

Fuel Line

Defense Energy Support Center

January/February 2007



Inside this issue:
Hydrazine team wins David Packard award
Connelly and Wenberg bid farewell
Dacey honors fallen soldiers with stitching

From the Director They'll never know the mountains you climbed...



**Interim DESC Director
Rear Adm. Henry Tomlin**

**DESC has
“a world-
class
workforce
with which
I am proud
to serve.”**

I'm proud to be here in what Lieutenant General Dail recently called the Crown Jewel of DLA and perhaps even the Department of Defense. I am a reservist, and the Director of DLA's Joint Reserve Forces, and I'll be serving as the Interim Director of DESC until a replacement for Dick Connelly is selected. This arrangement is both a compliment to DLA's reserve forces – after all General Dail turned to a reservist for the job – and to DESC because he wants you to have the best in leadership and won't be rushed in selecting your next Director.

Before coming to DLA, I was the commander of the Navy Expeditionary Logistics Support Force where I supervised 3,600 people and their deployments over the last three years to Kuwait, Afghanistan and Iraq. I know the environment and the impacts on product movement and storage; I know the tempo, the tension, and the stress — and I understand the customer – not the energy product supply chain specifics, but the logistics environment. So, in that way I know a lot about the challenges you face.

I've been initially impressed with how lean your organization is and yet you still find time to take on new technologies, new products and new business procedures. Recent awards to the hydrazine and helium teams, which you can read about in this issue, exemplify the kind of innovation and the level of collaboration across skill sets which makes DESC a standout. It's exciting to be in an organization where the team members have such a strong sense of identity with the mission.

It's a special calling because the people who benefit from what you do will never know how many mountains you've climbed, how many speed bumps you got rid of, how far you stretched to make sure that they didn't know their end product was at risk. We don't do what we do for the pats on the back. When we leave work each day, we take pride in having provided something essential to somebody who will never thank us for it.

What should you expect while I'm at the helm? Primarily, I'm here to run interference with issues that might keep you from getting the job done. I trust you to keep doing what you need to do – and to bring issues to me that I can help resolve.

We have a unique opportunity while I'm here to educate me on the energy business so I can carry that knowledge back to the Corporate Board of DLA and into the Reserve Readiness business. In addition, as a military officer, I'm active in some forums that SESs don't participate in. I look forward to being an additional voice for DESC in those arenas.

As you know, General Dail has identified four areas of focus for the agency: *warfighter support* – which DESC already lives and emulates for the rest of DLA; *stewardship* – caring for resources and spending money like it's our own; *growth and development* – remembering that what's good for the development and growth of the individual is good for DESC, and continuing to develop diversity and our own potential; and *leadership* – knowing what you don't know and being honest in your feedback works in both directions and at all levels.

In this transition period, we'll count on each other to practice that kind of leadership.

Henry B. Tomlin, III

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

Fuel Line

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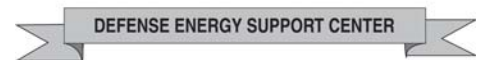
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On the cover: A Marine from Company B, 2nd Tank Battalion, 2nd Marine Division, Camp Lejeune, N.C., refuels a tank during Semi-annual Gunnery Fire in October 2006. (Original photo by Nutan Chada, DLA Visual Information.)



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DESC Americas East hosts Quality Conference

By Scott Artrip, Quality Manager
DESC Americas East

During the first two weeks of December 2006, DESC Americas East hosted its annual Quality Conference in Houston. Over the course of two, one-week sessions, 42 of the 47 quality assurance representatives assigned to DESC-AME participated in a variety of training sessions, commercial industry updates, and structured personal and team development activities.

The planning and execution of such an event is no small task in itself given the geographically-dispersed nature of AME's Quality workforce throughout 37 states. Just getting the QARs all in one room in Houston was a major task. Creating an agenda that accomplishes mandatory annual training while finding time to address emerging industry and product quality issues can be a challenge.

Both weekly sessions were opened by the DESC-AME commander, Army Lt. Col. Phillip D. VonHoltz, who provided the QARs direct emphasis on their role in support of the warfighter. Chris Lamont satisfied the mandatory annual requirements for Hazardous Waste Operations and Emergency Response and the Transportation Department's hazardous materials training, DOT HAZMAT, through two-day classes each week. Greg Gregory, Team Building contractor to Rockhurst University, provided team dynamics training which was received extremely well by the QARs. Industry representatives from both Colonial Pipeline and Plantation Pipeline, Keith Penn and Larry Upchurch respectively, provided presentations to the QARs on their current and future organizational business practices, operations and industry trends. Mike Young and Rod Fischer of DESC's

Bulk Fuels Commodity Business Unit provided program-oriented briefings on quality initiatives and policy for the Bulk, Into-Plane, Bunker and Missile Fuels programs. Finally, time was set aside for Team Leaders Phil Bohn and Tony Potts and Quality Manager Scott Artrip to respond to questions and provide guidance.

One of the most important benefits from this conference was allotting time for the QARs and their respective regional inventory managers to meet and get to know each other. Many of them had never met face to face, due in part to their geographical location and that the Region has experienced unprecedented turnover of personnel in recent months. The benefit of finally attaching a face to an otherwise detached voice in another state, country or time zone will pay great dividends for the organization now and in the future and will have a collateral effect of binding them closer together.

Finally, DESC Americas Commander Army Col. David J. Rohrer attended the end of the first one-week session and opened the second session. In addition to meeting many of the QARs for the first time, Rohrer shared his command philosophy. He also provided insight on where he sees our agency heading and addressed specific



Conference attendees complete critiques during a December quality conference.

questions asked by the QARs.

Although mandatory annual training was conducted during the conference, considerable efforts were made to make this event as enriching for the participants as possible and allow them to return to their home stations with a positive view of the integral role they play in the continuing success of the agency.

DESC Americas and Fort Lewis soldiers team up for warfighter

By Capt. Joshua Strakos, Operations and Plans
DESC Americas

Working together, the Defense Energy Support Center Americas region, 40th Transportation Company of Fort Lewis, Wash., and Defense Fuel Support Point Manchester, Wash., teamed up to deliver about 412,000 gallons of JP8 jet fuel to customers including Fort Lewis, the Oregon Air National Guard at Portland and the U. S. Coast Guard at Port Angeles, Wash.

This mission was part of the Americas Contingency Energy Solutions program. The ACES program ensures DESC customers have an uninterrupted supply of on-specification fuel to execute and sustain their missions while providing a training opportunity to Army petroleum forces. By substituting Army tanker truck deliveries for everyday commercial transportation, the ACES program serves a dual purpose.

Supporting the customer is only half the benefit. ACES moves DESC's core competencies and capabilities closer to the warfighter by providing a peacetime training opportunity in which Army units can exercise their wartime skills. Under normal circumstances military transportation units cannot compete with commercial resources to meet routine peacetime requirements. However, one-time non-routine transportation needs and approved Department of Defense emergency and wartime fuel transportation requirements that cannot be met by commercial transportation sources qualify as exceptions.

During this three-week training mission from Oct. 23 to Nov. 9, the 40th Transportation Company logged 42,000 total miles. The training mission was critical in preparing the 40th for war. Because contractors transport all of the petroleum products during peacetime, the 40th seldom gets the chance to carry out its mission stateside. The exercise allowed the soldiers the opportunity to operate their equipment, train new members and move the fuel in a simulated wartime environment.

As the only active-duty Army petroleum transport company in the western United States, the 40th, under the command of the 80th Ordnance Battalion, is doing what it was created to do. Drivers from the 40th hit the road on Oct. 23 to load jet fuel at Defense Fuel Support Point Manchester and delivered it to Fort Lewis, the Air National Guard Station in Portland and the Coast Guard Air Station in Port Angeles. The unit overcame many obstacles including delivery of new fuel trailers with the resulting need to purge and flush the trailers prior to the mission, unfamiliar routes over new terrain and torrential rainfall. The area of operations received a November "record amount" of rain in just the first seven days of the month.

"For us, it's an opportunity to train on our wartime mission to receive, transport and issue petroleum products," said Capt. Wenqing Su, company commander. The exercise gave the company's two 92F fuel handlers the opportunity to cross train the 88M drivers on some of their primary tasks. "I'm an 88M," said Staff Sgt. Derrick Howard. "Normally, we don't deal with fuel, but it's good training."



On the last day of the exercise, soldiers from the 40th Transportation Company and a Fleet and Industrial Supply Center Puget Sound member pause for a photo after loading the last of the 412,000 gallons of fuel transported. Pictured are Staff Sgt. Corey Brown, Petty Officer 2nd Class James Keith, Staff Sgt. Deborah Crim, and Angie Collins.

The mission also allowed company leaders to formulate and test procedures in support of emergency operations during a domestic crisis. "The other significance of this exercise," Su said, "is that it establishes a communication link in case of a real-world emergency such as [Hurricane] Katrina or an earthquake in California."

"Morale among the drivers and fuel handlers is high," the commander said. "Not only are they performing mobilization duties, but they also are putting miles on the unit's half-dozen new tankers."

"One of the greatest benefits of the ACES exercise is its joint nature, requiring coordination between the Army, Air Force, Navy and Coast Guard," said Lt. Cmdr. Chris Light, director of the Fleet and Industrial Supply Center Puget Sound Fuel Department.

According to Su, "They're learning from our equipment capabilities, and we learn from theirs. Things are pretty standardized across the services, but we're amazed with some of the things they [the Air Force] come up with as far as the adaptability of the equipment. Demonstrating their professionalism, the soldiers of the 40th delivered 412,000 gallons of fuel and drove more than 42,000 miles with zero accidents, zero incidents and zero drops of fuel on the ground."

The mission involved coordination at the DESC region and headquarters level as well as coordination with the 40th's chain of command and with DFSP Manchester and its customers at the ground level. This purple exercise, Su added, showcases DOD interoperability and the teamwork and excellence of DOD professionals at all levels of the supply chain.

Lean Six Sigma: methodologies

By Irene Lelansky,
Customer Support Office

If you are like many members of the Defense Energy Support Center, you may be asking yourself, “What is Lean Six Sigma and why use it?”

LSS is a pairing of two process improvement methodologies by which DESC hopes to increase the speed, efficiency and accuracy of its business processes.

“LSS is a great tool to evaluate and analyze a business’ current operations, survey and obtain customer feedback, generate new or improved processes and eliminate all possible redundancies or unnecessary non-value added tasking,” said Lula Manley, team leader for the first LSS pilot project at DESC. “I feel there are many areas in DESC that could use the LSS process and provide even greater support to the warfighter.”

Lean and *Six Sigma* are both process improvement methodologies. *Lean* is about speed and efficiency, whereas *Six Sigma* is about precision and accuracy, which in turn leads to data-driven decisions. *Six Sigma* focuses on quality and the elimination of variation, but it does not address the question of how to optimize process flow. *Lean* principles exclude the advanced statistical tools often required to achieve the process capabilities needed to be truly lean. While each approach can result in improvement, achieving the goals of the enterprise – ultimately to improve return on investment by increased customer satisfaction and waste reduction – requires both *Lean* and *Six Sigma*.

The concept has been around for quite awhile. However, as its origin was in the manufacturing world, many people still believe that its worth is tied only to that distinct area. That is far from the truth. In service-providing agencies, the critical determinants of quality (*Six Sigma*) and speed (*Lean*) are the flow of information and the interaction between people. Applying *Lean Six Sigma* principles and tools may be different — and perhaps even more challenging — in the service world, but the process remains just as effective and essential.

