

Fuel Line

Defense Energy Support Center

Vol. 1, 2006



Inside this issue:

Aerospace Energy Team Fuels Pluto Mission
Americas West Supports Red Flag
Executive Agent Program Saves \$10M

From the Director

Vision and Values Guide Us



**DESC Director
Richard J. Connelly**

We get the job done everyday because we believe in our people, quality service, excellence, innovation and trust.

Across the Defense Energy Support Center folks in a variety of career fields and areas of expertise perform an interesting array of missions. Many of those stories are told in this issue. But regardless of the career field, division of DESC or geographic location, we are all working toward the same end: to provide DoD and other government agencies with efficient, economical and comprehensive energy solutions. Our ultimate goal is to be our customer's first choice for those solutions.

The key to success and reaching that goal is to keep our eyes, and our priorities, on what DESC professionals value most. We get the job done everyday because we believe in our people, quality service, excellence, innovation and trust.

People are tops on the list, of course. We are working hard every day to continuously improve the work climate – to make DESC the kind of place where employees can contribute fully, feel recognized and appreciated for their contributions, receive the training they need to perform at their best, and be motivated to be top notch every day. Some of our top performers are highlighted in the *In the Limelight* section, as well as in stories throughout the magazine.

Our folks have been working hard to provide the best service possible to the military services and our other customers. In this issue you'll read about how DESC's outstanding service enabled our customers to train aircrews for combat, explore the ends of the galaxy, transform fuel facilities to successfully meet the challenges of growing and evolving missions, and posture themselves for success in future operations.

Our commitment to excellence is reflected in the achievements of the many award winning employees featured in this issue. I think you'll truly be amazed by their commitment and achievements on behalf of the customer. And, of course, excellence is at the heart of the Balanced Scorecard program cascading through the Center.

If you're looking for innovation, the Bulk Petroleum Executive Agent office is making great strides to ensure peace time efficiency and wartime effectiveness for our customers. Recently, they helped the Army and Marines save \$10 million on modular fuel distribution systems.

Because the DESC team focuses on these values, we have earned and continue to earn the trust of our customers. As we interact with our customers on a daily basis we get a lot of positive feedback on our support. As an Air Force customer recently said of DESC, "They make what seems impossible happen."

As always, I am proud to be a part of such an outstanding team!

Richard J. Connelly

DESC provides effective, economical and comprehensive energy solutions for the Department of Defense and other customers.

Fuel Line

In this Issue:

From the Director.....2

Focus on DESC

Terminal Fury Helps Pacific Posture for Success.....	4
Aerospace Energy Team Shoots for the Stars... and Pluto.....	6
Director Visits Customers/Suppliers in Singapore.....	9
Quality Cascades through Center.....	10
Americas West Helps Train Aircrews in Nevada.....	12
Executive Agent Office has Busy First Year.....	14
Aerospace Energy Goes to New Heights for the Warfighter....	16
Executive Agent Program Spurs \$10M Savings.....	18
2006 Worldwide Energy Conference.....	39

The Big Picture

Fuelers Prepare the Pits in Fallujah.....	20
Human Resources Changes Job Search Function.....	20
Fueling the Fight in Iraq.....	21
Rota Fuels Navy's European Transformation.....	22
You're It! A DLA Leadership Essay.....	24
Alternative Fuel Cells Could Save Thousands.....	25

In the Limelight

DLA Names Bennett Employee of the Quarter.....	26
Barthel: DESC Employee of the Quarter (1st Qtr FY06).....	27
DESC Americas East Gathers to Receive JMUA.....	28
Aerospace Energy Organizational Nights Spur Camaraderie.....	30
McCants Awarded 2005 Distinguished Young AFCEAN.....	31
Bartholomew Promotion a Real Family Affair.....	32
Aerospace Energy Helium Team Gathers to Support Iraq.....	33
DESC Pacific Rules at Federal Executive Board Awards <i>Ray, Semsel, DESC Japan and Beltran featured.....</i>	34
Have You Had BSM-E Training Yet? <i>Class Attendees pictured.....</i>	38

On the cover: NASA's New Horizons spacecraft begins its decade-long journey to Pluto aboard a Lockheed Martin Atlas V rocket fueled by RP-1 rocket propellant provided by the Defense Energy Support Center's Aerospace Energy Commodity Business Unit. DESC also provided a variety of other propellants and chemicals for the mission to unlock what NASA called "one of the solar system's last great planetary secrets." See page 6 for story.



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Terminal Fury Helps Pacific Posture for Success

By David Ray
DESC-Pacific Plans Officer
U.S. Pacific Command Joint Petroleum Office

During World War II, the United States built more than 600 T-2 tanker ships to provide the fuel logistical lifelines from U.S. refineries to forces deployed world wide. Each tanker could carry 129-135 MBBL (5.5 million gallons) at 16,000 deadweight tons. A majority of the T-2 tankers were required in the Pacific theater to support the combined campaigns of Fleet Adm. Chester Nimitz and Gen. of the Army Douglas McArthur as they fought their way across the vast “blue highway” of the Pacific ocean.

Fast forward 60 years to the U.S. Pacific Command’s Nimitz/McArthur headquarters building located on the hills above Pearl Harbor, Hawaii, at Marine Corps Camp H.M. Smith (named after Marine Gen. “Howling Mad” Smith of WWII fame), and

you’ll find a modern team facing the same challenge. The team: the Pacific Fuel Team of the USPACOM Joint Petroleum Office and Defense Energy Support Center-Pacific.

The team’s most demanding logistics challenge is ensuring the ability to surge from peacetime to contingency fuel sustainment across the Pacific theater – a theater that encompasses 16 time zones, 105 million square miles, and an average of 15 days sailing time for a handy size (235 MBBL or 9.9 million gallons) ocean going tanker. To ensure this capability, the team periodically participates in readiness exercises.

The U.S. Pacific Command conducted exercise Terminal Fury Dec 2-10 to validate the readiness of the strategic and theater concepts of operations for conducting joint operations in the Pacific theater. The exercise included all major

commands in the theater from Sub-Unified Commands in Alaska — Alaska Command — U.S. Forces Korea, U.S. Forces Japan and the four military services components — Marine Forces Pacific, Pacific Air Forces, Pacific Fleet and U.S. Army Pacific.

The exercise was an around-the-clock effort with the core of the Pacific Fuel Team consisting of the USPACOM JPO, USFJ and Sub-Area Petroleum Offices (SAPOs) along with DESC-Pacific and DESC-Japan. The PACOM service component fuel offices and DESC-Pacific’s other field offices (Alaska, Korea & Mid-Pacific) also provided timely support throughout

the exercise. DESC-Pacific’s operations team was collocated with the USPACOM JPO throughout the exercise. DESC-Japan also had key personnel collocated with the USFJ SAPO. The DESC-Pacific/Japan team provided the JPO/SAPOs with 24-hour simulation of DESC contingency support concepts and developed logistics solutions for emerging exercise scenarios. DESC-Pacific was able to reach back to DESC Fort Belvoir to Operations and Plans (DESC-



The Fleet Oiler T-AO-200 Guadalupe (Auxiliary Oiler) conducts a refueling at sea in the Pacific. Photo courtesy of U.S. Navy.

DL) and other commodity business units, such as Direct Delivery to develop enterprise-level solutions during the exercise.

Terminal Fury provided the Pacific Fuel Team and the greater Fuel Enterprise Team with an opportunity to validate fuel logistics support concepts and identify areas for improvement. They identified the need for a fuel common operating picture as one of the gaps that needs to be seamed.

Currently, much of the required critical fuel logistics information management is either stove-piped or has not been fully automated. During the early stages of a Pacific contingency, events will unfold rapidly and decision makers need timely information to make critical decisions. Accurate and timely fuel logistics information and analysis are the first things



Part of the Pacific Fuel Team poses at United States Pacific Command headquarters. Assigned to the PACOM Joint Petroleum Office and pictured from left to right are Master Sgt. Mat Ryan, U.S. Air Force; Lt. Col. Jeff Moyer, USAF, chief of the PACOM JPO; David Ray, the DESC-Pacific plans officer assigned to the PACOM JPO; and Lt. Cmdr. Roy Drake, U.S. Navy.

from the contingency tool box and became the mainstay of providing all strategic and intra-theater airlift fuel support during the tsunami humanitarian assistance and disaster relief. This helped USPACOM avoid having to deploy military service tactical fueling capabilities into areas where the host nation had requested for the U.S. to keep its military logistics footprint to a minimum.

This year's Exercise Terminal Fury was conducted during the 65th anniversary of the attack on Pearl Harbor. Just as 9/11 was this generation's wake up call by the enemies of freedom, Dec. 7 is still a reminder to USPACOM to be prepared to deter freedom's foes in the Pacific theater. To the Pacific Fuels Team that means ensuring it is postured to surge in support of the Pacific warfighter. With the lessons of Exercise Terminal Fury, the Pacific Fuels Team has sharpened its tools and is putting some new ones in the "contingency tool box" to ensure that capability.

the combatant commands' JPO/SAPOs need from DESC in order to make the right energy requirements decisions.

The commander of DESC-Japan Air Force Maj. Curt Wilken and his team were in the thick of it during this year's Terminal Fury.

"As USPACOM exercise Terminal Fury keeps evolving," said Wilken, "DESC-Japan increased its level of support to match the growing importance of this event. DESC-Japan enhanced its already great relationship with USFJ J-4 and spent the exercise collocated with the USFJ SAPO. This ensured a timely, coordinated response to situations as they arose throughout the exercise and allowed each group to see what the other side brings to the fight," Wilken continued.

"The exercise also allowed staff members supporting the exercise to see the big picture in providing energy support to the warfighter that they do not get to focus on during their daily jobs. Many realistic scenarios were provided and DESC-Japan received outstanding support from both DESC-Pacific and DESC Fort Belvoir," Wilken added.

Lessons learned and fuel logistics concepts developed at exercises such as Terminal Fury become part of the Pacific Fuel Team's contingency tool box. This was highlighted last year during USPACOM's tsunami support to Indonesia where concepts for leveraging and streamlining direct delivery contract support via into-plane services were pulled

The Pacific theater encompasses 16 time zones, 105 million square miles, and an average of 15 days sailing time.



The T-2 class tanker ship U.S.S. Cahaba (AO-82) is pictured during an underway refueling of the U.S.S. Shangri-La (CV-38) and U.S.S. Iowa (BB-61) circa WWII.

DESC Aerospace Energy Team

By Susan Declercq Brown
DESC Public Affairs

The DESC Aerospace Energy Commodity Business Unit team once again helped propel NASA to new heights Jan. 19, when a rocket carrying a spaceship bound for Pluto launched from Cape Canaveral Air Force Station, Fla.

After the 2 p.m. launch aboard the Lockheed Martin Atlas V rocket, the New Horizons spacecraft set out on a decade-long journey to the edge of the solar system. The rocket, powered by more than 91,000 gallons of DESC-provided rocket propellants, provided a 44-minute and 53-second kick to help New Horizons quickly reach speeds of 36,000 mph, nearly 100 times faster than a jetliner. As it journeys 3 billion miles to Pluto, the spacecraft is powered in part by DESC-provided hydrazine. The Atlas V, an evolved expendable launch vehicle, is one of two commercial replacements for the U.S. Air Force Titan Rocket. It is one of the most powerful rockets available to NASA.

“Lockheed Martin comes to DESC’s Aerospace Energy CBU for all their propellants, chemicals and gases when they launch out of Cape Canaveral,” said Sharon Murphy, the CBU director. “We support them under the Commercial Space Launch Act.”

In addition to the RP-1, Aerospace Energy, known as DESC-M, provided a variety of other propellants and chemicals, including liquid oxygen, liquid hydrogen, liquid nitrogen as well as gaseous helium and gaseous nitrogen, according to DESC’s Inventory Management Specialist Sharon Fajkus. DESC also supported the New Horizons spacecraft with mono-propellant hydrazine for its thrusters.

In the New Horizons observatory on-board propulsion system the hydrazine is stored in a 20-gallon tank for use by 12 one-pound thrusters to provide spacecraft orientation and small maneuvering capability during the 10-plus year mission, according to Chuck Davis, NASA/KSC Fueling Team Leader.

“The inventory managers at DESC’s Aerospace Energy CBU are excited in their participation and knowing that the products they manage were part of this pioneer mission to Pluto,” said Fajkus.

The chemicals support a variety of functions, according to Lockheed Martin. Liquid nitrogen is used to chill the gaseous helium which cools the rocket’s Centaur engine pumps. Gaseous helium is also used for pressurizing propellant tanks, providing purges and operating valves. Gaseous nitrogen is mainly used to purge the various rocket compartments. High purity hydrazine is used to help position the spacecraft before separation (attitude control) and to settle the fuel in the bottom of the tank. RP-1 and liquid oxygen power the rocket’s RD-180 engine in Stage 1. Liquid oxygen and liquid



A Lockheed Martin Atlas V rocket, carrying the New Horizons spacecraft bound for Pluto, lifts off from Cape Canaveral Air Force Station, Fla., at 2 p.m. Jan. 19. The Defense Energy Support Center Aerospace Energy CBU provided the rocket fuel and a variety of other propellants and chemicals for the mission. Photo courtesy of Lockheed Martin.

hydrogen are used to power the Centaur engine in Stage 2.

As the first spacecraft to visit Pluto and its moon Charon, New Horizons hopes to unlock what NASA calls “one of the solar system’s last, great planetary secrets.” After transversing the solar system, the spacecraft will conduct flyby studies of Pluto and Charon. Seven instruments aboard the piano-sized New Horizons probe will gather and transmit to NASA information on the surface, geology, interior makeup and atmospheres on the bodies.

