HQC Fitness Center

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?ID=4736>

9/18/2013

Survey to assess impact of Healthy Base Initiative on employee well-being

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?ID=4754>

9/25/2013

HQC employees take more than 10 million steps in pedometer challenge

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?ID=4777>

10/18/2013

Headquarters Complex Zombie 5K Run/Walk promises 'ghoul' time

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?ID=4830>

10/22/2013

Survey responses help HBI team gauge program effectiveness

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?ID=4834>

10/31/2013

McNamara Headquarters Complex Zombie 5k attracts goblins, ghouls

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?ID=4850>

12/2/2013

DLA Today to feature tips for a healthy holiday season

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?ID=4880>

12/30/2013

Employees reminded to follow fitness plans, file claims if injured

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?ID=4907>

3/19/2014

HQC Café renovation means more healthy food options, more space

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?ID=4970>

3/21/2014

MWR 'Hope Health' newsletter now available to DLA employees

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?ID=4974>

4/4/2014

DLA employees celebrate spring by running Spring Fling 5K Run/Walk

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?ID=4989>

5/8/2014

Farmers market offers fresh produce, bread, condiments at HQC

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?ID=5026>

5/16/2014

McNamara Headquarters Complex hosts health, safety expo

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?ID=5040>

7/8/2014

MWR 'Hope Health' newsletter available to DLA employees

<https://today.dla.mil/Lists/TNT%20News/CustomDispForm.aspx?ID=5082>

HBI Video

December, 2014

<http://youtu.be/GNdlI514liE>

July, 2014

I am DLA

<https://today.dla.mil/Lists/Loglines/CustomDispForm.aspx?List=3a5036a0%2D3d60%2D4289%2D96cf%2Dbaa88d131c8f&ID=403>

July, 2014

Healthy Base Initiative

<https://today.dla.mil/Lists/Loglines/CustomDispForm.aspx?List=3a5036a0%2D3d60%2D4289%2D96cf%2Dbaa88d131c8f&ID=401>