“We’re excited about *Lean Six Sigma*’s potential and the many benefits that will be achieved through these continuous improvement efforts,” said Caitlin O’Leary, program manager of the DESC *Lean Six Sigma* Office. “In today’s business environment, mission success depends heavily on finding ways to work smarter, faster, and better. By integrating the disciplines of *Lean* and *Six Sigma*, we will be better able to streamline our processes and improve efficiency throughout our organization.”

The Defense Logistics Agency has three pilot initiatives being worked under *Lean Six Sigma* and DESC is playing a key role in the program. The initiatives are: Common Access Card

***Lean* and *Six Sigma* are both process improvement methodologies. *Lean* is about speed and efficiency, whereas *Six Sigma* is about precision and accuracy, which in turn leads to data-driven decisions.**

issuance; long-term contracting; and DESC’s inventory account reconciliation. The *Lean Six Sigma* processes are being used to evaluate these projects, streamline the processes and enhance customer response. All three are showing dramatic and continuous process improvement.

After assembling an LSS team, DESC began working the pilot project - Inventory Account Reconciliation - in May 2006. Soon after the team began mapping out the processes, it became clear that this was a very large and complex undertaking. The project was then broken down into smaller projects and the team selected the Emergency Fuel Buy project to initiate the *Lean Six Sigma* process.

Two roles that are critical to the LSS process are Black Belts and Green Belts. Black Belts are the experts on LSS principles and tools and take the lead on the larger, more complex projects; they also coach Green Belts. Green Belts lead small to moderate projects and Rapid Improvement Events. The EFB team was comprised of a Black Belt, Green Belt, and

already paying dividends

numerous subject matter experts from those business units involved in the EFB process.

Over the past six months, the team has participated in five workshops; the workshops followed the Define, Measure, Analyze, Improve, and Control process. DMAIC is a structured problem-solving methodology widely used in business. It is extremely helpful as it provides a roadmap and leads a team logically from defining a problem through implementing solutions. A critical point of the process is “Control” as best practices are established and monitored to make sure the solutions stay in place.

Each workshop focused on a specific area of the process, such as developing the process map; identifying the inputs and outputs to measure; confirming root causes of variation; generating solutions and creating the future state process map. The last workshop focused on identifying how to control and monitor the new procedures.

When the team began work on the project, it took 19 days to process an EFB. The time required to process an EFB has now been reduced to four days after using the DMAIC process — and this processing time is still being reduced. This reduction was achieved by identifying and eliminating non-value added steps in the EFB process. “This is a tremendous accomplishment and demonstrates the effectiveness of the LSS process,” O’Leary added.

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Two other projects are now in the works — help desk tickets and fuel price escalation, with approximately a dozen more identified projects in the queue.

DESC currently has nine certified Green Belts to facilitate the upcoming events. The certified Green Belts are Rocky Krill, Lula Manley, Bill MacLaren, Pam Griffith, Al Lamson, Caitlin O’Leary, Bertha Lopez, Irene Lelansky, and Rachel Dunlap. Green Belt training for nine more candidates is scheduled for January 2007.

DESC also has two Black Belt candidates, Rocky Krill and Caitlin O’Leary; they are learning to use the tools and skills from the intensive training received through the Naval Sea Systems Command Lean Six Sigma College to apply to future projects at DESC.

As part of the DESC Customer Support and Strategic Planning Office (DESC-DS), the recently established Lean Office is responsible for implementation of DLA/DESC Lean Six Sigma initiatives to remain focused on effective and efficient warfighter support solutions.

As we move down the lean path, please note that DESC-DS is your one-stop shop for questions involving LSS training, lean project status, and how you can be involved in future opportunities. Inquiries regarding the DESC Lean Six Sigma program can be forwarded to Irene.Lelansky@dla.mil or Caitlin.Oleary@dla.mil.

Pacific Region fuels specialists tour Tesoro refinery

By Ron Bell,
DESC Middle Pacific quality assurance
representative and
Lance Tanaka,
Government Relations, Tesoro Hawaii Corporation

Energy specialists in the Pacific theater toured a Tesoro Hawaii refinery Nov. 9. Company representatives provided a tour of the 94,000 barrel-per-day refinery in Kapolei for a group of Pacific petroleum, oil and lubricants specialists from the Defense Energy Support Center Pacific, the U.S. Pacific Command Joint Petroleum Office, and the Pacific Air Forces Fuel Office.

The Kapolei refinery, on the island of Oahu, celebrates its 35th year anniversary next year, and has been supplying the military since its inception.

Carlos DeAlmeida, Oils Planning manager for Tesoro Hawaii, hosted the tour and outlined the refinery's history, layout, processes and operations. The office presentation was followed by a drive-through tour of the facility where DeAlmeida pointed out the various units and explained the major refinery processes.

The refinery was constructed in 1972 with U.S. government business in mind from the start, he said. The planning operation and construction reflected that focus.

For this contract year, Tesoro Hawaii will deliver by pipeline a combined total of more than 3 million barrels of F76 marine diesel fuel and JP8 military specification jet fuel to Defense Fuel Support Point Pearl Harbor.

Over the years, the refinery expanded its operations. Besides meeting the military's fuel needs, Tesoro Hawaii's Kapolei refinery now supplies a range of refined petroleum products for the state. The refinery originally operated as Hawaiian Independent Refinery, Inc. under Pacific Resources, Inc., and later as part of BHP Hawaii, of Australia's Broken Hill Proprietary Company.

Today, the Kapolei refinery is one of six refineries in the western United States owned and operated by the Tesoro Corporation, a Fortune 200 company headquartered in San Antonio, Texas. Together, the refineries have a combined capacity to process approximately 560,000 barrels of crude oil per day. Tesoro Hawaii also has retail stations on Oahu, Maui and the Big Island.



Participants pose for a memento during the Tesoro refinery tour.

From left to right are Tech. Sgt. Hoang McChesney, PACAF Fuel Automation and Training manager; Tesoro Hawaii Corporation Oils Planning Manager Carlos DeAlmeida; Lt. Col. Jeffrey Moyer, chief, PACOM Joint Petroleum Office; Master Sgt. Matthew Ryan, PACOM JPO; Senior Master Sgt. Gregory Coleman, Pacific Air Force Fuels Operations superintendent; Lt. Cmdr. Michael Heryford, PACOM JPO; DESC Pacific Planner David Douglas; Lt. Col. Harold "Doug" Bugado, commander of DESC-Middle Pacific; and Navy Capt. Dianne Archer, commander of DESC Pacific.

Officers spearhead joint logistics officer development in Kuwait

By the DESC Middle East Office

Air Force Maj. Kevin Carrico has recently coordinated gatherings for logistics officers on Camp Arifjan, Kuwait, as the first steps toward developing a Logistics Officer Association chapter in Kuwait.

Carrico is serving a one-year unaccompanied tour at Camp Arifjan as the DESC Kuwait, Sub-Region Commander. He was assisted in coordinating the first meeting by Navy Lt. Anton Raneses who was deployed to Camp Arifjan as Navy Customs Battalion Liaison Officer. Raneses returned to Fort Belvoir in October to resume duties as contracting officer in the Direct Delivery Commodity Business Unit.

By creating an LOA chapter in Kuwait, Carrico and Raneses hoped to take advantage of the LOA's goal which is to "enhance the mission of the United States Air Force through concerted efforts to promote quality maintenance, professional development of logistics officers, and an open forum for leadership, management and technical interchange. The LOA also seeks to enhance the professional stature of the logistics officer and improve the logistics environment." Although the LOA is traditionally an Air Force-centric organization, the Kuwait Chapter will broaden its focus to enhance the missions of all U.S. military services.

At the first meeting, held in early September, Navy Cmdr. Ed Montero presented a "U.S. Central Command Deployment Distribution Operation Center 101" briefing to 10 attendees from the Army, Navy, Air Force and a civilian contractor operating out of Camp Arifjan, Ali Al Salem Air Base and Kuwait International Airport. Discussions followed, including local container management issues, theater automated tracking systems and new passenger scheduling procedures. Future topics were



Air Force Maj. Kevin Carrico and Navy Lt. Anton Raneses.

planned to focus on DESC Middle East, Combined Forces Land Component Command and the 377th Theater Support Command.

"Logistics officers in Kuwait have a unique opportunity to learn first hand from one another about the many logistics problems faced each and every day while supporting the troops in Iraq," said Carrico. "By using the LOA to collaborate, network and build friendships across service components, problems can be addressed more easily just through increased understanding and improved communication. Expectations are high for the Kuwait LOA."

Two more meetings have been held since the September meeting, according to Carrico, but an LOA chapter has not yet been established.



This ain't your daddy's hydrant system

In the last issue of the Fuel Line, the hydrant system in this photo was misidentified as a Type II system. As the experts were quick to point out, the Type II system is post-Korean War technology. This new system at Eielson Air Force Base, Alaska, is a Type III system.

Hydrazine team wins David Packard

**By Hillary Lerner,
DLA Public Affairs and
Susan Declercq Brown,
DESC Public Affairs**

The hydrazine acquisition team, part of the Defense Energy Support Center's Aerospace Energy Commodity Business Unit, received the 2006 David Packard Excellence in Acquisition Award Nov. 8 from Undersecretary of Defense for Acquisition Technology and Logistics Kenneth J. Krieg at the Fort Belvoir, Va., Officer's Club.

The award honors superior Department of Defense acquisition teams. The award's namesake, the late David Packard, was founder and chairman of the Hewlett-Packard Company and later, deputy secretary of defense.

In selecting the team for the award, officials said, "The warfighter's requirements will be met 'faster, better, cheaper.'"

The DESC hydrazine acquisition team was recognized for their innovative acquisition strategy, a key selection criterion for the award. As a result of this strategy, the team obtained a competitive contracting process for hydrazine, a product that had been supplied by a sole source for more than two decades.

Obtaining competitive pricing will save the government millions of dollars over the life of the contract, said Sharon Murphy, director of the Aerospace Energy CBU.

From the outset, DESC partnered with NASA to develop the acquisition strategy. This was because NASA would be the largest single user of hydrazine products under the new contract, said Murphy. NASA representatives served on several technical evaluation teams.

To drive expansion of the hydrazine market, the team sought a legislative initiative to get 20-year contracting authority. They received this authority, which was critical to encouraging industry competition, in the DOD fiscal year 2003 authorization bill.

The team also developed a strategy for long-term cost savings by using an adjustment mechanism in the contract that combined four indices from the Bureau of Labor Statistics to produce a unique Economic Price Adjustment provision for each of the six grades of product. The EPA's were critical in reducing risk, according to the award citation which lauded team members for managing risk rather than trying to avoid it. The team also required the supplier to produce and store two years' requirements to enable rapid response to changing warfighter needs.

To encourage industry participation and process improvement, the team held an industry forum that included an open discussion with all participants, as well as individual meetings with potential suppliers. After significant market research, the team issued a draft request for proposal to provide potential bidders an opportunity to contribute prior to the RFP's final

release.

Hydrazine supports a number of defense and space missions. A rocket propellant, it is used in the emergency power unit of the Air Force's F-16 fighter jet and Atlas and Delta rockets. It's also used in the Boeing Delta IV and the Lockheed Martin Atlas V commercial space launch rockets. The MilStar constellation of satellites relies on high purity hydrazine to position the satellites, and NASA purchases hydrazine from DESC in support of the Space Shuttle and the International Space Station programs. "Hydrazine is critical to national defense and the U.S. space program," Murphy explained.