New Horizons continues on pages 7-8

Shoots for the Stars... and Pluto



Lockheed Martin's "Rocketcam" camera aboard the Atlas V rocket carrying the New Horizons spacecraft provides a unique view of the launch. The Defense Energy Support Center Aerospace Energy CBU provided the rocket fuel and a variety of other propellants and chemicals for the mission. Photo courtesy of Lockheed Martin.



A loading crew, wearing Self-Contained Atmospheric Protective Ensembles (SCAPE suits), can be seen via closed-circuit television Dec. 4 loading approximately 20 gallons of DESC-provided High Purity Hydrazine into the New Horizons spacecraft's on-board propulsion system. The DESC-supplied propellant will be used to fuel 12 one-pound thrusters which will provide orientation and maneuverability during the decade long journey. Photos courtesy of NASA.



This fueling ground support equipment was used to fuel the New Horizons' on-board propulsion system Dec. 4. The stand on the right has the hoses that connect to the spacecraft. The left panel provides a regulated helium source for loading the DESC-provided high purity hydrazine fuel and pressurizing the spacecraft fuel tank. The cylinder is a 30-gallon HPH tank. The liquid filter panel is silver. Photo courtesy of NASA.

Editor's Note: The Missile Fuels CBU became the Aerospace Energy CBU in March but retains the DESC-M designator. The new name more accurately reflects the span of the CBU's mission, according to DESC Director Richard Connelly.

The New Horizons spacecraft perches on its work stand Dec. 4. The silver cylinder attached on the right is a device used in testing to balance the spacecraft on the work stand. It simulates the radioisotope thermoelectric generator, a Plutonium-powered device that converts the heat of radioactive decay into electricity. The real RTG was not installed on the spacecraft until a few days before the Jan. 19 launch. Photo courtesy of NASA.



Technicians in SCAPE suits prepare to connect fueling hoses to the New Horizons spacecraft Dec 4, as it sits on a hose-connection work stand. In the background, you can see the nose of the Atlas V launch rocket, appearing as a tall silver object with rows of what appear to be holes. The "holes" are actually horn-shaped acoustic dampening cavities that absorb the noise of the launch rocket. New Horizons was launched Jan. 19 on a Defense Energy Support Center-fueled Atlas V rocket. DESC-M also provided a variety of other propellants and chemicals for the mission. Photo courtesy of NASA.



“Today, NASA began an unprecedented journey of exploration to the ninth planet in the solar system,” said Dr. Colleen Hartman, deputy associate administrator for NASA’s Science Mission Directorate in Washington, D.C. “Right now, what we know about Pluto could fit on the back of a postage stamp. After this mission, we’ll be able to fill textbooks with new information.”

New Horizons should reach Jupiter in a year, receiving a gravity assist as it zips by. At that point, it will go into an “electronic hibernation,” sleeping until it reaches the Kuiper Belt, the region of ancient, icy, rocky bodies of which Pluto is a part. In sleep mode, the spacecraft draws electricity from a single radioisotope thermoelectric generator, operating on less power than a pair of 100-watt household light bulbs.

Some astronomers dispute Pluto’s right to be classified a planet because it is a dwarf composed mostly of ice, unlike its eight larger rocky or gaseous brothers. By studying the Kuiper Belt, icy Pluto, and numerous “planetary embryos,” or stunted planets, in the area, scientists also hope to learn how planets are formed.

“No other nation has this kind of capability,” said Dr. Alan Stern, New Horizon’s principal investigator, from Southwest Research Institute, Boulder, Col. “This is the kind of exploration that forefathers like Lewis and Clark 200 years ago this year, made a trademark of our nation.”

Director Visits Customers and Suppliers in Singapore



Pictured at a meeting of customers and suppliers Jan. 12 are, from left to right, Capt. David Fitzgerald, Navy Regional Contracting Center Singapore commanding officer; Steve Parry, Royal Navy Supply and Transportation officer for Singapore; Spinks; Connelly; Capt. Richard Maus, assistant chief of staff for logistics to COMLOGWESTPAC; and Archer.

DESC Director Richard Connelly traveled to the Pacific theater in January to meet with DESC-Pacific staff and the Center's regional customers and suppliers. The trip began at the new DESC-PAC headquarters at Pearl Harbor where Connelly held a town hall meeting and presented awards, continued with visits to our British fuel supplier and U.S. customers in Singapore, and ended with a brief visit with the DESC-Japan commander and deputy.



DESC Director Richard Connelly presents Quality Assurance Representative George Wilson with the Director's Coin in recognition of his outstanding work while deployed to Iraq.

In Hawaii, Connelly met with representatives from the Defense Logistics Agency Pacific office and U.S. Pacific Command in addition to DESC's PACOM planner, Dave Ray. He received updates on theater operations and DESC's support to the warfighter. PACOM representatives shared the lessons learned from a recent exercise and the impact on future fuel operations. DESC-Pacific Commander Capt. Dianne Archer provided insight into current concerns and recent accomplishments in the theater. They discussed changing Army requirements in Alaska and provided an update on DESC-PAC's balanced scorecard program and an overview of the Singapore operations. In the town hall meeting, Connelly praised the DESC-PAC team for their outstanding support of the warfighter – particularly their hard work to develop the IMP, coordination of inventory management and flawless support of Air Force One. He also shared his perspective on the criticality of supervisory training and the Balanced Scorecard. The director also laid out the action plan DESC is following to improve the DESC work climate and culture. Connelly also presented the Joint Meritorious Unit Award to the team and Director's Coins to Dave Ray, Annette Cravalho, Sheri Miyasato-Aribon, and Ron Bell.



Wild monkeys congregate on the fence around the Defence Fuels Group's Senoko Fuels Facility in Singapore. Photos by Air Force Capt. Ryan Bakazan, aide-de-camp to the DESC director.

In Singapore, Connelly met with representatives of the Defence Fuels Group, DESC's British counterpart. The DFG is DESC's source for petroleum products in Singapore, and its support has been outstanding according to Connelly. Commander of the DFG Air Commodore Andrew Spinks met with Connelly and his senior staff to discuss the Five Power Defense Agreement, Singapore area of operations, DFG roles and responsibilities, the relationship between DESC and DFG, safety and security protocols and operational requirements. Connelly also toured DFG's Senoko Fuels Facility. The senior logistician for PACOM West Rear Adm. William Burke, his chief of staff, and the commanding officer of the Navy Regional Contracting Center Singapore met with Connelly to discuss DESC support to their missions. All expressed thanks for DESC-PAC's outstanding support, particularly for additional bunker contracts.

Quality Cascades through Center With Help of Balanced Scorecard Initiative

**By Robert McClellan
Deputy Director, DESC
Customer Support Office
and Karen Harvey
Bearing Point**

From September through December 2005 the Defense Energy Support Center's Customer Support Office Balanced Scorecard Team hosted local events and traveled to each of the DESC regions worldwide to bring the commodity business units, staff offices and regions into the Balanced Scorecard initiative, advancing the program from Tier 1 to Tier 2. And, in February, DESC's corporate strategy received validation

from a Defense Logistics Agency-wide board of balanced scorecard experts.

Balanced Scorecard is a Defense Logistics Agency and DESC management tool that helps agencies focus on the strategic areas of business as well as the operational areas of business. A balanced scorecard is composed of a strategy map and performance measures. The strategies are high-level goals that the agency needs to achieve for mission and vision success.

The DESC program began over a year ago when senior leaders began developing a corporate-level, or Tier 1, strategy map and performance measures. The commodity business units, offices

and regions are now developing their own Tier 2-level strategy maps and performance measures based on the Tier 1 model in a process referred to as "cascading." Cascading permits the units to clearly outline their business and strategic impacts to the corporate scorecard. It provides another layer of detail to see how each unit helps to achieve the overarching agency goals.

DESC is using the balanced scorecard to help them achieve their strategy.

To assist with the Tier 2 efforts, the Customer Service Office, or DESC-DS, along with partners Bearing Point and the Balanced Scorecard Institute, led facilitated sessions to help units develop



The DESC-Middle East team gathered with DESC-DS facilitators Dec. 14 - 15 to develop Tier 2 strategy maps and performance measures for the Balanced Scorecard. Pictured from left to right are facilitators Gerald Turner, Balanced Scorecard Institute; Robert McClellan, deputy director, DESC-DS; and Ning Fecher, Bearing Point; and Middle East team members Robert Koeller, quality manager; Arthur Hebert, resource manager; Capt. Nick Dyson, chief of operations; Carrie Aljalaj, administrative assistant; Donnie Robinson, deputy director; Capt. Michael Davis, commander of DESC-Kuwait; Capt. Mark Young, petroleum logistics officer; and Jack Whitaker (sitting), logistics operations specialist.

their own strategy maps and performance measures. Subject matter experts from each of the units attended these sessions and provided their background and expertise to develop the units' aligned strategies and measures.

As part of the larger balanced scorecard project, the customer service office is ensuring scorecard alignment to DLA's balanced scorecard. DESC's Tier 1 planning was cascaded from the DLA Balanced Scorecard. In February, DESC obtained approval of its Tier 1 Corporate Strategy Map from DLA's Strategy Review Group.

The DLA SRG is the governing body responsible for reviewing each of DLA field activities' and units' scorecards. A representative from each field activity and unit sits on the SRG. In March, the DLA Corporate Board will consider for approval the DESC Tier 1 corporate balanced scorecard.

When the corporate strategy is approved the usual balanced scorecard reports will resume. DESC is pleased with the progress of its scorecard thus far, and anticipates approval of their Tier 1 scorecard.

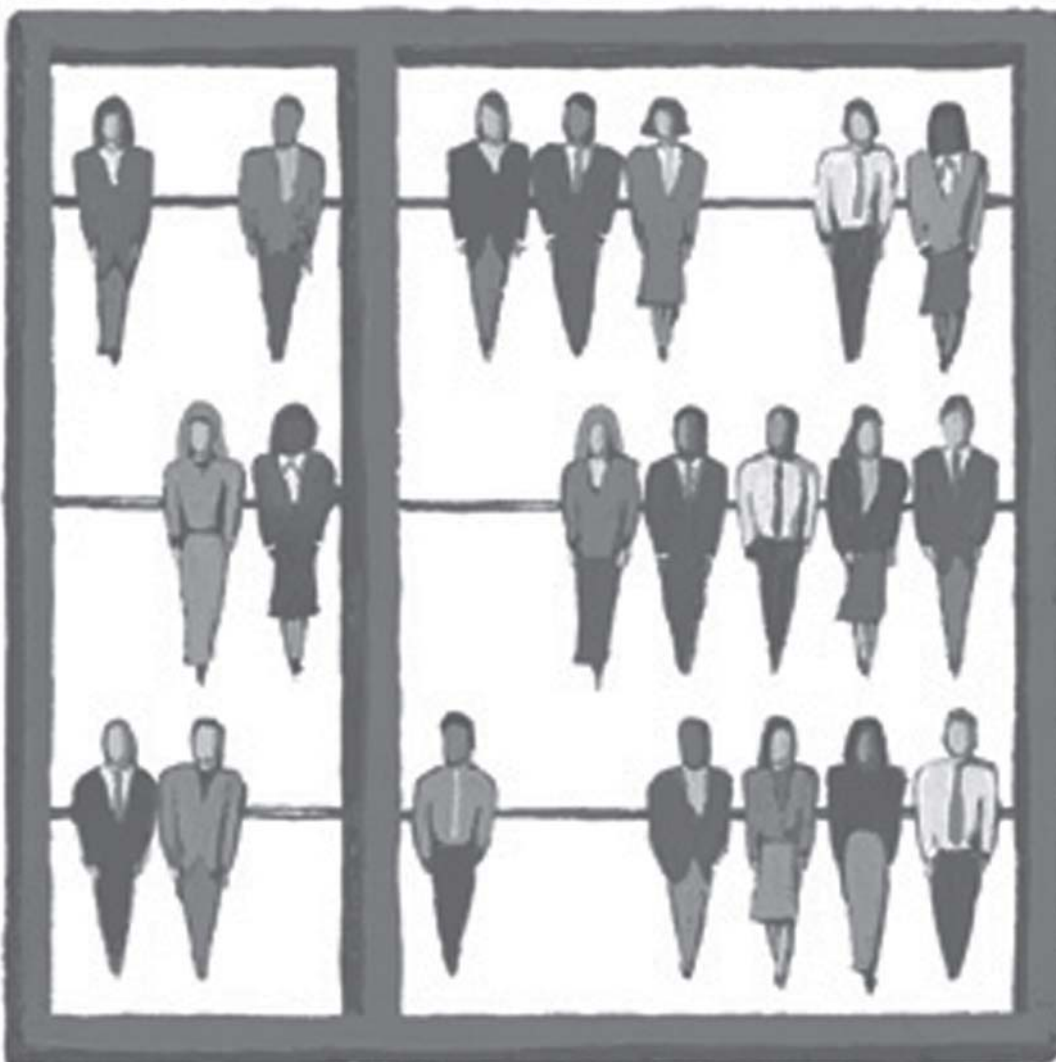
After Tier 1 approvals, DESC-DS and the Tier-2 units will complete the final phase of the Tier 2 cascading efforts and then move into Tier 3 development. To complete Tier 2, DESC-DS will focus on completing the Tier 2 scorecards and gaining DESC Corporate Board approval for each scorecard. At Tier 3,

DESC-DS will pave the way for developing Tier 3 scorecards for DESC employees, delineating what tasks individual employees are responsible for to help their unit and the Center obtain its strategic objectives. Tier 3 will provide an extra layer of detail, so that each DESC employee can see the relevance of his or her work to the agency mission and vision.

The Balanced Scorecard, when successfully implemented, will improve customer/supplier operations, and will hopefully also bring to every employee a better knowledge of customer needs, a greater feeling of participation in the DESC mission and vision, recognition for high performance and accountability for low performance, and increased job satisfaction. DLA Director Vice Adm. Keith Lippert, DESC Director Richard Connelly, and members of the DESC team involved in the program are excited about the Balanced Scorecard.

But the real success of the program will hinge on the commitment of each DESC employee to ensuring DESC's role as the center of excellence for comprehensive, effective and economical energy solutions for our customers. We hope you will work to help make it a success.

We also wish to thank all of the members of the DESC family worldwide who have worked so hard on the project.



The real success of the program will hinge on the commitment of each DESC employee...

DESC-Americas West Helps Train

By Susan Declercq Brown
DESC Public Affairs

For four weeks in January and February, hundreds of aircraft and aircrew from across the U.S. Air Force, Army and Navy, as well as from NATO and several allied countries converged on Nellis Air Force Base, Nev., to train in the semi-annual Red Flag exercise, the world's largest and most demanding advanced aerial combat training. The Defense Energy Support Center's Americas West office provided nearly 11, 900, 000 gallons of JP8 jet aviation fuel to meet the surge requirements of the exercise, helping aircrews train to fight, survive and win together in the one-of-a-kind opportunity that is Red Flag.

In response to studies citing lack of knowledge about Soviet air tactics and capabilities as a major cause of high American aircraft losses in Vietnam, the Air Force developed exercise Red Flag in the 1970s. Red Flag provided an opportunity for American pilots and aircrew to fly against dissimilar aircraft and tactics rather than always flying against pilots trained in American aircraft and tactics. Because of its success, Red Flag has continued to grow and evolve since then.

In a typical Red Flag, forces face off in "combat" situations. Blue Forces simulate American forces and their allies, while Red Forces simulate hostile forces. Blue Forces are made up of units from the Air Force's Air Combat Command, Air Mobility Command, U.S. Air Forces in Europe, Pacific Air Forces, the Air National Guard and Air Force Reserve, Army, Navy, Marine Corps and allied forces. They are led by a Blue Forces commander who orchestrates the employment plan. Red Forces are composed of Red Flag's Adversary Tactics Division. They fly the American F-16 Fighting Falcon and the American F-15 Eagle, emulating enemy tactics and capabilities. They are often augmented by other Air Force, Navy and Marine Corps units flying in concert with electronic ground defenses and communications and jamming equipment.

Each Red Flag session lasts two weeks, with a new crop of trainees and aircraft, in numbers equivalent to an Air Expeditionary Force Wing, arriving at Nellis AFB for each session. The January-February Red Flag consisted of two sessions. For each of the Red Flag sessions, the exercise requires fuel, and plenty of it. According to Tim Hutson, Inventory and Traffic Management for DESC-AMW, Nellis AFB becomes the single largest user of aviation fuel in the Air Force during each Red Flag. "For this

exercise, peak Red Flag demand pipeline shipments exceeded 3.3 million gallons in a single movement, a figure that is greater than pipeline combined totals for five other major customers (three Air Force bases, a Marine Corps air station and a naval air station in the same region) during the same period."

Historically, Red Flag exercises use 9-10 million gallons of JP8 per exercise.

In addition to Red Flag, Nellis hosts several other major training exercises during the year, all supported by DESC. "Last year, our daily demand rate varied over 600,000 gallons per day," said 1st Lt. Rob Eckhardt, commander of Nellis' Fuels Management Flight. "During the international large forces exercises such as Red Flag, our demand rose 400, 000 a day over our average distribution. DESC aided our forecasting and procurement processes, ensuring that we fueled over 41,000 aircraft without a single delay. Even when our forecasting was off due to forces beyond our control, we could always count on DESC to move heaven and earth to get us the fuel we needed for our advanced training mission, where we are entrusted with preparing the world's finest pilots before deployments to Iraq, Afghanistan and all active theaters of operation," he said.

The DESC Americas West team prepares for the surge demand for fuel while simultaneously maintaining bulk JP8



Fighter jets from Cannon Air Force Base refuel during Joint Red Flag 2005, March 21-April, 2005. Approximately 10,000 U.S. service members, with representatives from each branch of the service along with coalition forces, participated in the exercise. USAF photo by Staff Sgt. Kenny Kennemer

Combat Aircrews in Nevada Desert

support to 17 other Air Force, Army, Navy, and Marine Corps customers, said Hutson. “DESC positioned over 14.6 million gallons of JP8 at terminals supporting Nellis and continued to work closely with Nellis fuels department staff to coordinate re-supply shipments as the Red Flag proceeded,” Hutson said. “Historically, Red Flag exercises use 9-10 million gallons of JP8 per exercise,” he added.

DESC supports Nellis AFB fuel requirements through the Defense Fuel Supply Point San Pedro, a terminal in California, and the Kinder Morgan California-Nevada pipeline system, which uses terminals in California – DFSP Watson Station, Long Beach, and Colton – and Las Vegas, Nev.

“Simply put,” said Chief Master Sgt. Raymond Campbell, Nellis Fuels Manager, “the highest compliment I can give concerning the support we receive from DESC is that I never have to worry about it. They are always there with what we need, when we need it, 24/7, 365 days a year. They make what seems impossible happen.”

“We were selected the best fuels flight in ACC for 2005, but I can tell you it would not have happened without the world-class support we receive everyday from our DESC Americas partners,” said the chief.

“The fact that DESC provides 100 percent mission support, 100 percent of the time is a testament to the outstanding relationship we maintain with customers and suppliers alike,” explained Hutson.

The most recent Red Flag included many types of aircraft in the Air Force inventory: F-15s and F-15E Strike Eagles, F-16s, F-117 Stealth Fighters, the B-1B Lancer and B-2 Spirit bombers, the E-3 Airborne Warning and Control System and E-8 Joint Surveillance and Target Attack Radar System, the A/OA-10 Thunderbolt, the RC-135 Rivet Joint reconnaissance aircraft, the HH-60 helicopter, and the RQ-1 Predator unmanned aerial vehicle. In addition, the Navy and Marines brought EA-6B Prowlers and F-18 Hornets, the Army sent CH-47 Chinooks and a tactical air control party. The United Kingdom and Australia sent F-111 Aardvarks, Tornados, Jaguars, Nimrods, Hercules, and the VC-10 tanker. The aircraft flew day and nighttime sorties to the nearby Nevada Test and Training Range where they simulated the air war.

The next Red Flag is scheduled for August. “As always,” said Hutson, “DESC Americas West stands ready to support!”



F-16s refuel during a Red Flag exercise at Nellis Air Force Base, Nev. U.S. Air Force photo by Master Sgt. Kevin J. Gruenwald

Bulk Petroleum Executive

By William MacLaren
Deputy Director, DESC-X

It's been just a little over one year since DESC's Bulk Petroleum Executive Agent Office, or DESC-X, was established in December 2004. With the signing of General Order No. 02-05, establishing the Executive Agent Office, we quickly rolled up our collective sleeves and got to work. Our mission: to improve overall bulk petroleum support to the warfighter by ensuring peacetime efficient and wartime effective customer support.

Former UCLA Basketball Coach John Wooden said, "Never mistake activity for achievement."

Charters for the Component Steering Group and four Integrated Process Teams were developed and approved and initial staffing was accomplished during the opening months of 2005. EA is truly a 'purple' organization, with all five groups drawing their membership from DESC, the military services, and the combatant commands. DESC provides a subject matter expert to act as a facilitator and to provide direct assistance to the IPT co-chairs. Currently DESC-X is staffed with a Director, Deputy Director, and IPT facilitators, with additional support being provided by contract personnel on an 'as needed' basis. Navy Capt. (S) Jeff Cox, is the current Director.

Former UCLA Basketball Coach John Wooden said, "Never mistake activity for achievement." The bulk petroleum community working the Executive Agent mission understands this distinction as well. The high level of activity associated with the program is finally starting to give way to achievement! This has truly been a joint partnership among the military services, combatant commands, and DESC, with each contributing to the initial achievements of the program.

Initially, each IPT developed a list of suggested action items to be addressed as part of the EA effort. Once approved by the CSG, each action item was included in the IPT roadmap and a program schedule was developed. Currently the IPTs have a number of initiatives in progress...29 at last count ... with a few already completed. Let's take a look at a few of the major issues being

addressed:

Quality IPT:

Facilitated by Shawn Simon, this IPT reviewed the Petroleum Quality Courses used by the Air Force at Sheppard AFB, Texas, and by the Army and Marine Corps at Fort Lee, Va., to determine commonality of function. The review determined that the two courses were very similar in nature, and there may be some potential benefit to be gained by consolidating training at one location. The study was passed to the Equipment and Training IPT for further review. The Quality IPT is currently working to de-conflict the quality policy publications currently used throughout the Department of Defense. This effort includes a review of all current publications to determine where conflicts and contradictions exist. Follow on actions will establish a baseline and general rules for publication updates to prevent future conflicts. Lastly, the Quality IPT is busily engaged in an effort to develop a workable solution to optimize fuels laboratory services and workload distribution on a worldwide basis. They intend to identify any potential efficiency and cost savings benefits that can be gained by better consolidation and coordination of fuel sample distribution and testing.

Equipment and Training IPT:

Facilitated by Larry Woolverton, this IPT recently completed the Inter Service Training Review Organization (ITRO) Study on consolidation of military service provided petroleum quality courses. The ITRO study showed that there were sufficient benefits to be realized, including standardizing training and reducing duplicated efforts, to warrant the consoli-

The level of activity in the Bulk Petroleum EA arena remains high, and the achievements are starting to reveal the merits of the program.

ation of the two petroleum laboratory courses at Fort Lee, Va. and effectively creating a "joint" laboratory course. The IPT is

Agent Has Busy First Year

also facilitating a joint service effort to develop a new performance-based specification for collapsible fuel bladders. The bladders are used in the tactical environment whenever a temporary fuel facility is needed. The new specification is being developed in parallel to a project intended to evaluate the benefits of consolidating fuel bag acquisition under one organization. The results of these two important efforts will go a long way toward improving the quality of the equipment deployed in the field. The IPT also published the first interim policy letter under the auspices of EA. These letters establish interim DoD-wide policy for fuels related issues until the appropriate manual or specification can be updated. The initial policy requires all services to report all plans to purchase fuel distribution equipment to the EA in order to allow the coordination of effort across services. This effort recently paid dividends when the IPT realized that the USMC was getting ready to purchase fueling equipment very similar to some recently put under contract by the Army. (See the article on page 18.)

End to End Distribution IPT:

Facilitated by Rick Iwanski, this IPT recently completed an initial review of the Class III supply chain support for forward operations – what has been called the last tactical mile. The study recommended a concise outline of the existing supply chain and distribution process and recommended a number of areas for improvement. The IPT is currently reviewing the Last Tactical Mile study to identify specific areas to address. One initial issue under review is the need for better methods to accurately record the quantity of fuel received and issued at tactical locations, including a best value comparison of different types of measuring devices available. As a follow-on effort, the IPT is sponsoring a contracted pilot project mapping the JP8 supply chain in the continental United

States Southeast region. Working with DESC's Business Integration Office, the IPT will assess the results of this pilot and make recommendations to the CSG and DESC Corporate Board concerning expansion of the effort to other products and regions.

Information Management IPT:

Facilitated by Ron Roof, this IPT has multiple ongoing initiatives. Information is something everybody wants. And, information management is how to make that happen in today's environment. The IPT's objectives are two-fold: 1) move toward joint and timely information flow to support peacetime operations, adaptive planning, and wartime requirements; and 2) achieve real-time visibility of petroleum operations and the entire petroleum supply chain including equipment, facilities, personnel, product inventories, quality assurance and surveillance, and available assets. The IPT is finalizing the Web-based Bulk Petroleum Contingency Report (REPOL) program. REPOL is in beta test and is planned for operational release later this year. The Integrated Consumable Item Support (ICIS) system is another soon-to-be-fielded work. The IPT has also been working on the Automated Data Collection project, portions of the bulk petroleum Integrated Data Environment, the Web-based Inventory Management Plan, and the Quality Automation System. The IPT doesn't manage these initiatives but does provide the support and coordination needed to ensure the individual efforts are coordinated across all services. The IPT is not charged with program development but rather with ensuring the systems developed meet the

joint petroleum community's needs.

The year 2005 was certainly a busy first year for DESC-X, and 2006 looks to be just as exciting with some efforts reaching completion and additional studies and work projects getting underway. This is just a sampling of the many efforts currently underway in the new Bulk Petroleum Executive Agent Office. The EA office is always willing to consider new initiatives having the

This has truly been a joint partnership among the military services, combatant commands, and DESC, with each contributing to the initial achievements of the program.

potential to improve bulk petroleum support to the warfighter, our ultimate customer. This is truly a Joint effort requiring support and teamwork across many DoD offices to succeed. The level of activity in the Bulk Petroleum EA arena remains high, and the achievements are starting to reveal the merits of the program. These early successes demonstrate how seriously employees take their responsibilities under EA and the fantastic level of mutual cooperation and support each military service and combatant command is providing.

John Wooden would have been proud, and the folks throughout DoD working this program should be, too!