As the integrated material manager for all space and space-related products and services, the CBU manages the entire

**The warfighter's
requirements will be met
'faster, better, cheaper.'**

hydrazine supply chain, including acquisition, storage, distribution and transportation.

"Being a member of the hydrazine acquisition team was really a rewarding experience," said Mary Helen Martinez, lead item manager for hydrazine. She cited the knowledge and expertise of the team members and dynamic leadership as key aspects of a positive work culture which enabled the team's success. "Although each of us represented a different branch of expertise, we were dependent on each other," she explained.

Martinez said she learned that "to accomplish your goal requires dedicated team members and continuous promotion of innovative acquisition options – these require extensive research, industry forums and site visits to meet the team goal."

In recognition of this creative and comprehensive contracting approach, Krieg congratulated the team during the awards ceremony. Krieg also discussed the challenges of a work force nearing retirement and urged leaders within DOD to take active roles in developing the next generation of employees.

Defense Logistics Agency Director Lt. Gen. Robert Dail joined members of the hydrazine acquisition team to accept the award, as did Navy Capt. Kathleen Dussault, chief of the Acquisition Division of DLA's Logistics Operations and DESC Director Richard Connelly.

Murphy explained the thrill of accomplishing the team's goal: good stewardship of taxpayer dollars. She received notification of the award through an e-mail from Dail. The CBU deputy director, Ken Grams, and administrative assistant, Tina Maldonado, were standing in her office when the word came in.

Excellence in Acquisition Award

"I'm not sure either of their eardrums will ever be the same," Murphy said.

Murphy noted that team members who attended the ceremony had the opportunity to understand the significance the award holds within the department. "I'm not sure they understood what a 'big deal' this prestigious award was before attending the ceremony", she explained.

"I only wish the whole team could have been there. Every member of the hydrazine team should be very proud of their accomplishments," said Murphy. "I know I am."

She went on to say that "it's truly an honor receiving it as a member of the DLA team" and promised there would be a celebration in the team's hometown of San Antonio.

At the time of the nomination, the hydrazine acquisition

team included: from the Aerospace Energy CBU Murphy; Martinez; Raymond Roolf, Jr., chief of the Logistics Management Division; Melanie Mueller, chief of the Requirements Branch; Evelyn Salisbury, item manager; Cathy Mokry, chief of the Materiel Support Branch; Andres Avila, transportation specialist; Higinio Ramirez, logistics management specialist; Janie Gallegos, transportation specialist; contracting officers Ellen Shannon and Sylvia Urias-Vallejo; contract specialists Roberto Tijerina and Maria Ng; Grams; Rodney Fischer, quality assurance specialist; from DLA, Kay Bushman, assistant counsel; and from NASA, Marlo Krisberg, chief of Procurement; Chuck Davis, propellants engineer; Lisa Morales, contract specialist; and John Shaffer, physical scientist.



Gathered at the November presentation of the Packard award were: back row from left to right -- Melanie Mueller, Kay Bushman, Mary Helen Martinez, Gene Ramirez, Ellen Shannon, Rod Fischer, and Navy Capt. Marvin Wenberg, DESC's deputy director. Front row left to right -- Gabriella Earhardt, Under Secretary of Defense Acquisition, Technology and Logistics Kenneth Krieg, Sharon Murphy, Lt. Gen. Robert T. Dail, Richard Connelly, and Rear Adm. (Select) Kathleen Dussault.

Scenes : from the



A contract driver arrives in Afghanistan in his "jingle truck." Photo by Col. Dave Rohrer.



DESC Middle East Commander Col. Mark Olinger observes an inspection of a tanker truck arriving in Afghanistan. The dip stick is being used to measure the depth of fuel in the tank. Photo by Col. Dave Rohrer.



Gathered outside the DESC Middle East headquarters in Kaiserslautern, Germany, are, from the left, Rick Lepp, DESC Director of Operations Col. Dave Rohrer, Commander of DESC Europe Col. Mike Foster, Dave Ray, Lt. j.g. Tony Nguyen and Russ Price.



DESC Middle East commander Col. Mark Olinger and Capt. Rick Austin visit a facility in Kuwait. Photo by Col. Dave Rohrer.

Middle East



Chief Master Sgt. Stanley Walker, 379th Expeditionary Logistics Readiness Squadron, DESC Liaison Dave Ray, and Lt. Col. Jerry Jones, USCENTCOM Joint Petroleum Office. Photo courtesy of DESC Middle East office.



Trucks line up to discharge fuel in Kuwait. Photo by Col. Dave Rohrer.



Helium cannisters arriving in Iraq. Photo courtesy of the DLA Contingency Support Team - International Zone.

Government of Pakistan grants long-sought tax exemption

By DESC Middle East Office

A tax exemption for fuel suppliers to DESC was announced in November. The exemption came after a series of negotiations between the Defense Energy Support Center and the government of Pakistan.

Critical to meeting the fuel requirements of U.S. and coalition forces in Afghanistan is access to jet fuel, gasoline, and diesel products from Pakistan. A major challenge faced by both the refineries and major suppliers was the tax reimbursement process required by the government of Pakistan when exporting petroleum products. To relieve suppliers of this major financial obligation, in early 2006, the Defense Energy Support Center entered into a series of negotiations with various ministries of the government of Pakistan.

On Nov. 7, 2006, Col. Mark A. Olinger, commander of DESC's Middle East region, Contract Specialist Ann Wilson and Muhammad Saleem, representing contractor Cogeco, met with the Pakistani Minister of Commerce to discuss future tax exemptions for DESC suppliers. In attendance from the ministry

were Minister of Commerce Humayun Akhtar Khan, Muhammad Ashraf Khan, the additional secretary; Muhammad Hamid Ali, director of the Office of the Commerce Minister; and the Secretary for the Ministry of Commerce Syed Asif Shah.

Minister Khan approved the DESC request for tax exemption to be worded along the same lines as that for the International Security Assistance Force. The tax exemption was announced when SRO 1185 (I)/2006 dated Nov. 22, 2006, was issued as an amendment in Export Policy Order 2006, "to extend the facilities of refund of Sales Tax and other levies to Defence {sic} Energy Support Center (DESC) as are permissible to International Security Assistance Force (ISAF)."

The work in obtaining the tax exemption was, according to Olinger, a team effort across DESC, the U.S. Embassy Islamabad, and the Office of Defense Representative Pakistan.

"Mr. Muhammad Ashraf Khan, the additional secretary, mentioned that DESC had had a number of skillful negotiators," Olinger said.

DESC Middle East supports naval special warfare exercise at Masirah Island

By DESC-Middle East Office

The Defense Energy Support Center Middle East recently assisted in a naval special warfare exercise at Royal Air Force of Oman Air Bases at Seeb and Masirah, by providing fuel and logistics support during a U.S. Navy deployment of Special Operations forces. The exercise was underway from Aug. 25 through Sept. 2, 2006.

During this exercise, sailors and Marines assigned to the nuclear-powered aircraft carrier USS Enterprise (CVN 65) in the Arabian Gulf were deployed to and from Masirah Air Base in support of operations in Iraq.

Masirah Island occupies a strategic location near the entry point to the Gulf of Oman from the Arabian Sea. It became the site of military facilities used first by the British and then by the United States following an access agree-

ment signed in 1980 by the United States and Oman. The island has been used to stage operations in both the Middle East and Central Asia. The United States used the island in an attempt to rescue hostages in Iran in 1980 as well as in both Gulf Wars and Afghanistan.

James Robinson served as the primary coordinating agent and liaison officer between the U.S. Navy and the Masirah Air Base commander, advising each on requirements and procedures while assisting in airfield coordination. He scheduled more than 60 aircraft fuel service requests and coordinated aircraft parking. Along with RAFO, and Shell Oil Marketing, Robinson provided excellent support to all aircraft—issuing more than 50,000 gallons of JET A1 during the exercise.

Interim Director, Deputy chosen

By Susan Declercq Brown
DESC Public Affairs

The Defense Energy Support Center will be led by an interim director and deputy director while the selection process is underway for permanent leadership. Rear Adm. Henry B. Tomlin III, newly appointed director of Joint Reserve Forces for the Defense Logistics Agency, will serve as interim director, while Navy Capt. Jeff Cox, director of DESC's Executive Agent office, will serve as interim deputy director. Bill MacLaren is running the Executive Agent office in Cox's absence.

Tomlin's most recent position before joining DLA was as commander of the Navy Expeditionary Logistics Support Group where he commanded 3,600 reservists.

The admiral, who is a reservist, was commissioned in 1974 after completing a Bachelor's degree in engineering. He assumed duties as assistant supply, disbursing, and ship's services officer aboard the USS Downes after completing Navy Supply Corps School in Athens, Ga. Four years later he served as supply officer on staff at the Navy Submarine School in New London, Conn. After leaving active duty in 1980, Tomlin attended the Wharton School of the University of Pennsylvania

where he earned a Master's degree in Business Administration.

Other previous assignments include assistant director for the Supply, Ordnance and Logistics Operations Division of the Office of the Chief of Naval Operations; assistant chief of staff for Plans and Policy at the Naval Expeditionary Logistics Support Force; and as commanding officer for several organizations – Fleet and Industrial Supply Center Jacksonville 108; Defense Finance and Accounting Service, Columbus 209; Naval Air Terminal Norfolk 207; Navy Supply Center Charleston 607; and Navy Supply Center Charleston 307.

The admiral served as the senior U.S. participant in Cooperative Support, a NATO maritime logistics exercise held in Constanta, Romania; he was also a team chief of the Theater Logistics Control Center at U.S. European Command during Operation Provide Comfort, the Kurdish relief effort. He served in the Multinational Joint Logistics Cell at Madrid, Spain, during Dynamic Mix, and stood up the Logistics Operation Center at Atsugi, Japan, for Pacific Exercise.

Tomlin shares more about his background and perspective on page 1.

Connelly, Wenberg bid farewell

To all DESC military, civilian and contract employees,

As of January 3, 2007, I will be officially retired from federal service. These past three years as DESC director have been the highlight of my 37 year career. In fact, the only reason I did not retire three years ago, as I had intended, was this opportunity to serve as your director. I just could not pass that up.

I cannot express what an honor it has been to get to know each of you, both here at Fort Belvoir and all over the world. You are truly a remarkable team. You demonstrate to the world the heights of excellence a government organization can reach. No matter the challenge, the DESC team has met it, and together you will continue to do great things.

You serve the most noble of causes, that of supporting our men and women in uniform who willingly put themselves in harm's way in the cause of freedom. Few people anywhere can be as proud of what they do as you.

I have been honored and privileged to serve with you.

Dick Connelly

To all DESC military, civilian, contract and foreign national employees, and to all the professionals with whom I've worked in the fuels business,

As I retire from my 30-year Navy career, I take great pride in saying it has been a tremendous honor for me to serve with the DESC team, for not one but two tours.

You are a superior team — recognized by DLA Director Lt. Gen. Robert Dail, Department of Defense leadership and the United States as a "National Treasure," and the "Crown Jewel" of OSD. Your excellence in customer satisfaction is well known and documented with a customer satisfaction of 96.9 percent, the highest in the DLA enterprise.

*This recognition was earned not in one or two campaigns; not through completion of hundreds of successful exercises; nor through national or world disaster assistance, though these are all extremely important accomplishments. This excellent recognition is earned because each of you are dedicated to "**Readiness**"; representing a "24x7" organization that ensures energy solutions are provided globally in an expeditious, efficient and proper manner.*

Finally, a big thank you for those who were able to attend either my retirement ceremony or luncheon. I have many cherished memories and a profound sense of satisfaction knowing the DESC partnership is up to the challenge of supporting our warriors who are bringing freedom to those that couldn't experience it without your help.