Supporting the Warfighter --

DESC Aerospace Energy

By Sharon Murphy

Director, Aerospace Energy CBU

In all the images in the news coming out of Iraq, you'll probably never see something akin to the Goodyear Blimp up in the sky, but they're there – and they are lifted into the skies over Iraq and kept aloft by helium provided by the DESC Aerospace Energy Commodity Business Unit. Since November 2003, the Aerospace Energy CBU has provided high purity bulk helium in support of the U.S. Army's two aerostat programs – the Rapid Aerostat Initial Deployment program and the Persistent Threat Detection System program. The primary mission of both programs is intelligence gathering and force protection. In other words – saving lives.

What is an "aerostat?" Essentially, it's a large fabric envelope that is filled with helium for flotation. Both types of aerostats use high-purity helium in order to provide and maintain lift, whereas the helium used to fill party balloons would not create the same level of flotation. The RAID aerostats have a flight altitude of 1,000 to 1,400 feet, and the PTDS aerostat can float as high as 2,500 feet. Unlike the Goodyear Blimp, both are unmanned and are tethered to either a fixed or mobile mooring system. The surveillance equipment is fixed to the undercarriage and provides continual monitoring of ground movement and possible insurgent activity.

The Aerospace Energy Helium Team's support of the aerostat programs has evolved along with the Army's increased use in-theater of these intelligence platforms. Immediately after receiving the RAID program's helium requirements in August 2003, the team awarded an emergency contract to Global Gases using its helium fill plant in Dubai, U.A.E. Global Gases initially made deliveries in contractor-leased "quads" to U.S. Army customers in several forward locations by joining the Army convoy in Kuwait and traveling north to the Army bases where the helium was actually needed.

What's a quad? A quad is essentially a large group of stacked compressed gas cylinders bound by a sturdy metal frame. The number of cylinders in a quad can vary anywhere from 36 to 64. The cylinders, once stacked evenly on top of each other, are connected by a common manifold system – hence, a quad is considered "bulk" delivery. Army customers like the quad concept because quads are not readily recognizable nor do they have a large footprint. However, with the increase in the number of aerostats to be deployed by both programs, the Helium Team knew that quads alone would not support the requirement.

The team re-engineered the concept of operations for

helium support to the warfighter by also employing DLA-owned helium trailers airlifted to Baghdad International Airport for distribution to Army customers throughout Iraq. Once totally depleted, the trailers will be returned to the forward pre-positioning location, and then airlifted for refill at Global Gases' helium fill plant in Dubai by way of the Fujairah International Airport. Global Gases provides the tractors and manpower to both off load empty trailers, as well as load full trailers into U.S. Air Force C-17 aircraft. The Aerospace Energy Contracting Team has an ongoing procurement to potentially award additional contractor re-supply points in Germany and/or Turkey.

Managing this process in a contingency operation in a country that has no helium production capability has been a challenge, especially considering the potential requirement for up to 60 trailers in-theater. However, the team had a solution for that, as well. Andy Avila, an Aerospace Energy transportation specialist, volunteered to deploy to Iraq as part of the DLA Contingency Support Team in order to establish a smooth, reliable, efficient supply chain for the re-supply of bulk helium in Iraq. The concept primarily employs DLA-owned bulk trailers, all of which were completely refurbished and even equipped with a DLA license plate before they were airlifted over! Also critical is DESC's rotating member to the DCST. While deployed to Iraq, Andy worked directly with both Capt. John S. Smith from DESC Pacific, as well as his replacement, Maj. Derek Harris from DESC's Contingency Plans and Operations Center. Once Andy heads back to the Missile Fuels CBU located at Lackland Air Force Base, San Antonio, Texas, the DESC member to the DCST will continue to keep the helium supply chain working.

Also part of the concept is something that came about from just a good old team brainstorming session – the DESC version of a quad. The Helium Team remembered DESC had about 200 excess argon cylinders awaiting disposal. What if the excess argon cylinders were converted to helium service and then placed in a metal rack with a common manifold, like a quad? Would that be valuable to the warfighter? The RAID Program Office said "YES!" So, the technical and transportation members of the Helium Team worked together to write a statement of work for the development of a prototype, dubbed the "High Pressure Cylinder Assembly." Besides using excess argon cylinders that were otherwise destined for disposal, the real beauty of the HPCA is that it can be lifted with only one forklift. A quad, regardless of the number of cylinders, takes two forklifts - one on each side. Maneuvering dual forklifts to

Goes to New Heights

load, unload, and reposition quads has been a challenge to the warfighter, to say the least! The customer had advised the team of this, so the HPCA was specially designed smaller and lighter than the contractor-provided quads. The Aerospace Energy CBU even shipped the prototype HPCA to the RAID program office for them to see it and provide input – that input will go into the version of the requirement for several more HPCAs using excess DLA-owned argon cylinders.

Supporting the warfighter in Iraq with helium has been one of the biggest challenges the Aerospace Energy CBU has faced – but each member of the team will quickly tell you it’s one of the most rewarding. Every day that they work “helium to Iraq” issues, they remember that support to both the Army’s aerostat programs is saving lives – precious lives of our brave men and women in uniform as well as DoD civilian and contractor employees. With the helium from DESC, the Army’s aerostat programs are surveilling from the skies in Iraq, keeping those folks safe.



Editor's Note: The Missile Fuels CBU became the Aerospace Energy CBU in March. The CBU retains the DESC-M designator. A photo of the Helium Team can be seen on page 33.

DESC members to the Defense Logistics Agency Contingency Support Team, Andy Avila and Capt. John S. Smith, take a break after inspecting one of DLA's helium trailers pre-positioned in Iraq.



One of DLA's bulk helium trailers being positioned on a U.S. Air Force C-17 at Vandenberg Air Force Base, Calif., for airlifting to Iraq. U.S. Air Force photo.

Bulk Petroleum Executive Agent Collaborative Savings Effort with

By Susan Declercq Brown
DESC Public Affairs

Thanks to the ingenuity of an integrated process team established as part of the Defense Energy Support Center's DoD Executive Agent mission and the hard work of service acquisition specialists, the Army and Marines will save nearly \$10 million on modular fuel storage and distribution systems over the next four years.

A DoD Executive Agent is the head of a Defense Department component to whom the Secretary or Deputy Secretary of Defense has assigned specific responsibilities, authorities and functions for support of operational missions or activities involving two or more components of the armed forces. The Defense Logistics Agency was designated DoD Executive Agent for Bulk Petroleum activities in August 2004 and delegated the authority to execute that mission to DESC in November 2004. DESC's mission is to provide the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and economical manner possible. The center provides fuels, petroleum products, lubricants and related services.

According to Cmdr. Jeff Cox, director of DESC's Executive Agent Office, DESC established the office late in 2004 "with the clear mandate to improve overall bulk petroleum support to the warfighter by ensuring peacetime-efficient and wartime-effective customer support." To accomplish that mission, DESC established a Component Steering Group and four IPTs to focus on initiatives in distribution, information management, quality, and equipment and training.

In April 2005, the Equipment and Training IPT noticed the

Marines were preparing to post a draft request for proposals for a deployable fuel distribution system similar to one the Army had just announced a contract award for. The IPT recognized an opportunity to cut costs to the military services by combining the purchases under one contract and to improve interoperability of equipment by purchas-

ing similar systems for both services.

"This was truly an opportunity to put the best equipment on the battlefield for the warfighter and ensure the best deal for the taxpayer through economy of scale savings," said DESC's Larry Woolverton, facilitator for the Equipment and Training IPT. The team, including members from each of the military services, contacted the acquisition teams for the Army's Load-Handling Modular Fuel Farm System and the Marines' Flat Rack Refueling Capability and proposed they consider modifying the new Army contract to purchase systems for both services.

First, the services had to compare requirements for their systems and determine if their needs could be met through the same refueling system. According to Woolverton, both fuel distribution systems consisted of the integration of commercially available components. They determined that an 80-90% commonality of components existed between the two systems.

The Army's LMFF is a rapidly deployable, highly mobile, modular fuel storage and distribution system designed to support forward deployed units on the battlefields by rapidly establishing fuel operations without the need for additional construction equipment. Each system includes 14 2,500-gallon storage modules and two pump-filtration modules which are designed for transportation on existing Army equipment.

The Marine's FRC is designed for rapid deployment and mobility with combat service support detachments. Since the Marine's focus is on task-oriented deployment packages, they require a pump and filtration system for each storage module to ensure



MARINE REFUELS FORWARD, June 18, 2005. *The U.S. Marine Corps' Flat Rack Refueling Capability will support a variety of vehicles such as the Light Armored Vehicle. Lance Cpl. Randy L. Williamson, a Marine from 2D Light Armored Reconnaissance, Charlie Company refuels his LAV at a forward refueling point. During Operation Spear, the Marines of 2d Marine Division conducted counter-insurgency operations with Iraqi Security Forces to isolate and neutralize anti-Iraqi forces, support Iraqi Security Forces, and support Iraqi reconstruction. Photo by Lance Cpl. Shane S. Keller.*

Program Spurs \$10M Army and Marines

maximum flexibility in the size of units required to move and operate the deployed systems.

Once the contractor, Systems and Electronics, Inc., a subsidiary of Engineered Support Systems, Inc., identified a technical solution to meet both services' requirements and the Army's contracting and legal teams determined there was no impediment to amending the existing contract, the Army and Marines forged ahead to consolidate their programs.

The contract modification is in final coordination now. The Army estimates it will save two percent, or \$3.7 million, in

April which mandated the services to notify the other services in advance of purchasing tactical fuel-related equipment. But, in November, DESC published an interim policy letter, developed through the Component Steering Group in conjunction with the military services, which establishes such a requirement. "This ensures the services have the information they need and the opportunity to participate in similar collaborations. And that's good for the warfighter as well as for the taxpayer," said Deputy Director of the Executive Agent Office Bill MacLaren.

by identifying an opportunity and bringing the services together. But, it was the folks at TACOM (the Army's Tank-automotive and Armament Command) and MARCORSYSCOM (Marine Corps Systems Command) who truly deserve the credit for making this work," said MacLaren.



The U.S. Army's Load- Handling Modular Fuel System will be used to support a variety of vehicles such as these bulldozers. U.S. Army Soldiers from Alpha Company, 3rd Special Troops Battalion, 3rd Brigade, 101st Airborne Division prepare to unload two armored Caterpillar D9 bulldozers from their carriers at Al Butoma, Iraq, Jan. 11, 2006. The soldiers will use the bulldozers to construct berms for security in Al Butoma. DoD photo by Spc. Jose Ferrufino, U.S Army.

overall program costs over the life of the contract. The Marines will save roughly 12 percent of their program costs, or an estimated \$6.2 million.

There was no process in place in

Woolverton called the savings "the first quantitative success" for the Bulk Petroleum EA office. However, he and MacLaren emphasized much of the credit belongs to the services. "We did our job

Our mission: to improve overall bulk petroleum support to the warfighter by ensuring peacetime efficient and wartime effective customer support.

The Big Picture



Fuelers Prepare the Pits in Fallujah

By Cpl. C. Alex Herron

The “Sand Sharks” of Marine Wing Support Squadron 371 built a forward arming and refueling point at Camp Fallujah, Iraq, for Marine Medium Helicopter Squadron 364, Marine Light/Attack Helicopter Squadron 775 as they supported a five-day operation to conduct random vehicle counterpoint operations throughout the region in June.

A handful of bulk fuels specialists and a couple of mobile fuelers prepared and operated the fuel pits for the operation which wrapped up June 23.

“The purpose of our mission was to fuel the aircraft in the middle of their missions,” said Cpl. Michael Dombrowski, the FARP noncommissioned officer in charge. “With us there, the aircraft were able to expand their operating range.” This guaranteed that the ground Marines had the air support they needed to fulfill their mission requirements.

Preparation for the forward refueling point began with a convoy to get all the necessary gear to successfully operate the fuel pits in place. On the morning of the event, the bulk fuel specialists flew in to set up the refueling point; in only 10 minutes the system of pumps, hoses and the tanker truck was ready for refueling operations.

Throughout the operation, the Marines dispensed thousands of gallons of fuel.

“We are like a pit stop,” said Dombrowski, a Bayfield, Colo., native. “We get the aircraft in and out quickly. If the aircraft can get filled up and back into the fight, we have accomplished our mission.”

Although this was the first forward refueling point the squadron had put together since deploying to Iraq in February 2005, they had had a lot of practice over the years at their home at Marine Corps Air Station, Yuma, Ariz. Yuma is home to the Weapons and Tactics Instructor Course where the fuels Marines practice the set up and operation of an expeditionary refueling point twice a year.

“We were prepared for this,” said Lance Cpl. Beau Chaffinch, a bulk fuel specialist and Seaford, Del., native. “We get a lot of practice getting this system operational in a field environment. During those exercises, we support all the air assets taking part in the operation.”

Being able to establish a new refueling point is a welcome change of pace for the Marines who mainly work in the hot pits aboard Al Taqaddum fueling aircraft that come and go aboard the base. “It is great to get out and participate in an operation like this. It’s a welcome event no matter where it is.”

Marines constantly train to use their skills in operations that make a difference. With the fuels Marines demonstrating their flexibility, the squadron now knows its Marines are capable of accomplishing all tasks surrounding their jobs.

Human Resources Changes Job Search Function

Defense Logistics Agency employees are no longer able to use the DLA Jobs Web site to search and apply for agency jobs as of Feb. 15. DLA job announcements are now listed on the Office of Personnel Management’s USAJOBS Web site.

“OPM is creating a set of automated tools with a long-term goal of standardizing services for federal employees,” said Jim Storms, chief of Information Systems in the DLA Human Resources Customer Support Office. USAJOBS is designed to be the single site for all federal job announcements.

Following a recent upgrade to their job search tool, OPM now offers job seekers the same features the DLA site offered, and then some. The OPM site enables searching through all federal job vacancies, not just DLA’s. Though this change will eliminate the DLA JOA search tool and job opportunity announcement e-mail notifications, those same features, with additional enhancements, are now available via USAJOBS.

USAJOBS allows applicants to format and name up to 10

different job searches, called “agents,” with the results to be received in a single e-mail. The DLA job site offered only a single search.

Although job seekers will now use USAJOBS to search for vacancies and receive e-mail notifications when jobs open, the change will not affect the Automated Staffing Program, which DLA employees use to apply for Agency jobs under merit promotion.

Employees wishing to continue receiving e-mail notifications must register with USAJOBS. <http://www.usajobs.opm.gov>.

“It makes sense to eliminate duplicate services to conserve DLA resources, and that is a factor,” Storms said. “But the key rationale is that USAJOBS now offers superior features for our customers.”

For more information and guidance from J-1 on this change, visit the DLA Human Resources Web site at http://www.hr.dla.mil/library/html/USAJOBS_webinstructions.htm.

Fueling the Fight in Iraq

By Sgt. Josh H. Hauser
2nd Force Service Support Group
U.S. Marine Corps

Camp Gannon, Iraq (Nov. 9, 2005)—A key ingredient to the success of Operation Steel Curtain is ensuring vehicles helping to clear Husaybah of insurgents have an adequate fuel supply to sustain the fight. Providing that source of fuel is the responsibility of a small group of Marines serving with Combat Logistics Battalion-2 here.

Distributing upward of 12,000 gallons of fuel per day to everything from High Mobility Multi-wheeled Vehicles to M1-A1 Abrahms tanks and Amphibious Vehicles, the Marines running Camp Gannon's fuel farm are doing their part to rid this city along the Syrian border of any insurgent presence.

Sgt. Marcus E. Emerson, a bulk fuel specialist assigned to CLB-2, 2nd Marine Logistics Group (Forward), oversaw the construction of the camp's bulk fuel supply point prior to the start of operations here. "We got here late in the evening, unloaded our equipment, dug a berm, filled sandbags and we were up and running distributing fuel by eight o'clock this morning," the 29-year-old native of Gardnier, Maine said.

Emerson said that he and a handful of Marines were called to ensure coalition efforts involved in the operation had an adequate fuel supply. "They worried that their fuel sources may not be sufficient so they called us in to ensure that all the



Cpl. Jackson L. Wishin, a bulk fuel specialist with CLB-2, checks the fuel pump at Camp Gannon's fuel farm to ensure vehicles in Operation Steel Curtain can quickly refuel and return to the fight. Photo by Sgt. Josh H. Hauser.

offensive vehicles would have enough," he said.

In just one night, Emerson and his men increased the camp's fuel capacity more than 12,000 gallons. "They needed it so we just had to come out and make it happen," he said.

The Marines noted their pride in being part of the ongoing operations and their commitment to their fellow Marines at the front of the offensive. "The credit goes to the infantry, but they can't go anywhere unless we give them the fuel to get there," Cpl. Jackson L. Wishin said. Wishin is a bulk

fuel specialist with CLB-2 and a native of South Bend, Ind. "I wish I could be out there with them and do more, but just to have a task and be involved with the operation is great," the 20-year-old said.

Wishin noted that he had never heard of any other fuel site to be constructed so fast with so few people; however, he added, the speed of their work did not diminish the site's quality standards.

"The prep-work; creating a fairly level surface, digging the berm—that would normally take a day or two, but we did it overnight," he said.



Marines serving with Combat Logistics Battalion-2, 2nd Marine Logistics Groups (Forward), distribute fuel during Operation Steel Curtain. They dispensed more than 12,000 gallons of fuel per day in support of the operation. U.S. Marine Corps photo by Sgt. Josh H. Hauser.

Rota Fuels Navy's European

**By Lt. Christin Crowley
Rota Fuels Officer
U.S. Naval Station Fuels Division**

The Navy's transformation in Europe is focused toward building a force that will meet the threats and challenges of tomorrow. The Fuels Division at U.S. Naval Station Rota is already working on supporting that transition.

In order to support the present and future missions that are a part of the transition, fuel is needed to get our U.S. and allied forces, equipment and other supplies to the theater of operations. That's where NAVSTA Rota's Fuels Division comes in.

The Rota Fuels Division, comprised of 16 U.S. military, three U.S. civilians and 47 local Spanish civilians, continues to perform and manage fuel operations in support of humanitarian operations and the global war on terror. Last year, Rota supported relief operations for Hurricane Katrina and the Pakistani earthquake along with various other international exercises and missions.

Throughout this transformation, Rota Fuels has been able to maintain a high level of performance. Rota currently supports two Enroute operational hubs, NAVSTA Rota and Moron Air Base. Rota stores more than 14 million gallons of JP-5; 17 million gallons of JP-8; and 15 million gallons of F-76.

"The team fulfills fueling requirements for all transiting aircraft, combatant ships, cargo vessels, hundreds of vehicles, NAVSTA Rota and 27 tenant commands," said Lt. Christin Crowley, Rota Fuels Officer. "These fuel operations are being conducted while simultaneously managing the impact of more than \$50 million in fuel construction projects, working with contractors to upgrade the facility and perform maintenance on the fuel infrastructure."

One of the major construction projects is the \$40 million Enroute expansion project, expected to be completed this fall. The Strategic Airlift Enroute System is a crucial element to rapid global mobility, one of the U.S. Air Force's six core competencies. Enroute will add seven miles of pipeline, triple the hydrant tank capacity, and increase the number of fuel hydrant spots for aircraft refueling. Careful coordination and crucial inventory management have been required of Rota Fuels Division as bulk storage tanks were out of service to



A worker toils in the valve pit area.



Rota Fuels Director Ken Avery explains the Automated Fuel Handling Equipment with the help of a diagram. The AFHE is expected to be operational in fall 2006.

Transformation



Chemist Manuel Quevedo works in the Rota quality assurance lab. The lab will be moving to a larger facility which will enable them to meet increased demands.



In this aerial view of U.S. Naval Station Rota, construction for the Strategic Airlift Enroute System is underway. The Enroute system will help the U.S. Air Force meet one of its core competencies, Rapid Global Mobility. The construction project will add seven miles of pipeline, triple the hydrant tank capacity, and increase the number of fuel hydrant spots for aircraft refueling. The project will also help support the expanding missions of American and NATO forces.

tie-in the new Enroute pipeline to the existing bulk tanks.

An aspect of transformation is determining how to better use the people, equipment, and supplies that exist and adjusting them to fit the needs of future missions. Fuels Director Ken Avery said, "We are utilizing and upgrading existing resources in order to provide a more efficient and effective service to our customers and, ultimately, the mission at hand."

Another major upgrade project currently under construction at Rota is the \$7 million installation of Automated Fuel Handling Equipment, expected to be operational this fall. AFHE is a distributed digital control system with real-time data acquisition and control with sophisticated inventory management functionality. AFHE will automate both transfer and inventory functions in order to reduce the risk of spills and leakage of petroleum products, thus reducing the risk of environmental pollution. "We are taking an active involvement in the design, implementation, and planning for future facility improvements,"

Avery said. NAVSTA Rota Fuels Division is home to Europe's only Navy Regional Fuel Laboratory. "Our fuels lab accomplishes testing for JP-8 tankers and performs testing on more than 1,300 samples each year, including correlation samples for ships, activities, and transient units throughout Europe and the Mediterranean and in support of Defense Fuel Support Point Souda Bay and Naval Air Station Sigonella," Avery said. Rota has an approved sustainment, restoration and modernization project to relocate the current lab to a larger adjacent building. This will allow Rota to accommodate the increase in demand locally and from the region for quality assurance.

During this time of major transition, upgrades and transformation, Rota Fuels is keeping its finger on the pulse. Rota will remain a strategic fuel facility, always ready to meet current and future missions and challenges.

You're It!

By Eric Tranter
Chief, Tactical Vehicle Support Division
Defense Supply Center Columbus

The Defense Logistics Agency promotes nine managerial competencies to the workforce: leadership, teamwork, oral and written communications, strategic focus, responsibility/accountability, customer service, professionalism, resource stewardship and innovation.

I won't address all of the competencies but will discuss what I believe is the collective relevance of all of these competencies. After all, these are not job specific tasks, but core competencies relevant to all of us at DLA. "Why?" you may ask; because to each and every one of you I say "You're it!"

Once in English class, my teacher asked me out of the blue, "Tranter – name two pronouns." Bewildered, I instinctively responded "Who – me?" To which the teacher said, "Very good." Maybe some of you have the same response now when I say "you're it," but you shouldn't. Here's why.

History has few examples in which a war was won in a single battle. Most often, victory is obtained only after a series of engagements, often costly. Our Global War on Terrorism is no different in this regard. In fact, it's being fought in every dimension imaginable, including new ones we haven't had to guard or penetrate before. The duration of this war will far exceed anything this country has experienced.

You've probably noticed or heard about some changes in contingency planning since September 11. DLA has also experienced changes in the way we conduct business.

Some new measures for security are obvious, like barriers around your building and new procedures at the airports. Others are more subtle, like innovative information sharing, specialized training for first responders and better equipment in case of emergency. Whether obvious or subtle, these measures allow us to better protect ourselves against major attacks and disasters.

The measures our military has taken since September 11 have gone beyond the measures that we can see. Many of our National Guard and Reserve Forces have mobilized, dropping their regular lives, to join the fight. Beyond this, there are covert operations which we may never hear about.

In this Global War on Terrorism, our enemies are ingenious and bold. They have been characterized as ruthless and their attacks demonstrate that they will attack our gaps and weaknesses. The military and federal, state and local agencies are changing and adapting to defeat these enemies. Many good Americans and allies have sacrificed everything to fight this battle.

As a Defense Department agency, DLA is actively

participating in the Global War on Terrorism. Each day when we contribute to DLA's mission, we demonstrate that it's not just someone else's job to fight the enemy, it's ours too. As public servants, we are obligated to give more than we take. We exist to support the warfighter, which means we accept a heavy responsibility to do whatever it takes to aid those who bear more severe risks and sacrifices.

We at DLA, like the warfighter, have volunteered to serve the nation. DLA has shown strong support for previous contingencies, but these combined with new burdens from the Global War on Terrorism require a different and energized approach. DLA has taken on additional responsibilities: deterrence operations, peace keeping missions, humanitarian operations and combat. Look outside; business as usual has gone out the door.

DLA's response has been remarkable, but we can't stop to celebrate. The Global War on Terrorism is not a sprint; it's not even a marathon. Instead, I consider it to be a triathlon which primarily requires three DLA managerial competencies: Innovation and Initiative, Leadership and Teamwork.

Innovation and Initiative: As an enterprise, DLA is in the midst of implementing huge change which will transform the way that the agency conducts business. Business Systems Modernization is reorganizing the supply chains. In addition, the agency is adopting Customer and Supplier Relationship Management. The implementation of these ambitious programs, along with others, requires each of

us to grasp a new mindset. Innovation and Initiative mean the willingness to be agile and flexible. We at DLA need to be innovative and take initiative because our enemies have demonstrated that they do.

Be open to new approaches; "that's not the way we do it," will not lead to long-term innovations. Examples of DLA's innovative solutions include the dozens of kitting efforts that are underway as well as foreign sourcing for unique items using our already established distribution system. In other parts of the Agency we are also transforming; financial managers are developing ways to share or reduce the risk of adding inventory. Our leaders have realized that deployments are no longer just for military personnel; DLA civilians are needed overseas to support the warfighter. In all of these ways, DLA is transforming to better serve our ultimate customer, the warfighter.

The Initiative part speaks for itself. Our customers are very demanding, but as long as they are convinced that DLA is giving 110 percent, they can accept the occasional problems that come up. Initiative should undoubtedly extend down to every desk. We expect workloads to ebb and bound. If you or your team has unused capacity, reach across any lines or boundaries required to assist other team members. Innovation

**Look
outside;
business as
usual has
gone out
the door.**

and initiative can mean not just settling for what's comfortable.

Leadership and Teamwork: These two competencies are essential to our mission (notice I didn't say business). Supervisors and team leaders set the example in conviction, positive attitude and work ethic. Our efforts in today's different wartime environment require leaders who realize the added importance of DLA's mission. We need leaders who understand the balance of urgency and quality. DLA's leaders should use all the tools and resources available to provide the best service for our customers while developing and mentoring their associates. Our leaders have to foster the change, agility and flexibility we need. Supervisors and team leaders must also understand and demonstrate what's expected in public service, and by doing so, affect and reinforce DLA's efforts to further improve and strengthen our agency's culture, and keep us mission driven.

Teamwork will have to be expanded to declare success in the Global War on Terrorism. We must team with a variety of partners to complete our mission: deployed military units, industrial sites, manufacturers, different defense agencies and others. When teaming with our partners is successful, it allows the agency to provide seamless support to the warfighter. Just as the war is global, we as an agency must work globally. We must move beyond considering geo-location, as in inventory control points for example, to start working in terms of action cells or

points of contact. By necessity, technology has broken geographic barriers. As a result, part of your "team" may be in other states or countries. We all have an obligation to build these alliances and practical procedures so that real teamwork extends across the enterprise. Our customers and suppliers rely on our ability to work with everyone, not just those you can see. Teamwork is bigger and more critical than before.