Sincerely,

Marv Wenberg

The Big Picture



Air Force Synthetic Fuel Tests Continue

December test: B-52 flight uses synthetic fuel in all eight engines

EDWARDS AFB, Calif. — A B-52 Stratofortress took off Dec. 15, 2006, on a flight-test mission using a blend of synthetic fuel and JP8 in all eight engines. This is the first time a “Buff” has flown using a synfuel-blend as the only fuel on board.

In September, the Air Force successfully flew a B-52 with two-engines using the synfuel-blend. “The B-52 test flights at Edwards Air Force Base are the initial steps in the Air Force process to test and certify a synthetic blend of fuel for its aviation fleet,” said Secretary of the Air Force Michael Wynne. “We are confident that the success of this flight will bring us one step closer to allowing a domestic source of synthetic fuel to accomplish the Air Force mission in the future,” added Secretary Wynne.

The first B-52 flight using Fischer-Tropsch synthetic fuel occurred Sept. 19 at Edwards. The December flight further demonstrates the Air Force’s commitment to using alternate fuels and is the next step in the testing and certification process before the fuel can go into widespread use.

According to Assistant Secretary of the Air Force Bill Anderson, the Air Force has reinvigorated its energy strategy which is underpinned by supply-side availability and demand-side conservation.

“The Air Force is moving forward in its commitment to certify alternative sources of fuel for both its aircraft and ground vehicles fleet,” said Anderson.

Maj. Gen. Curtis Bedke, Air Force Flight Test commander is flying the aircraft to assess how well it performs using the synthetic blend of fuel.

The next test phase for the B-52 will be cold weather testing to determine how well the synfuel-blend performs in extreme weather conditions.

January tests: B-52 undergoes synthetic-fuel cold weather testing at Minot

MINOT AIR FORCE BASE, N.D. — A B-52 Stratofortress powered by a mix of synthetic fuel arrived here Jan. 17 for cold-weather testing, the last step in the testing and certification process to help reduce Air Force dependence on imported fuel.

The aircraft, permanently assigned to the 5th Bomb Wing here, will undergo ground testing through the beginning of February to determine how well the synthetic fuel, made from a 50-50 blend of traditional crude oil-based fuel and a Fischer-Tropsch fuel derived from natural gas, performs in extreme weather conditions.

“The B-52 is leading the way in carrying out the Air Force’s vision for conservation,” said Col. Eldon A. Woodie, 5th Bomb Wing commander. “Hopefully, the weather will allow us to complete cold-weather testing.”

The first B-52 flight using Fischer-Tropsch fuel occurred Sept. 19 at Edwards AFB, Calif. It was an aviation first. Since then, the aircraft has been tested extensively — up to the point of flying with synthetic fuel in all eight engines. Ground testing here will occur with synthetic fuel in all engines.

After testing here is done, the cold-weather data will be analyzed along with the data from Edwards AFB, and a complete test report is scheduled to be issued in June.

“The maintenance and aircraft support here at Minot have been outstanding,” said Robert Aguilar, the project manager for cold-weather testing, who’s here from California.

Air Force considers itself “one step closer to allowing a domestic source of synthetic fuel to accomplish the Air Force mission in the future.”

DLA transformation moves ahead, BSM fielded in December '06

By Jim Katzaman
DLA Public Affairs

Less than a month before he expected to announce Business Systems Modernization reaching full operational capability, Defense Logistics Agency's transformation overseer said the Agency's work will have just begun.

That was Army Maj. Gen. Bennie Williams' prediction Nov. 28 as he addressed the Innovative Logistics Operations session of the Defense Logistics 2006 conference in Washington, D.C.

With BSM expected to be fully in place in December, Williams said, "we'll need to work various system tweaks." He believes this task could exceed the effort DLA put in through the last several years to bring the entire system on line. Nevertheless, he said, the agency is committed to make BSM succeed.

"That first year is just painful," Williams said, responding to a question about the retirement of legacy systems. "We've established priorities of what we'll need to fix to make BSM hum. Our immediate concern is procedures that might have gone wrong and what we'll need to do to make things better. Collaboration between the agency and customers is the key."

Williams was one of several DLA speakers who made presentations to the Defense Logistics 2006 conference. There were Allan Banghart, director of Enterprise Transformation, who talked about DLA transformation initiatives; and from Defense Logistics Information Service, Steven Arnett, deputy chief of the International Division, and Branch Chief Deb Meyer who co-presented DLIS: Leading the Way in eCommerce.

Williams focused on the four Agency transformation initiatives on which DLA is working especially hard:

**Improved execution of customer-supplier strategy;
Base realignment and closure implementation;
Integrated Data Environment and Global Transportation
Network convergence; and
Enhanced contingency support.**

"We're like Wal-Mart," Williams said, speaking about the customer-supplier strategy. "We have to turn inventory. We need to be smart to know customer requirements and move to fulfill that need. If we can get this piece right, we'll be well off."

BRAC implementation, the general said, "is another key enabler at DLA. Its implementation will deliver transformational change for [the Department of Defense]." Williams cautioned that DLA will be careful as it proceeds in this area, saying, "If it's not broke, we're simply not going to try to fix it."

The Agency's major concern in this area, the general said, is materiel availability at an acceptable level. "Eighty-five percent availability," he said, "is no longer acceptable by the customer." DLA's new goal is to run at 98 to 99 percent availability of items in stock. At that rate, Williams said, any part not available now would "be in the bin the next day."

The general said DLA is working with the commercial

"That first year is just painful," Williams said, responding to a question about the retirement of legacy systems. "We've established priorities of what we'll need to fix to make BSM hum. Our immediate concern is procedures that might have gone wrong and what we'll need to do to make things better. Collaboration between the Agency and customers is the key."

sector to use their space for storage from which the depots could pull out items as desired. "The biggest part of our job is to build up the trust and confidence of the warfighter," Williams said. "We do this by having people forward deployed to gain knowledge about customer needs."

Meanwhile, the general said, "We're moving full speed ahead to make supply and transportation work together" through Integrated Data Environment and Global Transportation Network convergence, known as IDE-GTN. Increased logistics information sharing across the Department of Defense, improved reliability and responsiveness for data exchange needs, and enhanced materiel visibility are among the benefits customers can expect from the program management partnership of U.S. Transportation Command with DLA. The partnership will integrate defense supply chain-, logistics-, transportation- and distribution-related data and information technology services. "We're still a year out from convergence of IDE-GTN," Williams said. "We're all about bringing them together."

The fourth main focus area, enhanced contingency support, grew out of lessons learned from the aftermath of Hurricane Katrina in 2005. An upshot is the creation of deployable distribution centers. Now, DLA people can co-locate with Federal Emergency Management Agency officials in the operations area. "We can work with DOD and non-DOD organizations to arrange for shipments," he said. "We can store commodities for FEMA and surge on a limited basis."

Hydrogen fuel cell outperforms diesel counterpart in AF test

By **Damian Housman,**
Warner Robins Air Logistics Center Public Affairs

ROBINS AIR FORCE BASE, Ga. (AFPN) — Air Force Materiel Command officials here are tied to a project that could provide warfighters at remote bases with a cleaner, quieter way to power runway lights and other electrically powered devices.

Air Force Advanced Power Technology Office, or APTO, officials here held a December demonstration of a hydrogen fuel cell for providing power at remote locations.

The hydrogen fuel cell was developed by Battelle, a global science and technology company that develops and commercializes technology that is based in Columbus, Ohio.

During the demonstration, halogen light units were powered by a hydrogen fuel cell, and also by a current generation light cart using diesel fuel. The diesel generator produced toxic emissions, an odor and considerable noise, along with electric power. The hydrogen fuel cell produced electric power with no emissions, no odor and almost no noise.

According to Jeff Melaragno, Battelle's senior market manager for fuel cell technology, the hydrogen fuel cell is 25 percent more fuel efficient than diesels. "This means it runs much longer on the same amount of fuel," said Melaragno. He explained that fuel is converted to hydrogen by a reformer, and the hydrogen runs the motor (fuel cell) that produces electricity.

The fuel used for the demonstration is S8, the synthetic fuel used as a substitute for JP8 jet fuel, which also powers ground devices such as airfield lights. It was synthesized using the Fischer-Tropsch synthetic fuel process named for two German scientists, Franz Fischer and Hans Tropsch, who invented the system prior to World War II.

"If we could get enough FT fuel to the battlefield, we could use the fuel cell now," Melaragno said. "However, we will have to use JP8 because FT fuel isn't available in quantity yet, while JP8 is."

Since the conversion process within the fuel cell results in some sulfur with JP8, which would damage the cell, further development is required to eliminate the last of the sulfur and put the fuel cell into military use. Melaragno said he believes that will take about 18 months of further development. S8 is used for the demonstration because it contains no sulfur.

Melaragno is not only looking at bare base applications

and light carts, but any portable diesel application. Battelle is working with the Army to customize the fuel cell for use in the Stryker fighting vehicle as the auxiliary power unit. That application is about two years from being fielded.

Indeed, the APTO is exploring a number of future applications for the technology. Scott Slyfield, who comes to the office as a contractor from Mandaree Energies Corp., is working toward the future.

"We are looking at additional work for fuel cell technology. We are exploring what can be brought to the warfighter," said Slyfield. He coordinates demonstration projects such as this to compare diesel and JP8 powered devices with fuel cells.

"Demonstrations like this give us a better view of how the technology can be used," he continued. "Not only are we comparing apples to apples in what devices are powered, in this case lights, we can show that the fuel cell will supply power 25 percent longer than the conventionally powered cart."

Power for a longer time with the same volume of fuel means less fuel needs to be brought to a remote location.

And that means the warfighter has more ability to bring in other vital supplies.

The demonstration was the latest in a series held by the Air Force APTO in its effort to develop ways to make the Air Force less dependent on fossil fuels, especially from non-U.S. sources.

"If we could get enough Fischer-Tropsch fuel to the battlefield, we could use the fuel cell now," Melaragno said. "However, we will have to use JP8 because FT fuel isn't available in quantity yet, while JP8 is."



Dail discusses agency initiatives at Director's Call

By Hillary Lerner
DLA Public Affairs

Defense Logistics Agency Director Lt. Gen. Robert T. Dail greeted agency employees during Director's Call Nov. 14 after several site visits around the world. Dail was joined by DLA senior leaders on stage to update employees on agency initiatives and answer questions.

Dail applauded DLA employees forward deployed to the battle theater. After travels to Qatar, Iraq, Kuwait and Afghanistan, Dail said he had a new appreciation for the work agency people perform. "They are doing a phenomenal job," he said. "They have tremendous spirit [and] see the immediate results of their work.

"They gave me great feedback on what it is we want to be able to provide our customers," Dail said of the meetings he had while abroad. He shared his insights at the recent DLA Senior Leaders Conference and announced two initiatives during the Director's Call.

The first initiative is a directive for the agency to lead an assessment of the distribution network. "We have been invited by the Joint Staff and Central Command to do an assessment of the distribution network in the theater level," he said. Dail said Defense Distribution Center Commander Col. Lynn Collyar will lead the review effort of the current distribution structure, including service and DLA warehouses that "will support both Afghanistan and Iraq."

The second issue DLA will address is the anticipated volume of work that needs to be completed by the Defense Reutilization and Marketing Service in coming years. Dail said that for the last several years, DLA has worked to supply a high volume of items to the theater. Now, "the volume of what we sent over two to three years ago is going to start becoming a challenge to get back," he said.