The military, emergency responders, law enforcement organizations, many other agencies and DLA are all on the same team. Everyone connected to our national and civil defense is on the move; they are implementing new techniques, tactics, policies and reorganizations. A more detailed contingency plan, an array of different emergency practice drills, in addition to more stocks and better positioning of emergency resources. Despite this, we hear and read about pending threats or worse--another attack, a suicide bomber or the use of an improvised explosive device that killed and maimed more Americans or our allies. It's natural to reach for a sense of security or react with a "Whuee....I'm glad there is someone out there protecting us from that," in regards to the collective effort that provides for our defense. But the next time you hear about these events or think about the ominous threats – rethink what you've been thinking about that collective effort you depend on. Why? Because: **You're it!**

Alternative Fuel Cells Could Save Thousands

By Holly L. Birchfield
78th Air Base Wing Public Affairs

ROBINS AIR FORCE BASE, Ga. — Robins Air Force Base welcomed an alternative fuel technology in October that could save the Air Force thousands of dollars in energy costs.

The 10 five-kilowatt alternative fuel cells, which re-form propane gas and extract hydrogen to produce electricity, came to the base as part of Robins' Fuel Cell Micro-grid project, also known as the Common Core Power Production, or C2P2, program.

This program is a year-long demonstration-validation Department of Defense, Air Force program to ultimately seek alternative, environmentally-sound fuel sources for troops in deployed locations, as well as backup power sources for stateside bases.

"Over the next year, they will be supplying 275,000 kilowatt hours of electricity to Robins Air Force Base," said Roy Case, senior project engineer with the 542nd Combat Sustainment Wing's Advanced Power Technology Office. "The produced electricity will go into Robins' power grid and save on the use of fossil fuel.

"This may be something we could use in BEAR (basic expeditionary airfield resources) base locations." Case said the units have performed well in the short time they've been here. "In the first six weeks, they had a few software and hardware glitches," he said.

In addition to using propane as an alternative energy

source, the fuel cells can also re-form jet fuel, natural gas and any fuel source that contains hydrogen, even water, into power sources — a method that may prove to be more convenient for service members already carrying jet fuel to power the mission, said Mike Mead, Advanced Power Technology Office chief here.

"It is critical to our mission to explore and compare fuel cell systems with our existing power sources to remain efficient, cost effective and environmentally focused," he said.

"This is a great opportunity for the U.S. military to partner with Plug Power (a New York-based manufacturer) to evaluate a new product before the commercial product release. This demonstration will assist us in increasing the warfighters' capabilities, support the Air Force environmental policy and reduce the dependency on foreign oil sources."

Robert David, APTO subject matter expert engineer, said savings go far beyond fuel costs.

"One of the neat things about this project is that this technology is quiet," he said. "When these devices are running, they make as much noise as a quiet dishwasher."

The more than \$900,000 congressionally-funded project may be used at other military bases and in "tent cities" in deployed locations, if proven successful in its test location.

At the end of the year Plug Power will complete a report on the unit data retrieved, and the fuel cell systems will be returned to the company for destructive testing and autopsy to determine what configuration of the 10 systems worked best.

In the Limelight

DLA names Bennett Employee of the Quarter

Jean Bennett, an inventory specialist for Defense Energy Support Center-Alaska, has been named the Defense Logistics Agency's Employee of the Quarter for the first quarter of fiscal year '06. Her award was based on superior performance in executing her duties, as well as for her exemplary contributions to the Anchorage community. DLA Director Vice Adm. Keith Lippert said Bennett was selected from among 23 nominations submitted from across the Agency in recognition of achievements and accomplishments of deserving DLA employees. In nominating her for the award, DESC Director Richard Connelly lauded Bennett for her diligent and untiring efforts. Bennett was DESC's Employee of the Quarter for the fourth quarter of fiscal year '05.

Bennett worked closely with DESC-PL, DESC-B and Elmendorf Air Force Base, Alaska, to successfully convert a posts, camps and stations contract for JP-8 to a transportation tender agreement, saving the government and estimated \$342,000 annually.

Bennett's forward vision also helped alleviate a short term crisis as DESC worked to solidify Alaska's JP-4 supply. "When I learned there were no bidders to produce JP-4 for the Army during the '05-'06 contract, I initially panicked. Then I turned to an alternate plan of lifting all the fuel I could from the contract and then arranging for storage at Eielson Air Force Base, Alaska," Bennett explained. The alternate plan bought contracting officers the additional time they needed while ensuring our Army customers in Alaska would be minimally impacted over the winter months.

Bennett voluntarily deployed to Korea for Exercise

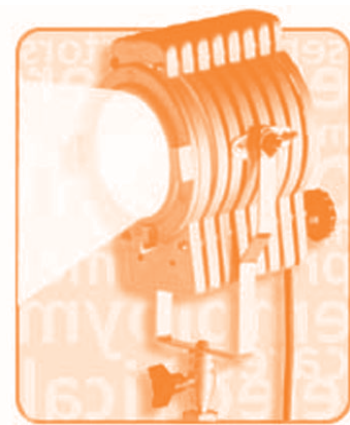
Ulchi Focus Lens 2005. There she worked 12-hour shifts preparing the consolidated theater Petroleum Damage and Deficiency Report and



submitting and monitoring requests through the Wartime Host Nation Support and Wartime Movements Programs. She worked with the Combined Petroleum Support Center to resolve joint and combined fuel support issues, earning kudos from the DESC-Korea commander. In addition, Bennett's oversight of a complex, multi-faceted transportation movement of fuel for the annual resupply of Galena Air Station, Alaska, guaranteed on-time, on-specification jet fuel without delays and without demurrage charges.

Off duty, Bennett worked with children in the Anchorage community. She helped raise \$3,000 for a Russian mission church by helping local children put on a carnival, and she coordinated special dinners for 150 homeless children.

I initially panicked. Then I turned to an alternate plan...



Barthel: Employee of the Quarter (1st Qtr FY06)

In January, Capt. Paul Barthel, chief of transportation for Defense Energy Support Center – Europe, was named the DESC Employee of the Quarter for the first quarter of fiscal year '06. The U.S. Air Force officer was selected based on his superior performance and his “determined dedication toward process improvement.”

Barthel led efforts to close out the fiscal year '05 Operation Iraqi Freedom fuel transportation budget, eliminating a payment backlog stretching back to June 2004. During the process, he cleared more than \$155,000 in back payments and built in procedures to preclude future delinquent payments.

By directing the creation of a year-long transportation tender, a legal agreement to do business together under certain conditions on an as-needed basis, Barthel's team reduced shipping costs within the United Kingdom and reduced the workload for DESC-EU and the U.S. European Command. Before this agreement, expensive and time-consuming one-time tenders were created for shipments. Barthel also identified fuel accountability shortfalls in Iraq and worked to revise transportation tenders to correct the problem. When he directed research into past deliveries, he found and corrected a \$49,000 underpayment and closed a loop hole allowing non-DESC personnel to obligate DESC funds.

To improve management of the section's \$63 million budget, he assembled a tiger team to identify better ways to track expenditures. The team identified numerous gaps in accounting methods as well as generation of time-consuming reports that were no longer needed. He codified accounting procedures which increased accountability while reducing report preparation workloads by 30 percent.

Barthel improved customer relations by sending the transportation team on nine site visits to meet the customer, directly resulting in a successful short-notice support to remove 22,000 gallons of fuel for the Army. And, as a solid environmental steward, the captain eliminated a potential hazard in Turkey by orchestrating the draining of an aging depot and pipeline infrastructure.

Barthel credits the entire transportation team for making lasting improvements to the region's fuel transportation and accounting processes. “The key to the success of our office has been encouraging everyone to take ownership of



their operations and empowering them to make decisions,” he said. “It has been great watching this team perform.”

Last summer the team was reorganized to assign everyone responsibility for a specific geographic region or functional area, Barthel said. “This allowed us to build better relationships with our customers through daily interface -- a process which has already paid big dividends,” he added.

Though not new to transportation, Barthel had limited experience with fuels before joining the DESC-EU team. He calls the assignment a “great learning experience.”

“People are eager to share their expertise and work together to accomplish what sometimes seems impossible,” he explained.

As part of his job, Barthel has traveled extensively throughout Europe and has become a fan of Turkish cuisine.

DESC-Americas East

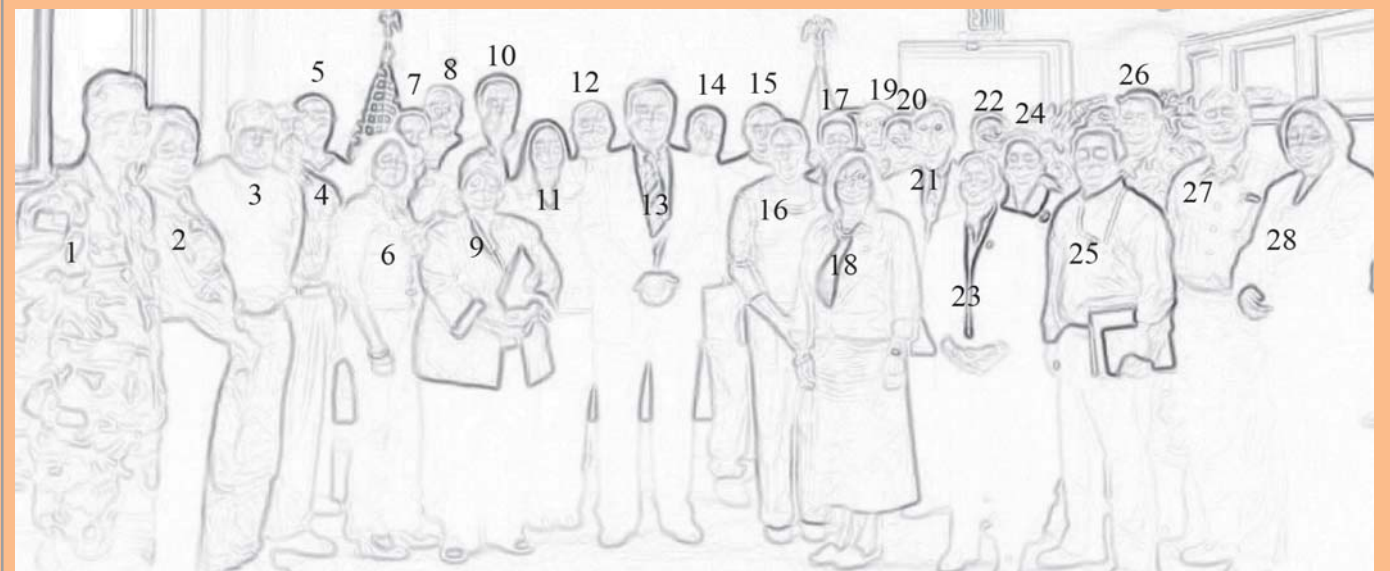
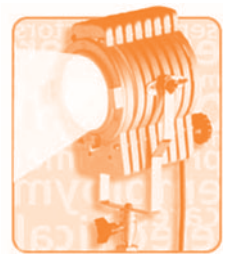
Gathers to Receive

The DESC-Americas East team was presented with certificates recognizing the award of the Joint Meritorious Unit Award to the Defense Logistics Agency for the period Aug. 1, 2002 through Jan. 31, 2005. DESC Director Richard Connelly was in San Antonio, Texas, Nov. 30 to present the certificates and recognize team members for their outstanding support in the aftermath of Hurricanes Katrina and Rita. DLA Director Vice Adm. Keith Lippert sent a letter of congratulations to be read during the ceremony. He said, in part, “Your ability to quickly and accurately assess the operational status of fuels facilities in the impacted area and your ability to execute and maintain uninterrupted fuels support for critical rescue missions contributed greatly to DoD’s success. Few organizations are as capable as DESC-Americas in their ability to quickly touch their customers in an emergency.”



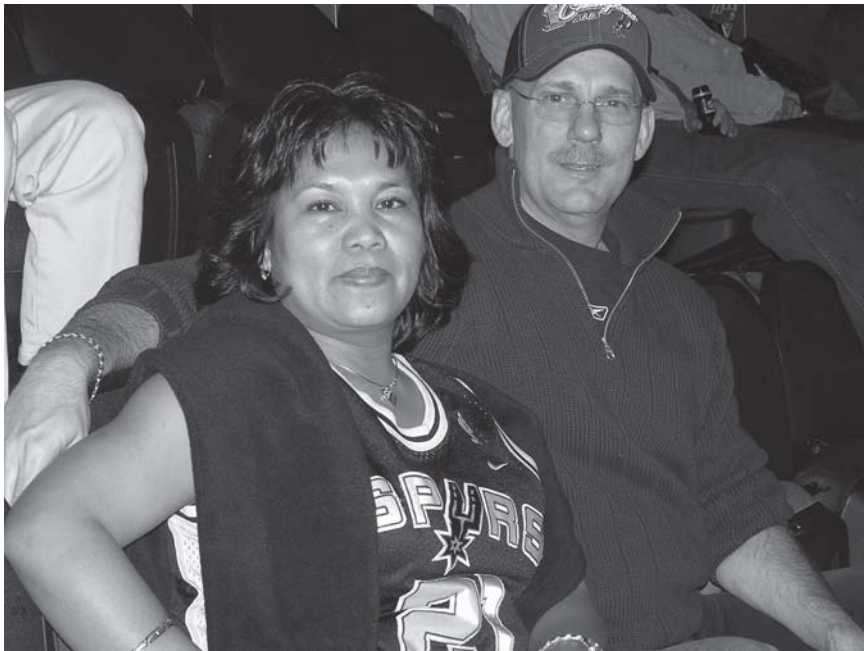
Cynthia deGroom, a DESC-AM inventory management specialist, accepts her JMUA certificate from DESC Director Richard Connelly Nov. 30 in San Antonio, Texas.

Next page: See the silhouettes and numbers below for identification of the team members pictured above.



1. Lt. Col. Phillip VonHoltz -- 2. Donna Robertson -- 3. Brett Douglass -- 4. Randy Cottrell -- 5. Howard Jones -- 6. DeAndrea Balero -- 7. Paul Topolosky -- 8. Phil Bohn -- 9. Cynthia deGrom -- 10. Jack Rohan -- 11. Lorraine Gallagher -- 12. Larry Cogar -- 13. Richard Connelly -- 14. Sam Watson -- 15. Larry Weidner -- 16. Renee' Thompson -- 17. Maria Rodriguez -- 18. Mary Jane Dover -- 19. Scott Artrip -- 20. Shawn Browning -- 21. Tom Korczynski -- 22. Harry Faulkner -- 23. Dale Stokes -- 24. Barbara Todd -- 25. Joe Reyes -- 26. Col. Dave Rohrer -- 27. Mike Jackson -- 28. Debra Noble

Aerospace Energy's Organizational Nights Spur Camaraderie



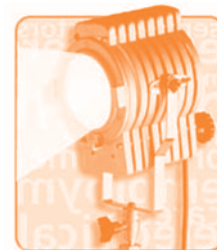
Rod Fischer and wife Zeny relax during halftime of the Jan. 19 home basketball game pitting the NBA Champions San Antonio Spurs against the Milwaukee Bucks. Rod is a quality assurance specialist with DESC's Aerospace Energy CBU, or DESC-M. A large group of the DESC-M team attended the game as part of an Organizational Night. "The loud and raucous group cheered the Spurs to victory," said Gene Ramirez, a logistics management specialist. "And we're taking full credit for the win," he added.

DESC Supports the San Antonio Spurs



Members of the Aerospace Energy team pose in their Spurs gear last summer during the Spurs' championship playoff. "As you can tell by the photo, Ms. Murphy and the rest of DESC Aerospace Energy are very proud of their champions," said Gene Ramirez, a DESC-M logistics management specialist. "On the court and off the court, our Spurs are a class organization."

McCants Awarded 2005 Distinguished Young AFCEAN



Kenya McCants, a Business Systems Modernization specialist in the Directorate of Business Integration (DESC-T), was named Distinguished Young AFCEAN of the Year (Mid-South) by the Armed Forces Communications and Electronics Association at its national convention Jan. 10 in San Diego, Calif.

The AFCEA is a professional society with over 33,000 political, military and industry members on four continents. McCants was nominated for the award by the Mid-South region for exceptional service during her time in Montgomery, Ala., as an active member and officer in its AFCEAN chapter. McCants was assigned as a business and marketing analyst at Gunter Air Force Base in Montgomery before being assigned to DESC.

Early in her membership, McCants worked to organize and present conferences and social events. Within a year, she rose to the position of Young AFCEANS vice president. According to her chapter president, McCants “quickly crafted a plan to move our Young AFCEAN programming from its infancy into a real force for outstanding involvement and activities. In recognition of the foundational impact of her efforts, elements of her plan have been written into the chapter’s constitution and bylaws, making her contributions a permanent part of our chapter’s fabric.”

McCants also established a mentoring program. She was credited with a tremendous growth in the Young AFCEANS and adding 14 new members to the Montgomery chapter. McCants also continued to be active in several committees and projects including chairing the Audio Visual sub-committee for the 2004 and 2005 IT Summit.

“The most challenging aspect for me was establishing the Young AFCEAN chapter charter and planning



different events for the year that would appeal to young members. This took lots of research and brainstorming with members,” said McCants. “I find it very rewarding when an event is successfully completed with no ‘hiccups,’” she added.

McCants also served as president of the Junior Management Association. She is currently the chairperson of the Young AFCEAN Belvoir Chapter, observing and learning about the organization and mastering her new position in DESC-T. “AFCEA offers great networking and opportunities to enhance your project management

skills,” said McCants. She encourages anyone interested in the organization to contact her by e-mail to learn more.

McCants holds a B.S. degree in Business Management from Alabama State University and an MBA from Troy University. She is a graduate of Squadron Officer School and is certified in Acquisition Program Management, Level One.

Bartholomew Promotion a Real

Bruce Bartholomew, commander of DESC-Alaska, was promoted to the rank of lieutenant colonel in the United States Air Force in a Jan 4. ceremony at Elmendorf Air Force Base, Alaska. Bartholomew's wife, Christine, and four children participated in the ceremony. The promotion was effective Jan. 1.

Bartholomew entered the Air Force in 1985 as an enlisted fuels specialist. He was commissioned in 1989 as a supply officer. He has led fuels, supply, aircraft maintenance and logistics units, and enhanced his logistics expertise through an Air Force logistics career broadening program. Before coming to DESC, Bartholomew commanded the 509th Logistics Readiness Squadron, Whiteman AFB, Missouri. He has commanded DESC-Alaska since June.

As commander, Bartholomew is responsible for support to 120 defense and federal agencies and seven Defense Fuel Supply Points, storing more than 52 million gallons of DESC-owned fuel valued at \$134 million. DESC-Alaska also coordinates critical tanker and barge resupply to four remote, seasonal ports and executes five major purchasing programs valued at more than \$165 million. Bartholomew serves as the senior energy advisor to

Alaskan Command and as the Sub-Area petroleum officer for U.S. Pacific Command.

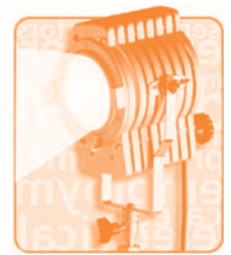
Navy Captain Dianne Archer, commander of DESC-Pacific, officiated and administered the oath of office

Son Airman 1st Class Joshua, 20, and Christine pinned silver leaves onto Bartholomew's blue service dress jacket,



Daughters Tara, 13, and Cassie, 15, place the new silver oak leaves on Bartholomew's epaulets.

Family Affair



while daughters Tara, 13, and Cassie, 15, slid the new epaulets on to their dad's shirt. Daughter Lucy, 4, pinned the new rank on her dad's flight cap.

Joshua, a sophomore at the University of North Dakota and a fuels specialist in the North Dakota Air National Guard, gave his father his first salute as a lieutenant colonel.



LEFT:

Wife Christine and son Joshua, 20, pin the new rank on Bartholomew's service dress jacket.

RIGHT:

Daughter Lucy, 4, gives Dad a hug after pinning his new rank on his flight cap

Aerospace Energy Helium Team Gathers to Discuss Support to Iraq



Members of the Aerospace Energy CBU's Helium Team gather to provide Director Sharon Murphy a weekly update on the status of helium supplies to Iraq, including the Aerostat program featured on page 16. Standing to brief are Liliana Pyle, item manager, and Joe Bresnok, transportation specialist. Seated from left to right are Mike Miller; Rose Dominguez, Cathy Morky, Sylvia Urias-Vallejo, Ray Roof, Murphy, Aliz Gayton, Robert Gloria, Isabel Zamora, Ken Grams, and Gene Ramirez.

DESC - Pacific Rules at Federal

By Susan Declercq Brown
DESC Public Affairs

The Defense Energy Support Center's Pacific team came away with three top awards out of eight categories presented during the annual Pacific Federal Executive Board awards luncheon in June. Another DESC-Pacific member received an honorable mention. According to the FEB Chairperson for fiscal year 2005, Navy Capt. Brad Bellis, there were nearly 130 nominees from over 90 federal agencies.

Dave Ray: Federal Employee of the Year, Professional, Administrative and Technical

As DESC's peacetime and wartime fuels planner and liaison officer to the commander of U.S. Pacific Command, Ray was critical to USPACOM's mission success, the security of the United States and support of five allied nations. He provided crucial support during real world disasters.

Most noteworthy was his support during the initial week of Operation Unified Assistance/Humanitarian Assistance and Relief efforts in South Asia after the tsunami. His performance guaranteed fuel for delivery of more than 700 tons of life-sustaining supplies in the first week of the operation and delivery of more than 10 million gallons of petroleum products valued at \$13 million supporting eight geographical locations and 14 vessels. He activated a 24-hour emergency fuel response team to coordinate requirements for five devastated nations without missing a single mission; established a petroleum intelligence fusion cell to ensure aircraft refueled with minimum ground time; implemented a liaison office in Singapore as a conduit for real time information; and, created two fuel contracts at Malaysian airfields in just one day after the disaster hit, ensuring relief assets access to the most devastated areas within the region. Ray guaranteed product integrity throughout the region by mobilizing three quality assurance representatives to eight aircraft hubs the day following the disaster.

Ray also made exceptional contributions to improve operations through-



Ray accepts his award from Bellis at an award luncheon luau June 8 in Hawaii.

out the theater by creating a petroleum computer-based war game that provides Korea, Japan, Singapore, Hawaii and Alaska the ability to identify and generate fuel usage data by day and location for any crisis within the Pacific. This tool provides immediate analysis of current fuels infrastructure and highlights shortfalls for corrective action. Users can evaluate and forecast receipt, storage, distribution and management of maritime, aviation and ground vehicle fuels at 123 sites. As a result, USPACOM was cited by the GAO's inspector general as having the only automated fuel requirements development program in DoD capable of being fully audited.

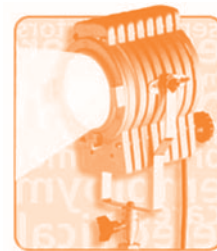
Ray's forward-looking tactical petroleum transformation plan resulted in the Defense Department accelerating acquisition of a rapidly-installed fuel transfer system that requires 200 fewer people to assemble and run but provides ten times the throughput of existing systems. Also accelerated was a new offshore petroleum distribution system

that can deliver 1.7 million gallons of fuel during rough seas and from eight miles off the beach. In addition, Ray captured over \$55.7 million in infrastructure funding for FY09, validated and prioritized over 280 maintenance and environmental projects and garnered \$1.9 million for environmental projects in the region.

Said Bellis, who as DESC-Pacific commander at the time also nominated Ray for the award, "No other person has devoted more time or energy to guarantee support to the tsunami relief efforts or to ensure USPACOM meets all present and future fuel requirements for contingency support."

"No other person has devoted more time or energy to guarantee support to the tsunami relief efforts or to ... USPACOM... support."

Executive Board Awards



Lt. Col. Dan Semsel: Military Officer of the Year

As commander of DESC - Mid-Pacific, Semsel set the standard for superior fuel support in the Pacific, the largest geographic region in the world, stretching from Africa eastward to the Hawaiian Islands. Semsel's "superstar performance" went beyond the Pacific arena when he deployed in support of Operation Iraqi Freedom to lead fuel operations out of Baghdad for the Iraqi populace in support of Iraq's transition to an interim government.

Semsel was lauded for "A+" leadership and focus, having set high standards for performance while maintaining the highest workplace culture in the Defense Logistics Agency for two years running. His leadership was also cited as a crucial ingredient in the success of a task force executing Iraqi's fuel importation mission during a period when the refinery infrastructure couldn't support its fuel demands.

"There was no operational or historical model for this nation-wide humanitarian undertaking of such epic proportions," said Bellis. His efforts facilitated the early transition from a Coalition Provisional Authority to an Interim Iraqi Government by overseeing 600 daily tank-truck shipments in to Iraq and raising fuel stocks well above Ambassador Paul Bremer's goal of 15 days of stock on hand. The total fuel imports during this four-month period exceeded 440 million gallons of diesel and gasoline, and the truck count in the first 10 days exceeded the entire delivery in WWII's famed Red Ball Express operation.

Semsel's team also developed innovative alternatives to deliver fuel when fuel stocks were at an all-time low and insurgency attacks on fuel convoys and infrastructure was at an all-time high. These included reconfiguring terminals, creating four new supply chains with Iraqi drivers, leasing new storage tanks, and implementing a strict quality assur-



Lt. Col. Dan Semsel, former commander, DESC-Mid-Pacific

ance program to reduce black market losses. Semsel also executed a detailed four-month exit plan that allowed for the seamless transition from DESC-managed fuel importation to an operation totally controlled by the Iraqi ministries.

Semsel provided exceptional contributions to improving operations. As a hand-picked member of the Balanced Scorecard Customer Theme Team which developed DESC's vision for future customer support initiatives, his proposals helped establish a roadmap for long-term planning and customer relations support. In supporting Operation Enduring Freedom Philippines, Semsel established new contracts in remote locations, and leased fuel storage at Subic Bay to allow for immediate resupply of Navy vessels in theater. His work with the expansion of a paperless transaction system allowed direct interface between contractors and deployed personnel while simplifying operations and reducing billing delays.

increasing throughput with a new fuel loading arm.

Semsel's innovative customer surveys and customer support metrics, adopted DESC-wide, resulted in exceptional customer support. Said the USPACOM joint petroleum officer of Semsel's tsunami relief team: "DESC is two weeks ahead of everyone in supporting this mission!"

By expertly directing the flow of \$1.1 billion in fuels importation funding, Semsel met all importation obligations while giving back more than \$300 million of U.S. government funds, helping to support Coalition Provisional Authority fuel facility modernization projects – a win-win for America and Iraq. He also minimized future manpower requirements in Guam fuel terminals by 50 percent while

There was no operational or historical model for this nation-wide humanitarian undertaking of such epic proportions.