To address this issue, Dail said a DRMS contract will be awarded to provide surge support.

He also discussed a recent visit from Army Materiel Command leaders during AMC-DLA Day. This visit reiterated to Dail the need to support customers in the field.

"It's about extending the enterprise," the director said, "extending the enterprise down to where our customers are operating today." He stressed the importance of working closely with the customer and told employees he wanted to "connect the capabilities of this great agency down to [the customer's] level."

Dail then recognized recent agency award recipients, including the CMMI Level 3 awarded to DLA Enterprise Support, the David Packard Excellence in Acquisition



Defense Logistics Agency Director Lt. Gen. Robert T. Dail

Award received by Defense Energy Support Center and the Computer-Electronic Accommodation Program Achievement Award presented to the agency.

The Director's Call concluded with a question-and-answer session with Dail and other agency senior leaders.

DES Director Patrick Dulin addressed the One Book system and its continued use at DLA. Dulin said One Book is a step forward from hardbound directives used by other organizations. He welcomed feedback to make One Book more user-friendly.

DLA Human Resource Director Jeff Neal responded to questions about the tuition assistance program. He said he recently signed a memo outlining a new agency-wide policy that provides consistent undergraduate and graduate course funding to all employees.

To wrap up the session, Dail responded to the annual question of which team would win the Army-Navy football game. Despite conventional odds against Army, Dail still predicted an Army win. Army supporters in the audience responded with a chorus of "Hoo-ah!"

Editor's note: This prediction did not hold true.

Professional Trust: *the foundation for excellent*

By John Destalo,
Defense Distribution Center
Transformation Office
Defense Logistics Agency

Imagine the following fictional scenarios:

Scenario 1 (The Big Game):

There are only seconds left in the big game, your favorite football team is losing by four points. But they are on the opponent's 10-yard line and a touchdown will win the game. The football coach sends in the play to the quarterback. The quarterback huddles the players and communicates the play to his teammates.

In communicating this play he is letting everyone know where they are supposed to be and what they are supposed to do in their roles in order for the play to be successful.

For this play, however, the tight end forgot his assignment.

Earlier in the week after a late night of partying he overslept and missed some critical meetings and practices. His job on this play was to line up on the right side of the offensive line and protect the quarterback; instead, he went out for a pass.

The center snapped the ball to the quarterback and the defensive player the tight end was supposed to block slaughtered the quarterback, who fumbled. The other team picked up the fumble and ran it in for a touchdown. Your favorite team lost the big game.

Scenario 2 (The Big Top):

Members of a world famous circus are backstage getting ready for opening night. They have spent months and months rehearsing for this performance. The choreographer's plan was excellent, communicating each person's role,

positions, and assignments at every point in the show.

The night before, an important performer (the person who catches a jumper) was injured in a car accident. But, the show must go on, so the circus leader chooses someone who has caught before but did not spend much time practicing that role for this performance. The performance starts and the crowd is cheering with delight as the acrobats start their routine.

One of the highlights of the show is an aerial act where a woman is tossed in the air, performs several spins and is caught by one man on his shoulders. The man doing the catching is the replacement; he does his best but unfortunately positions his left foot inches off his spot. He is unable to catch the woman cleanly. The crowd gasps, as the woman falls and breaks her arm.

What do these two scenarios have in common?

What is lost as a result of the actions portrayed in these scenarios? In the first scenario the game was lost, in the second an acrobat was lost to injury. But more important for the team, what was lost was **professional trust**.

The tight end's teammates and coaches may no longer be able to trust him. This lack of trust may impact future plays so that the quarterback now has to focus attention on the tight end's performance instead of running the play. Other future impacts could include injury to the quarterback or other players; the coach could be fired, and the fans could stop giving their support to the team.

The second scenario is a little different because the main trust that is lost should not be in the acrobat who didn't perform effectively but with the organization that didn't put him in a position to succeed. The organization

did not effectively prepare replacements for critical roles.

In the future, the ineffective performer may not trust that the organization will put him in a position to succeed. Other future impacts could include the injured acrobat may no longer trust the organization to care about her safety; other acrobats could be reluctant to perform for lack of trust that their safety is important to the organization, and the fans could stop showing up.

All members of a team must be able to trust that all others are doing what they should be doing and when they should be doing it. As the scenarios demonstrate, ineffective teamwork not only impacts the individual teams but the organization as a whole, including customers.

"Professional Trust" is comprised of two elements: integrity and competence.

Integrity: refers to people having the intent to do what they say they will.

Competence: refers to both individual and organizational competence. Individuals must be capable of doing what they say they will and the organizational systems must be in place that allow them to do what they say they will.^[1]

The first scenario focuses attention on individual incompetence. The player was capable of doing his assignment but did not effectively fulfill his role. His behavior earlier in the week in missing meetings and practices probably puts his **integrity** into question. If he really intended to perform effectively would he have missed those critical meetings?

The second scenario is different in that it reflects more of an organizational problem. The circus leadership did not ensure that more than one person was effectively prepared for critical roles. They put a person into a position in which he was not capable of fulfilling the

teamwork



role. By doing this, they risked the safety of their performers and the integrity of the whole organization in the eyes of the customers.

Hopefully it is easy to see how these fictional scenarios apply to your job.

Think about yourself.

Do you have integrity?

Are you someone who can be counted on to do what you say you will?

Are you capable of performing the role(s) you were hired to perform?
Are you where you are supposed to be at all times throughout the day?

Can you be trusted as a member of your team?

Think about your team.

Can you count on every member of your team to do what they say they will?

Are your teammates where you expect them to be?

Are your teammates capable of performing their role(s)?

Can you trust your teammates?

Think about your organization.

Does your organization allow you and your teammates to do what you say you will?

Are there any organizational systems that prevent your team from maintaining its integrity?

Has your organization prepared you for the role(s) you perform?
Can you trust your organization?

If you said no to any of these questions, have you done anything to improve the situation?

In order for a team to perform effectively, **professional trust** needs to be viewed as everyone's responsibility. If you are the leader of a team then it is incumbent on

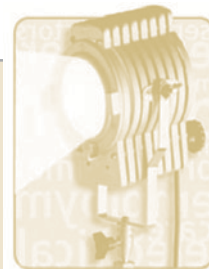
you to make sure that each member knows where he or she is supposed to be and how to perform in that role. If you are a member of a team and are unsure of your position or how to perform your role, then it is incumbent on you to ask your leader.

Excellent individual performers are required to make up teams that excel.

"Excellent" should not be confused with gifted or talented, as if only certain people are capable of being excellent. There is not a limited supply of excellence. Every employee is capable of being excellent; therefore every team is capable of excellent performance, and the foundation for excellent teams is professional trust.

[1] Morgan, James M & Liker, Jeffrey K., *The Toyota Product Development System*, Productivity Press, New York, 2006.

In the Limelight



Daniel named Employee of the Quarter (4th Qrtr, FY06)

By Susan Declercq Brown
DESC Public Affairs

Lt. Cmdr. George Daniel, chief of DESC contingency plans, has been selected as DESC Employee of the Quarter for the 4th Quarter of fiscal '06. He served as chief of operations officer for the Middle East region in Bahrain from February until August. During this time, he was also forward deployed to several fuel locations in Afghanistan.

In his announcement of Daniel's selection for the award, then DESC Director Richard Connelly cited Daniel's "unyielding dedication" and his ability to rise to any challenge. "Lt. Cmdr. Daniel is a mainstay performer, enhancing teamwork throughout the enterprise. His commendable actions are highly deserving of the award," Connelly said.

As chief of operations, Daniel directly supported two separate warfighting fronts – Operations Enduring Freedom and Iraqi Freedom; his superb knowledge and performance of logistics operations for petroleum activities were crucial to those operations. He managed the requisitioning, shipment and delivery of more than 265 million gallons of aviation fuel by over 26,000 trucks.

Daniel's daily reports on current fuel levels and projected requirements of sites throughout Iraq and Afghanistan gave senior commanders the situational awareness necessary for effective war planning. "The most challenging aspect was maintaining a clear picture of the multitude of issues that constrained fuel flow to our forces and being able to thoroughly inform the senior leadership of the most difficult issues without getting lost in the low-level details," said Daniel. "It was really easy to get wrapped up in the day-to-day issues and lose track of the big picture."

Working in close coordination with DESC Fort Belvoir contracting officers, Daniel secured contractor resupply for Exercise Falcon Talon '06, directing delivery of 110,000 gallons of jet fuel and setting a new benchmark for fuel support.

Daniel also oversaw the critical resupply chain for aviation fuel to three forward refueling points which were supporting humanitarian relief flights after the Pakistan earthquake. He helped ensure the safe and efficient delivery of more than 16 million gallons of fuel for medical evacuations and resupplies -- one of the largest humanitarian efforts since the Berlin Airlift.

"Colonel Jennings and Colonel Olinger (DESC Middle East commanders) trusted the Operations Team well enough to let us play a big role in helping to manage the supply chain vice just



Lt. Cmdr. George Daniel in the area of operations.

placing orders for fuel," said Daniel.

Daniel performed site surveillance visits throughout Afghanistan, ensuring inventory management, accounting, and quality assurance compliance at several capitalized sites. He also led a team to perform quality assurance duties and an acceptance inspection of the new 750,000 gallon contractor-owned-and-operated fuel storage tank in Kabul.

The lieutenant commander's support of Central Command's fuel conference was called "masterful" and the event hailed as the "best ever." His senior-level briefings and facilitation contributed significantly to theater-wide experts discussions on on-going issues and development of vital plans for the future.

"His performance is always inspirational," Connelly summarized.

Daniel called the deployment experience rewarding. He described a time when he was able to see a requirement for fuel during a crisis, call a contractor in Pakistan, place the order and personally see the fuel delivered into the fuel bags the warfighter was depending on to continue fighting.

"DESC does a job that no one else can do. And, if we fail soldiers will be put at a higher risk of failing the overall mission," he said.

"I'm truly humbled to have been selected from among some real professionals," said Daniels. "Honestly, I can't take credit for this award alone; the DESC Ops Teams from Fort Belvoir to DESC Middle East are the ones who deserve credit as well. If it were not for the solid team performance this award could not have become a reality for me."

Korczynski retires after more than 37 years of service

By Capt. Joshua Strakos
Operations and Plans officer
DESC Americas

Thomas J. Korczynski distinguished himself as an outstanding supporter of our nation's defense for more than 37 years. He was honored for his contributions in a retirement ceremony held Dec. 7 in Houston, Texas.

During the ceremony, Korczynski was also inducted into the Distinguished Order of Saint Martin. As the citation read, through his induction he became "one of the elite few whose careers have embodied the spirit, dignity, and sense of sacrifice and commitment epitomized by Saint Martin," the patron saint of Army quartermasters.



Korczynski joins the Order of St Martin.

Through-
out nearly four
decades of
service,
Korczynski has
seen through
the eyes of an
Army officer, an
instructor, a
petroleum
engineer, a
planner, a
liaison, a
distribution

manager, and finally as the deputy director of Defense Energy Support Center Americas. He served in the United States and overseas – during times of peace, war, and natural disaster. His record of achievement reflects his leadership, commitment to duty, and his love for family and country.

"Mr. K", as he is called by co-workers, has been through unprecedented organizational change in the Defense Department and DESC. He saw the inception of the DESC region in which he now serves and has stood as a pillar of continuity and a trusted advisor to the region's commanders and employees.