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DESC-Pacific Rules

DESC-Japan: Federal Organizational Excellence (Small Command)

The Defense Energy Support Center – Japan provided exceptional fuel support for 130,000 American service members, their families, and DoD and Japanese employees located in 108 locations throughout Japan, as well as for USPACOM missions across the Pacific region. “This team’s unparalleled vision, teamwork and customer support significantly increased theater capability and productivity,” said Bellis. More was achieved in 2004 than in any year in DESC Japan’s history, according to

Bellis.

The team flawlessly managed 672 million gallons of petroleum products, 45 percent of USPACOM’s on-hand petroleum inventory for 15 Defense Fuels Supply Points located throughout Japan. They expertly directed 9600 error-free fuel shipments, and provided outstanding oversight and bilingual liaison with customers, vendors and contracting officers, generating superb support for nearly \$300 million in contracts. They spearheaded a short-fused delivery of more than one million gallons of jet fuel to Iwo Jima, enabling

Navy pilots and aircrew to maintain proficiency and readiness in carrier landing procedures. DESC-JA managed nearly 375 infrastructure improvement projects and positioned 30 million gallons of storage in forward areas to support the warfighter and improve strategic airlift capabilities through aggressive oversight of a \$104.7 million construction project.

Cited for “impeccable budget stewardship,” the DESC-JA team saved taxpayer dollars by renegotiating rail contracts and realizing \$1 million in savings on a \$2.3 million restoration project. They investigated support in three vital areas: as the catalyst behind an accelerated activation and cargo system test of a Ready Reserve Fleet 30 million-gallon tanker, the force behind the first crucial fuel shipment and receipt capability in over seven years, and as the first-ever facility/engineering assessment



The DESC-Japan team poses post award. Front row, left to right: Yumi Takahashi; Reginald McCaw; Lt. Col. Robert Letourneau, U.S. Air Force; Akiko Okino; Christina Nishie; and James Fair. Back row, left to right: Linda Richtsmeier; Sgt. First Class Cory VanRy, U.S. Army; Geoffrey Connell; and Lee Green.

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and validation of a fuel discharge system's ability to load Military Sealift Command ships.

"DESC-JA was the first to move on disaster relief," said Bellis, "and their impact was felt across the Pacific where they supported critical supply missions to Kwajalein Atoll, Wake Island and Korea during typhoon relief operations." The team provided critical assistance during several disaster relief missions by ensuring landing and refueling rights in Japan for U.S. Marine Corps aircraft enroute to the Philippines to expedite delivery of 200 tons of relief supplies after successive tropical storms killed more than 650 people and displaced nearly 170,000. They aided similarly to enable Army aircraft to transit a politically sensitive island enroute to tsunami relief efforts. In the wake of 60 significant earthquakes and 10 typhoons, they provided quick support to Japan, expediting \$22 million in repairs to critical theater resupply assets and providing engineering recommendations for a Japanese fuel pier destroyed while in construction.

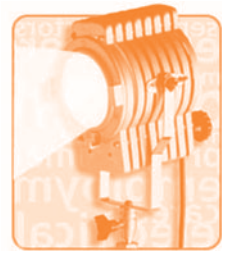
The team significantly improved

productivity and improved the quality of customer focus and strategic planning. They completed a top-to-bottom review of Japan's petroleum infrastructure for less than five percent of the original study cost, identified shortfalls and implemented expedited fixes to match Japan's capabilities to warfighter requirements. They inspired \$900 million in annual cost avoidance and improvements in alternate resupply modes for Misawa Air Base. They educated flag-level leadership in U.S. Forces Japan and the Army Corps of Engineers on DESC support and services, increased inspections on tanks and pipelines by 40 percent to prevent leaks which could cause damage to the environment, and achieved \$600,000 savings per year in POV gasoline costs for American troops and their families and \$22 million in savings by a Japanese utility cost sharing program.

The team's robust metrics program and customer interface program was lauded. "DESC-Japan has gone the extra mile to implant exceptional metrics into their operations and influence customer outcomes...their results are most impressive, and their approach

should be adopted by all fuel regions throughout the world," said Defense Logistics Agency Director Vice Adm. Keith Lippert.

"DESC-Japan has set the standard." They were the first office in the Pacific to have zero past-due petroleum inventory accounts, and their focus on training increased training hours by 470 percent and increased customer awareness while reducing time away from home by completing 270 instruction blocks at four locations.



This team's unparalleled vision, teamwork and customer support significantly increased theater capability and productivity.

Master Sgt. Randy Beltran: Honorable Mention, Enlisted Service Member of the Year

As Operations Sergeant for DESC-Korea, Beltran "had a major impact on the go-to-war posture of U. S. Forces in Korea," said Bellis. He was responsible for conducting fuel analyses and operational planning which increased military readiness, and he deployed to Iraq to play a pivotal role in the task force which provided fuel to the Iraqi civilian population.

In Korea, he received into storage and issued nearly 85 million gallons of bulk fuel, provided quality assurance for nearly one billion gallons of bulk fuel at nearly 20 locations in four countries, and he managed a network of 32 fuel inventory accounts with an annual volume of more than 200,000 transactions. He consistently achieved account reconciliation rates above 98 percent when the DESC-average world wide is in the mid-80s.

Beltran deployed to Iraq for three intense months as Task Force Restore Iraqi Oil Operations Sergeant. The team provided 40 percent of the Iraqi populace's fuel, managed the importation of 440 million gallons of fuel and oversaw delivery from convoy security to accountability. His efforts were responsible in large part for the Task Force's selection as "Best Team" in the DLA, said Bellis.

Setting the standard for professionalism, Beltran scored the maximum 300 points on the Army physical fitness test at the age of 42, trained the newly-assigned operations officer in Korea and mentored four other non-commissioned officers.

He brought significant improvement to operations by gaining overall Korean fuel storage and delivery capabilities after a comprehensive review

of existing capabilities and new requirements. He worked doggedly to upgrade computer capabilities to handle classified information, organized the Korean theater war planning conference, and volunteered as the shift leader for a multinational logistics cell responsible for supporting two major exercises.

Beltran significantly improved customer service. He educated customers on newly-fielded fuel system reporting software, reducing out-of-tolerance inventory losses by 50 percent. He edited and updated the Smart Book, a tool designed to provide fuel logisticians with a comprehensive unclassified reference for planning bulk fuel operations in Korea, and he was an integral part of regular customer service visits throughout the country. Said Bellis, Beltran was "the most highly-sought-after subject matter expert in Korea."

Have you had your BSM-E training yet?

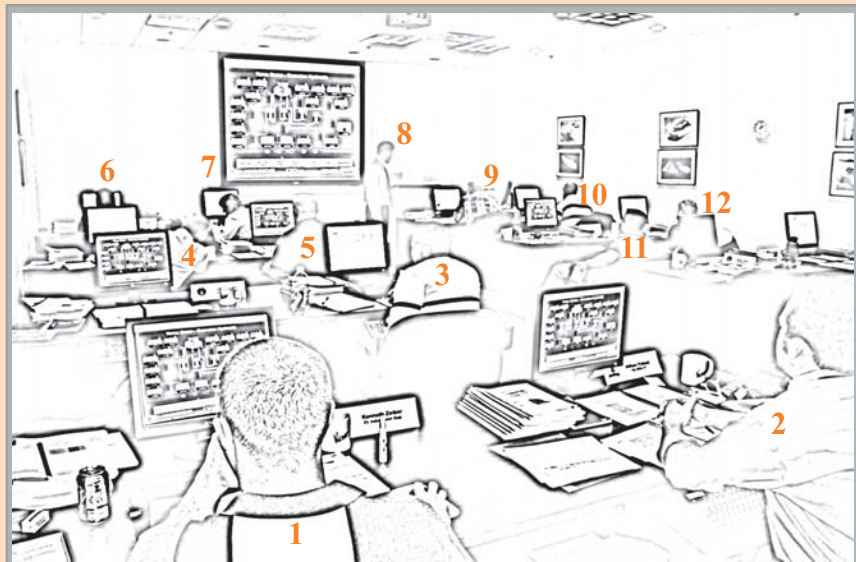
Training is conducted year round at the Varec contract facility in Atlanta and in field locations worldwide.

Students learn how to use the Fuels Control Center, the Fuels Enterprise Server and other base-level programs.

The newest course, Joint BSM-E (Purple), is now covering FCC 1027. A Fuels Management Defense version will launch this summer to cover the soon-to-be-deployed FMD 6.0.

Check www.DESC.dla.mil under BSM Energy (FAS) and then select Training for details and enrollment procedures.

B Business Systems Modernization - Energy

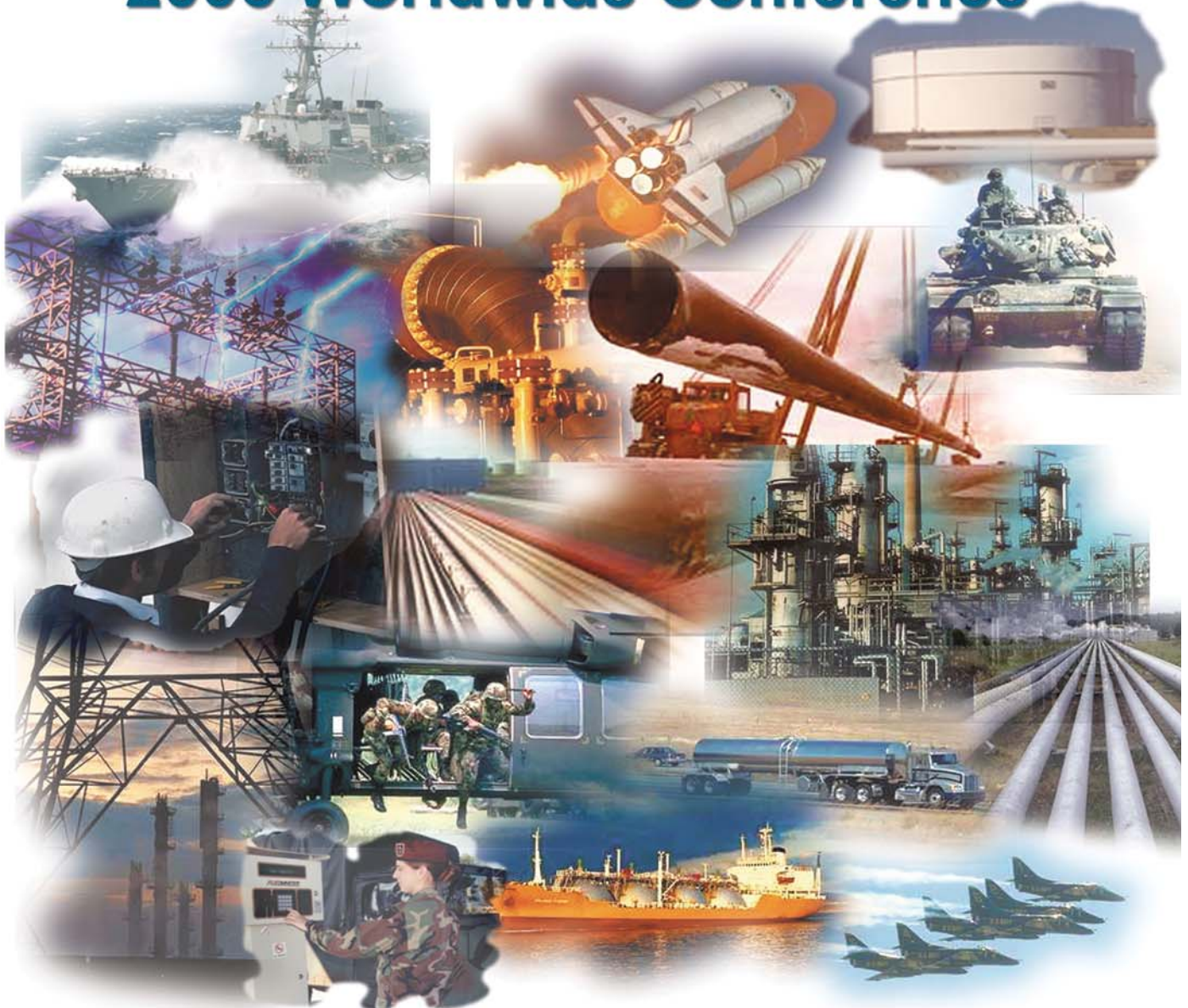


These folks have:



1. Sgt. Kenneth Zeiber, USA, Ft. Indiantown Gap; 2. William Pollack, DESC-FI; 3. Staff Sgt. Gary Haley, USAF, Misawa AB; 4. Staff Sgt. Christopher McLeod, USAF, Duluth ANG; 5. Staff Sgt. Jeremy Ybarra, USAF, McChord AFB; 6. Senior Airman Ryan Miller, USAF, Cannon AFB; 7. Staff Sgt. Jennifer Priebe, USAF, Whiteman AFB; 8. Edward Whitmore, Varec Inc., instructor; 9. Staff Sgt. Luke Salkeld, USAF, Shaw AFB; 10. Jackie Sumbry, Maxwell AFB; Senior Airman James Mastalski, USAF, McGuire AFB; and Staff Sgt. Amerida Quintanilla, USAF, Lackland AFB.

Defense Logistics Agency
Defense Energy Support Center
2006 Worldwide Conference



April 18 - 20, 2006

Hyatt Regency Crystal City

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