Mr. K. has served as a master of managing relationships, guiding the organization through a period of geographic and structural changes and consolidation while maintaining and improving meaningful communications with suppliers, partners, employees, and senior leadership. He earned the reputation of a strong leader and discerning decision-maker.

Mr. K's values have long embodied the Defense Logistics Agency's focus of warfighter support, stewardship, growth and development, and leadership. His underlying drive, he says, comes from his knowledge that he is defending our country and supporting the warfighter daily. The thread that links his role at DESC to the direct support of troops on the front line is unbreakable, and his ability to convey this sense of meaning to others is the cornerstone of his leadership style.

Korczynski's credits his success in large part to a loving and supportive family. He is married to the former Rada (Rae) Albright of Huntsville, Ala. They have two daughters, Kimberly Oliver of Huntsville, and Lesli Koontz of Houston, Texas; one granddaughter, Andrea; two grandsons, Hunter (Fuzzy) and Aidan (Cannyman); and one great-granddaughter, Morgan.

Korczynski's service can be traced back to 1969 when, after graduating from Purdue University, he was drafted into the Army and attended Officer Candidate School. He was commissioned at Fort Belvoir, Va., in May 1970 and was assigned to Fort Lee, Va., where he completed his military service as an instructor in the Petroleum Department of the U.S. Army Quartermaster School. His military decorations include the Army Commendation Medal and the National Defense Ribbon.

Korczynski began his civil service career in Germany. In 1972 he became chief of the Petroleum Engineering Division with the U.S. Army Materiel Management Agency in Zweibruecken. In 1978 he returned to the United States as the regional engineer for the Defense Fuel Region Los Angeles.

In 1981, he transferred to the Long Beach Naval Shipyard as the Hazardous Material Program Manager and in 1982 to the U.S. Army General Materiel and Petroleum Activity. In September 1982, he returned to the Department of the Army as the chief of the U.S. Army Pipeline Liaison Office France, and then in Germany as the deputy director for Petroleum and the deputy director for Plans, Readiness, and Support Operations.

He remained overseas until June 1988 when he transferred to the then Defense Fuel Supply Center as the distribution manager for the newly reorganized Defense Fuel Region South in Houston. The remainder of his civil service career was spent in DESC with assignments of increasing responsibility; distribution manager, acting commander, managing storage and distribution for 168 military activities in 13 southeastern states.

His responsibilities were expanded in 1996 to include all of the continental United States, Central and South America, and the Caribbean, when he became deputy director for the newly established Americas region. Here, he was directly responsible for all aspects of management and distribution of bulk petroleum annual inventory in excess of 101 million barrels, valued at more than \$4.4 billion and supporting 438 customers.

His civilian awards include the Defense Logistics Agency Meritorious Civilian Service Award, the Armed Forces Civilian Service Medal and multiple Sustained Superior Performance awards. Korczynski's retirement was effective in January. His leadership and friendship will be missed by all those who work with him in the DESC family and elsewhere.

In retirement, his expertise will be put to use on the rivers, lakes, streams and oceans of his choice where no fish will be safe. Thanks for an outstanding career Mr. K, and congratulations on your retirement!

Connelly honored for 34-year career at DLA



By Hillary Lerner and Kim Aber
DLA Public Affairs

Retiring as Director of the Defense Energy Support Center, Richard Connelly probably never anticipated such a long and distinguished career at the Defense Logistics Agency. Connelly joined the Agency as a budget office intern in 1972 after serving three years, including a tour in Vietnam, as an officer in the Army. He rose through the ranks of the budget office and in 1986 was sworn in as Senior Executive Service member and named the chief of the budget division.

Subsequently, he held the titles of DLA Comptroller, Defense National Stockpile Center Administrator and DLA Support Services Director before joining DESC. As his tenure at the Agency draws to a close, Connelly was remembered as an excellent mentor, a good friend and a successful leader.

During a retirement luncheon held Dec. 20 at the Fort Belvoir Officer's Club, colleagues from various stages of Connelly's career recalled fond memories of their time with him.

The event began with a photo presentation of Connelly's career and life at DLA. The photos included many shots of Connelly with his family as well as DLA colleagues. The opening of the event also showcased Connelly's other passions: the Red Sox and wine.

He was remembered by Linda Furiga, DLA comptroller, as someone with an "eye for talent," recalling how he fostered her career at DLA. She remembered his willingness to try new things. When Furiga approached Connelly with new ideas, Connelly would often respond "let's try it."

Later, Ella Studer, a former DLA senior executive service member, spoke about Connelly's warm attitude towards people. She described him as "a very kind man...very much a family man." She went on to say "he cared about employ-

ees" and recalled that Connelly "made you feel welcome." Similarly, current DNSC Administrator Cornel Holder called Connelly "a friend and a mentor."

Friends recalled many amusing stories about Connelly's career and gave him advice for his retirement. John Zorich of DLA Enterprise Support told the audience about a three-step "civilian



Connelly receives a memento from Air Commodore Andrew Spinks, director of Britain's Defence Fuels Group, the counterpart to DESC.

integration policy" geared toward Connelly's interest in wine which included 1) getting smart on wine, 2) getting real estate for wine and 3) getting wine production.

The afternoon was filled with laughter and fond memories, which is exactly as Connelly had hoped the event would go. Connelly said that the only tears he expected at his retirement functions were "tears of laughter." He thanked the audience for their kind words and acknowledged "I have had a wonderful, wonderful career."

On Jan. 3, DLA Director Lt. Gen. Robert T. Dail hosted a more serious ceremony in the McNamara Auditorium to honor Connelly's achievements over 38 years of service in the Defense Department. Lt. Col. Patrick Gaston, the ceremony emcee, began the event, welcoming the official party. Following a soulful acapella version of the national anthem performed by Shonna Eagleton at

Connelly's request, Gaston introduced Chaplain Col. Daniel Paul.

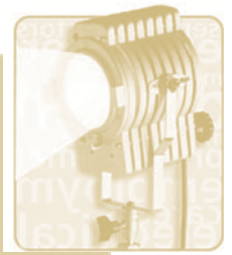
"We are gathered here to recognize, to thank, to pray for, and to bid our farewell to a brilliant logistician," Paul began, addressing an audience which included Connelly's family, colleagues, and former predecessors. He described Connelly as "a consummate professional and supervisor, a former Army officer and Vietnam veteran, a caring friend and coworker, a loving husband, and a devoted father."

After the invocation, Gaston introduced Dail, who welcomed former DLA Director Vice. Adm. Keith Lippert and Connelly's British counterpart, Air Commodore Andrew Spinks, director of Defence Fuels Group which is the British counterpart to DESC, to the ceremony. Dail spoke about the contributions Connelly has made in his last three years supporting the DESC mission. "It's a national treasure," he said of the organization, "only to be entrusted to someone with the competence,

experience and professionalism that only Dick Connelly brought to the table." He referred to DESC as the "best business unit in the Department of Defense that a civilian could have the opportunity to lead."

Dail hailed DESC's global presence, and Connelly's important role in ensuring the organization's continued success in supporting the warfighter. "In his three year period," Dail said, "the team of professionals of DESC has provided unparalleled support to historic proportions in the Department of Defense as we support America's military around the world."

He also commended Connelly on his expertise in alternative fuels, recognizing the importance of these and other renewable sources to the future of the country. "The nation will continue to count on you," Dail said, "and I will continue to count on you." He thanked Connelly for his service on behalf of a



Career

*Defense Logistics Agency
Director Lt. Gen. Robert T.
Dail presents retiring Defense
Energy Support Center
Director Richard Connelly
with the Distinguished Career
Service Award recognizing 38
years of federal service
including 34 years in DLA.*



Family

*After his retirement ceremony
Jan. 3, Connelly poses with,
from left to right, daughter
Katie, a college student, wife
Debbie, and daughter Kerry, a
high school senior.*

“grateful agency and nation.” Dail told Connelly, “I can’t think of a better way to honor a great American patriot, which you have been, and I’m sure you will continue to be.”

Following his remarks, Dail presented Connelly with the Distinguished Career Service Award, a Certificate of Appreciation from the White House signed by President George W. Bush and first lady Laura Bush, and a Silver Letter from Dail himself, recognizing the retiring DESC director’s many achievements. “I commend you for imparting a legacy of excellence for the agency,” Dail said in his letter.

Spinks offered Connelly a personal gift and wished him well in his retirement. “Dick and I have worked together for the last three years”, he said, “It’s been a very enjoyable, productive and professional team working arrangement for which I am extremely grateful.”

Finally, Dail offered Connelly his retirement certificate, signifying the official conclusion to his 38 years of service to the country.

Connelly took a few moments to thank his host for his remarks, and to recognize a number of honored guests in the audience. “I am honored, sir, that you could be here,” he said to Lippert, “Thank you for giving me the opportunity to lead.” He expressed his gratitude to DLA Vice Director Maj. Gen. Loren Reno, retired Army Maj. Gen. Daniel Mungeon, former director of DLA’s Logistics Operations, and George Allen, former

deputy commander, Defense Supply Center Philadelphia, for their presence at his retirement ceremony and their contributions to his career.

Thanking Spinks for his gift, Connelly told him, “What our two organizations have done together has been great for our warfighters and for our taxpayers in both countries.” He thanked his British counterpart for his “professional excellence” and “continued friendship.”

He addressed the senior leaders in the audience, and said, “It’s nice to know that as I leave the agency it’s in the good hands of General Dail, General Reno and the true pros: the field commanders and SES cadre that will continue to lead DLA to great, great heights.”

Connelly agreed with an earlier statement from Dail, saying “I’m giving up the best civilian job in the government.” He thanked all of his colleagues and mentors for their professional and personal guidance and told the audience, “It’s been an adventure and an honor to be associated with these fine men and women, both military and civilian. They’ll never let you down, and they’ll never let the warfighter down.”

“You have the most noble of missions, supporting our men and women in uniform,” Connelly told his colleagues as his retirement ceremony came to a close, “God bless you for what you do.”

Wenberg piped ashore after 30-year Navy career

By Susan Declercq Brown
DESC Public Affairs

After 30 years of a career described by one of his Navy superiors as “about as good as any human being can do,” Capt. Marvin C. Wenberg II, retired with Midwestern humility.

Wenberg was famous within the Defense Energy Support Center for his “sea” stories. And after a career that spanned three decades, much of it in the fuels business, there were a lot of stories to tell. At his own retirement ceremony a week earlier, DESC Director Richard Connelly had thanked Wenberg for teaching him so much about the fuels business through his stories; and at the luncheon following Wenberg’s retirement ceremony, many co-workers continued that theme through some good-natured ribbing – but always with the qualification that they had learned a lot from Wenberg.

But Wenberg didn’t choose to tell sea stories at his ceremony Jan. 9; instead he thanked the members of his family for their sacrifices, love and support, and he thanked coworkers and superiors who had made his service meaningful and valuable. He thanked those who had taken the time to attend the ceremony and those whose planning and contributions had made the ceremony and luncheon possible.

But, Rear Adm. Michael S. Roesner, the presiding officer at the ceremony, and commander of the Naval Inventory Control Point, had plenty of stories to tell about Wenberg and others who give so much in the service of their country.

“Where do we get such men?” Roesner asked, echoing a line from his favorite movie, *The Bridges at Toko-Ri*.

Roesner cataloged some of Wenberg’s assignments, calling them “the most technically complex set of assignments I’ve ever seen.

“You have to be exceptionally smart to do these jobs. They are also among our most critical to readiness. Marv excelled in all of these positions, knowing full well he could make more money and spend more time with his family by moving into the private sector. But, he stayed the course to captain,” said Roesner.

A native of Illinois, Wenberg graduated from Purdue University in 1976 with a Bachelor of Science degree in chemistry. He was commissioned an ensign in 1977, and after supply corps and submarine training, reported for duty as Supply Officer of the USS Daniel Boone Blue Crew.

Other assignments included assistant to the fuels director of the Naval Supply Center in Pearl Harbor, Hawaii; director of the Fuel Department and director of Material Turned Into Store at the Naval Supply Center, Charleston, S.C. He served in three



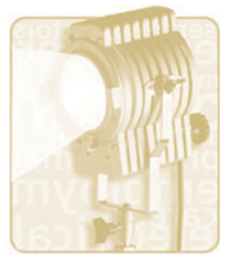
Speaking near the end of his retirement ceremony, Wenberg thanks everyone who helped to plan and stage the event.

positions in the Defense Fuel Supply Center – assistant chief of Special Acquisitions; chief of Plans, Policies and Systems; and Executive Officer – before becoming the deputy program manager (Business and Operations), in the V-22 program office in 1993, and the supply officer of the USS Saipan in 1996.

In 1998, Wenberg became the chief of Weapons Systems and Readiness Division for the U.S. Strategic Command. Two years later he assumed additional responsibilities as chief, Combat Logistics and Readiness Division in the Operations and Logistics Directorate. In 2002, Wenberg moved to Fort Belvoir as commanding officer of the Naval Petroleum Office. He assumed duties as the deputy director of the Defense Energy Support Center in 2003.

Wenberg is a graduate of the Navy’s Petroleum, Oil and Lubricant Intern Program and the Armed Forces Staff College. He received a Master of Science degree in Petroleum Management from the Science and Business Schools, University of Kansas, and a Master of Science in Acquisition and Contract Management from the Florida Institute of Technology. The captain is also a graduate of the University of Michigan Winter 2000 Executive Training Program.

“Marv joined the Navy in 1977 when the reputation and recognition of our armed forces was certainly not at the high it is today. It is the accomplishments of men and women like Marv who have raised the service in the armed forces to the



most highly valued profession in today's society. ... Marv helped elevate the U.S. military to the finest fighting force in history.... and helped build the kind of Navy America's best and brightest want to serve in. For those of us who love the Navy, there is no better legacy," Roesner said.

Wenberg was awarded the Defense Superior Service Medal for exceptional service while serving as DESC's deputy director from July 2003 to March 2007, managing more than 800 people and a \$12 billion annual revenue through the most dynamic period in the organization's history. During that time, DESC supplied more than one billion gallons in petroleum products to warfighters in 17 different countries, providing unprecedented support to the battlefield while simultaneously executing modernization and reorganization efforts.

He also received a White House certificate of appreciation signed by President George W. Bush and Laura Bush.

Donna Wenberg, the captain's wife, pinned the retirement pin to Wenberg's left lapel. Then she and the four of the Wenberg's six daughters able to attend the ceremony received certificates from the Defense Logistics Agency honoring their contributions to national defense. Wenberg also presented his wife with a bouquet of flowers.

After his thank yous and a brief example of the critical role DESC plays in national defense – saying the National Security Advisor always considers first our ability to supply the fuel to enable any defense plans – Wenberg said, "Sir, request permission to go ashore."

This began the traditional "piping over the side" ceremony to bid farewell to Wenberg. The tradition stems from the days when visitors to the ship were hoisted aboard using the boatswain's chair. The pipe was used for the commands "hoist away" and "avast heaving." Members of the crew of the host ship did the hoisting. It is from the aid they rendered in tending the side that the custom originated of having a certain number of men, or "sideboys," present. In time, it became a courtesy for high-ranking officers to be honored by sideboys and a piping ceremony.

As honorary boatswain's mate, Lt. Cmdr. George Daniel piped, six sideboys, including one from each of the three service petroleum control points, rendered a final salute to Wenberg as he escorted his wife up the aisle.

With that, DESC bid "fair winds and following seas" to a storied professional.



After the retirement ceremony, Navy Capt. Marv Wenberg posed with (left to right) his mother, Lorene Wenberg, wife Donna, and daughters Karen Herron, Briana, Danielle, and Jillian. Two other daughters, Jessica and Rebekah, were unable to attend the ceremony.



Capt. and Mrs. Wenberg are "piped ashore" at the conclusion of the retirement ceremony.

Dacey honors fallen soldiers

A stitch in a time of loss

By Kimberly Aber
DLA Public Affairs

Peggy Dacey, a contract specialist in the Defense Energy Support Center's Facilities and Distribution Commodity Business Unit, has always enjoyed cross-stitching, but she never expected that her hobby would touch the lives of families who have lost their loved ones in the service.

In May, Dacey was searching online for a new cross-stitch pattern when she happened upon a project much larger than she could take on alone. She found herself reading a detailed Web site recruiting volunteers to cross-stitch samplers for every American service member who has died in Iraq and Afghanistan since 2003.

She contacted Eileen Szydowski, founder of the American Soldier Memorial Project. Szydowski explained she came up with the idea after she had volunteered to cross-stitch quilt squares and samplers to send to the families of firefighters who perished Sept. 11, 2001, at the World Trade Center. "I thought maybe I could start this for the soldiers who died," she said.

Szydowski, who had no previous affiliation with the military, launched the Web site in December 2003 to recruit volunteers with three goals in mind: to create a cross-stitched sampler for each U.S. service member who has died during Operations Enduring Freedom and Iraqi Freedom, to send a sampler to each family, and to have some of these samplers posted inside state capitols and military bases throughout the United States.

She gained support from the Army, which has helped her locate many of the families of fallen soldiers. Szydowski also manages the addresses for the next of kin and has her volunteers send the completed cross-stitch directly to the

family.

As of Dec. 31, volunteers have completed and delivered samplers for 262 service members. There have been more than 3,000 American casualties in Iraq and Afghanistan to date.

The first soldier's name Dacey received from Szydowski to cross-stitch was Army Chief Warrant Officer Travis W. Grogan who died Nov. 27, 2004, in Afghanistan. Dacey completed the cross-stitch sampler just before the second

She found herself reading a detailed Web site recruiting volunteers to cross-stitch samplers for every American service member who has died in Iraq and Afghanistan since 2003.

anniversary of Grogan's death. "I appreciate that you remember us even after two years," said Grogan's wife Tracy in a thank you letter to Dacey. "It's nice to know our loss is not forgotten."

Although the list of deceased service members posted on Szydowski's Web site includes all services, Dacey, whose husband served in the Army for almost 30 years, said she would like to continue cross-stitching for soldiers "because of my affiliation with the Army

and because my son-in-law is currently in country. I wanted to do something to show my support for the service members and their families," she said. "In this way I am giving something of myself as well."

In addition to Grogan's memorial, she has completed cross-stitches for each of the 10 soldiers from the Army's 10th Mountain Division at Fort Drum, N.Y., who died May 5, 2006, when their CH-47 Chinook helicopter crashed during combat operations the Kunar province of Afghanistan.

Dacey is currently working on cross-stitch samplers for 14 additional soldiers from the Army's 1st Battalion, 32nd Infantry Regiment, 10th Mountain Division. Their battalion commander is Dacey's son-in-law, Army Lt. Col. Christopher Cavoli, who has been deployed since March 2006.

Earlier this year, the battalion assumed authority over an area of operations in the Kunar province previously held by the 1st Battalion, 3rd Marines, who assisted in the recovery of the 10 soldiers Dacey chose to honor from the May 5 helicopter crash. The soldiers died just nine days before the transfer-of-authority ceremony.

Dacey sends a letter with each cross-stitch she completes explaining who she is and how she became involved with the project. She often receives word back from the family members. "Soldiers' families for the most part, have been very, very thankful to receive a sampler for their loved one," Szydowski said. "Some have set aside a room just for their son or daughter who died."

Dacey received a thank you letter in November from the mother of a warrant officer who died in the May helicopter crash. "You are an inspiration to the rest of us to keep going and looking for ways to

comforts military families

serve others,” she said. Dacey intends to complete cross-stitches for all of the men her son-in-law’s battalion has lost since March 2006.

The patterns available accommodate all cross-stitch skill levels from simple patterns to complex designs that can take more than a year to complete. Many volunteers have offered to teach others to stitch so they may contribute to the project, including Dacey. She said people who do not stitch should not be discouraged from getting involved.

“The support from the [volunteers], aside from stitching, has been awesome,” Szydowski said. “They help each other with questions on certain patterns, where to get frames for free or what to look for, answer matting questions or to help locate a family if the family has moved.” Though she could not provide an exact number, Szydowski estimates there are 150 to 200 volunteers assisting with the project.

Dacey has recruited several volunteers as well, including retired Air Force logistics officer Mike Blackson, who chose to complete a cross-stitch to honor Marine Corps Lance Cpl. Matthew A. Snyder, a Maryland native who died in Iraq. “There were protesters at his funeral, and his family has sued the protesters in an effort to keep them at a respectable distance at any future funerals. I just really wanted to do a special cross-stitch for his family. That’s why I’ve picked one that is taking quite some time,” Blackson said.

Blackson hopes his project, when completed, is well received by the Snyder family. He said, “I’m just trying to let the family know Matthew is remembered and respected by someone outside their family.”

Szydowski is a resident of Pottstown, Pa. In addition to the



Peggy Dacey

(Photo by Robbie Robinson)



One of 10 samplers Dacey has stitched for soldiers of the 10th Mountain Division who were killed in Afghanistan May 5, 2006.

Continued on page 30

A stitch in time



The first sampler Dacey stitched for the American Soldier Memorial Project.

To get involved with the American Soldier Memorial

Project, contact her at

crossstitchourheros@yahoo.com,

or visit her Web site at

<http://groups.msn.com/>

[AmericanSoldierMemorialProject/](http://groups.msn.com/AmericanSoldierMemorialProject/)

project, she holds down another job and has two children. To get involved with the American Soldier Memorial Project, contact her at crossstitchourheros@yahoo.com, or visit her Web site at <http://groups.msn.com/AmericanSoldierMemorialProject/>.

DESC team members can also contact Dacey directly. She says they are always looking for stitchers, framers or those who wish to help offset the cost of framing.

Three promoted in Middle East

U. S. Army officer Larry R. Moore was promoted to the rank of major on Aug. 1. Moore was recently assigned to the DESC-ME team and serves as forward commander. Moore's previous assignment was in Training With Industry; he worked and trained with ExxonMobil.

U.S. Navy officer Ronnie Trahan, of DESC-ME (Bahrain), was promoted to the rank of lieutenant commander on Sept. 1, 2006. Trahan had been with the office since November 2004 and has served as a petroleum logistics officer and operations officer.

U.S. Air Force officer Grant J. Brayley, of DESC-ME (Bahrain), was promoted to the rank of captain Aug. 1, 2006. Brayley had worked with DESC-ME since June 2005 and has performed the duties of petroleum logistics officer and operations officer.

Three receive awards for service in Middle East

Lt. Cmdr. Ronnie Trahan is awarded the Joint Service Commendation Medal for his outstanding performance during the 2005 Bright Star exercise conducted in Egypt. “Lt. Cmdr. Trahan provided exceptional logistics support,” said Defense Energy Support Center Director Richard Connelly, as he presented the award.



James Robinson is awarded the Joint Service Commendation Medal for his outstanding performance during the 2005 Bright Star exercise conducted in Egypt. “His logistics support was truly exceptional,” said Defense Energy Support Center Director Richard Connelly, as he presented the award.

Lt. Cmdr. George Daniel is recognized by Defense Energy Support Center Director Richard Connelly for his outstanding performance as chief of operations in the DESC-ME office from February to August 2006. Connelly presented Daniels with the Joint Service Commendation Medal.



Avila, Helium Team honored in

By Heather Athey,
DLA Public Affairs

We'd seen the rest, now it was time to see the best. Defense Logistics Agency employees crammed the McNamara auditorium Dec. 6 to honor the outstanding achievements of people and teams from across the Agency at the 39th Annual DLA Recognition Ceremony.

Members of the Defense Energy Support Center won top honors in two categories: 10 Outstanding Personnel of the Year and Small Team Performance Awards.

"Today we focus on our greatest asset, the best of the best we have at DLA," said Lt. Gen. Robert Dail, DLA director, in his opening remarks. "We get a chance to honor and recognize the very best of what DLA has for a world-class workforce."

Following Dail's remarks, the presentation commenced with the 10 Outstanding Personnel of the Year Awards. These awards are presented to military and civilian employees who consistently exceed the expectations of their positions.

Andres Avila, a transportation management specialist in ADESC's Aerospace Energy Commodity Business Unit, was named one of DLA's ten best. Avila volunteered to deploy to Iraq in January 2006 to manage the transportation of gaseous helium in support of two Army programs, the Persistent Threat Detection System and the Rapid Aerostat Initial Deployment, which use large aerostat balloons to elevate sensor packages that provide real-time force protection and surveillance information to the coalition forces. Avila was instrumental in developing a new strategy for delivering the helium to the warfighter. Initially bulk tube trailers were airlifted to Iraq. Later the trailers were refilled in theater. This plan benefits the customer by providing larger quantities of helium in each delivery, thus lessening the burden on the over-stressed logistics system in Iraq.

The other winners are:

Navy Hospital Corpsman 2nd Class Annel Eustaquio,
Defense Distribution Center
Andres Villa, DDC
Chris Bolich, DLA Enterprise Support
Charlene Tom, Defense Supply Center Richmond
Jack Appolloni, DES
James Chitty, Defense Reutilization and Marketing Service
Anna Podlas, Defense Supply Center Philadelphia
Carrie Groves, DRMS
John Latour, Logistics Operations and Customer Readiness



DLA Director Lt. Gen. Robert T. Dail presents the 10 Outstanding Personnel of the Year Award to Andres Avila as DESC Director Richard Connelly looks on.

Directorate

Next up were the Team Performance Awards, which this year were presented in three categories: small, medium and large. From a pool of 23 nominations, the three winners were selected for the ability to advance the principles of teamwork or improve organizational performance by using structured improvement methods.

The 17-member Operation Iraqi Freedom Helium Team from DESC was selected as the small-team winner for its work reengineering the concept of operations for the delivery of bulk high-purity helium in support of the Army's Aerostat programs. The team's efforts decreased the response time for supplying customer requirements, saved the government \$2 million in fiscal year 2005 and are expected to save an additional \$5.6 million in fiscal 2006 and 2007.

Earning honors in the medium-team category was Defense Distribution Center's Inventory Integrity Team-Accountable Officers Team. This team was the focal point for DLA's inventory accuracy improvement program known as Swarm. The team's 38 members improved the accountable balance records at every distribution center and enhanced inventory accuracy to meet DLA, DDC and Department of Defense quality of support goals.

In the large-team category, the DLA Logistics Operation Center and its 55 members were honored for their participation in the development and signing of an interagency agreement with the Federal Emergency Management Agency. Using lessons learned during Hurricanes Katrina and Rita, the team set out to facilitate a smoother process for supporting disaster

DLA's annual recognition

preparedness. The team also earned praise for its support of the evacuation of American citizens from Lebanon earlier this year.

Equal Employment Opportunity Awards were presented next, recognizing one activity and three persons. Defense Supply Center Richmond was honored as the EEO activity of the year for a second year in a row. Deirdre Carter from the DLA Training Center in the Human Resources Directorate was named DLA Outstanding Employee with a Disability. The Achievement in EEO by a Line Manager award was presented to James McClaugherty, deputy director of Defense Supply Center Columbus. The final EEO award, Achievement in Equal Employment Opportunity by a Non-Manager, went to DSCR's Cathy Hobson.

Suggestion Awards were then presented to employees who "devised new ways of doing the basics of their jobs; found ways to save money using common sense and imagination; and

stepped forward, expressed a need and found a solution." The DLA Award for Most Suggestions Approved was presented to Timothy Travis from Defense Distribution Depot San Joaquin, Calif. Charles Woinski of DRMS received the DLA Suggestion Award for Largest Cash Award. Woinski's suggestion resulted in \$11,547 in tangible savings to the government.

Amy Briggs from the Human Resources Directorate was honored as the DLA Employee of the Quarter Annual Winner. Among the employees of the quarter for the year, Briggs' accomplishments related to customer relationship management "merited her further recognition at the Agency level."

Selected from four DLA nominations for the Fiscal Year 2005 Secretary of Defense Environmental Security Awards Competition, DSCR took home the DLA Environmental Award for its successful operation of the Environmental Management System.

The Quality of Life Operations Excellence Award went to Jose Nieto, golf course manager at DES Columbus, for his "creative programming, attention to detail and amazing organizational skills."

DLA Leadership Awards were then presented to all five tiers of supervisors, acknowledging commitment to leadership and "outstanding performance in the DLA leadership competencies." Winners included:

Tier 1 (non-supervisor) – John O'Donovan, DES

Tier 2 (supervisor less than two years) – Air Force Tech. Sgt. Ellen Carver, DRMS

Tier 3 (supervisor two to 10 years) – Kathleen Horne, Logistics Operations and Customer Readiness Directorate

Tier 4 (supervisor more than 10 years) – Denise Cordeiro, Defense Distribution Depot Sigonella, Italy

Tier 5 (manager of managers) – Yvette Burke, DSCP

Officer of the Year Awards were presented in three categories. DLA's Company Grade Officer of the Year was presented to Air Force Capt. Joseph Harris from DSCC. Air Force Master Sgt. Avery Jones from DSCP was named DLA's Senior Noncommissioned Officer of the Year. The Junior Noncommissioned Officer of the Year award went to Air Force Tech. Sgt. Craig Bare, also from DSCP.

The final presentations were the DLA Joint Reserve Awards. Air Force Reserve 1st Lt. Steven Austin of DSCC was named DLA Joint Reserve Forces Junior Officer of the Year. Navy Reservist Senior Chief Linda Cline from DRMS was recognized as DLA Joint Reserve Forces Senior Enlisted Member of the Year. DLA's Joint Reserve Forces Junior Enlisted Member of the Year award went to fellow Navy Reservist Storekeeper 1st Class Rochelle Wallace, also from DRMS.



Lt. Gen Robert T. Dail presents the Team Performance Award to Aerospace Energy Commodity Business Unit's Operation Iraqi Freedom Helium Team. Pictured from left to right are Avila, Contracting Officer Rose Dominguez, Dail, Logistics Management Division Chief Alix Gayton, Inventory Manager Liliana Pyle and Connelly.

Williams retires after 35 years of federal service

By Gregory Thevenin, Procurement Analyst
Small Business Office

Jan. 3, 2007 marked the beginning of a new work year for many civil servants at the Defense Energy Support Center, but for Kathy Williams it brought closure to a long and illustrious career in federal service. It will be difficult to replace the experience she's built over 35 years. Her dedication to supporting the warfighter and her unyielding passion for small business will be greatly missed by DESC where she was associate director of the Small Business Office.

Born Kathy Ann Spikes to Lt. Col. Richard W. Spikes and Marian Franklin Spikes, Fort Bragg, N.C., Kathy spent her childhood on numerous military installations as she traveled the world with her parents. At the age of four, young Kathy served as the family translator during her father's tour in Munich, Germany.

Many of us know Kathy, but how many knew that she is an accomplished musician? Kathy plays numerous musical instruments to include the piano, clarinet, violin, and flute.

Kathy graduated from Hampton Institute, Hampton, Va., (now called Hampton University) in 1971. Armed with her college degree, Kathy set out to conquer the world. In July of that same year Kathy began her career in federal service as a GS-2 clerk typist at the Walter Reed Army Medical Center commissary where she worked for several years before becoming a purchasing agent. In 1975, Kathy was assigned to Walter Reed Army Medical Center where she was



Kathy Williams' highschool photo

responsible for purchasing medical supplies and equipment for the hospital.

In July 1978, Kathy accepted a contract specialist position with the Defense Fuel Supply Center as DESC was known then. She was responsible for purchasing "package products" for the military services. Between 1978 and 1987, Kathy held numerous positions to include procurement analyst, administrative contracting officer and small business specialist. This provided her with extensive experience in many facets of DESC acquisitions.

Kathy's work ethics, enthusiasm and desire to assist small businesses caught the attention of Shirley Downs, former associate director of the Small Business office. Downs became



Kathy Williams

her mentor as well as a friend. And, when Downs retired in 1988, Kathy assumed the associate directorship.

In this capacity Kathy was responsible for the advocacy of small business, assuring that each is afforded maximum practicable opportunity to compete for energy requirements. She was also an educator who helped the DESC work force to be socio-economically responsible. Even as Kathy prepares to leave, she continues to push for innovative solutions and procedures such as the Subcontracting Plan Management System, to guide and sustain the Small Business Office.

As retirement approaches, she tirelessly reminds everyone, "The small business program belongs to DESC not Kathy."

Kathy says retirement will allow her to spend more time with her husband James, son Corey, and granddaughter Amyah. When she is not painting, fishing, crocheting or sewing, Kathy plans to fulfill a life long dream of cruising and exploring Alaska.

As I query those who have worked with and or for Kathy over the years, they describe her using words like; feisty, strong willed, tough, outspoken, and dedicated. No matter how we choose to describe her, when it's all said and done, DESC will lose one of its most valuable employees.

If you were to take one barrel of dedication, add one gallon of feistiness, throw in a pint of outspoken, one ounce of toughness, and one strong will, put it in a blender, and mix it all up you will end up with a caring, dedicated, uber-passionate woman, whose knowledge, passion, and guidance will be sorely missed.



The joint team in the Kuwait NAV CENT headquarters discovered a GO ARMY! BEAT NAVY! banner displayed. Pictured from left to right are Air Force Capt. Rob Austin, Navy Senior Chief Franklin Floresca, Army Maj. Mike Davis, DESC Middle East commander Army Col. Mark Olinger, Lt. Cmdr. Ronnie Trahan, and Air Force Capt. (then 1st Lt.) Frank Fappiano. Trahan's mood improved greatly after the game.



DCST Kuwait team members pose along with their Christmas tree outside their headquarters. Pictured are: from left to right standing in the back -- Army Col. Randy Banez, SK1 Andrew Howells, DESC Executive Officer Maggie Timms, and DLA's Tyrone Tingle, Donna DeStefano and Kathy Lanter and from left to right front row -- DLA's Gene Boss, Marherlia Bynum, Tech. Sgt. Gary Topping, Doug Priest, Bob Bednarcik, and Army Lt. Col. Dianne Butts.



Carrie Underwood stopped by the DCST Kuwait offices Dec. 13 on her way to Iraq. Pictured from left to right are DLA's Bob Bednarcik and Donna DeStefano, Underwood, DLA's Army Col. Randy Banez who is also a civilian assigned to DESC Alaska, DESC's Executive Officer Maggie Timms, and SK1 Andrew Howells, Navy reservist.



The DCST Kuwait team breaks for Christmas lunch

Photo Gallery

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