

A large grey naval ship, likely a fleet oiler, is shown at sea. The ship is viewed from a low angle, looking up from the deck of another vessel. Several thick black fuel hoses are connected to the ship's deck. The ship has a complex superstructure with various masts, antennas, and equipment. The ocean is blue with white wake. The sky is clear and blue.

# Fuel Line

Defense Energy Support Center

July 2007

**Inside this issue:**

**The Army goes to SEA**

**Fuelies go 'back to the future'**

**Eighteen-year effort leads to 'top of the mountain'**

# From the Director

## At the end of the day, nothing takes the place of leadership



**DESC Director  
Maynard J. Sanders**

**The decisions  
we make today  
in DESC have  
instant effects  
on the  
battlefields  
and in day-to-  
day operations  
around the  
globe**

Thanks to everyone for welcoming me into the Defense Energy Support Center family. I am honored to have the privilege of leading DESC.... I've really got that fire in the belly, and I hope you feel it too. This is surely one of the most exciting things I've ever done. I thank Rear Adm. Hank Tomlin for making my transition such an easy one, and for giving me an organization in such good shape.

In my first column for the *Fuel Line*, I want to acknowledge one of the simple truths about our mission...the decisions we make today in DESC have instant effects on the battlefields in Afghanistan and Iraq, as well as in the day-to-day operations in Kuwait, Okinawa, Weisbaden, and Naples, New Jersey, Alaska and in space.

Because our mission is such a critical one, I want to share one of my core beliefs: every organization lives and dies on leadership – corporations, sports teams, and DESC too. And, not just leadership at the top either! From the team level up to the director's position, they all require dedicated, motivated leaders. A leader is anyone who inspires and influences people to accomplish organizational goals. And, our leaders motivate people both inside and outside of DESC to pursue actions, focus ideas, and shape decisions for the greater good of DESC and the warfighter.

I challenge everyone to immerse yourselves into your area and learn all you can about the obstacles we face and the best practices for succeeding in our mission to support the warfighter. No one has the market on good ideas. The guy in the foxhole knows what he needs and often how to get it. In the same way, you are the expert at your job. Good leaders also have a clear sense of what needs to be done. When you feel the fire in your belly, you know what needs to be done, and you can sell your ideas to the folks who can put them into practice. That's the kind of leadership we need from everyone.

Creating a positive command climate is another role I take seriously. I want everyone's ideas to be promoted and discussed; no one's voice should be squashed. In DESC, everyone should have the opportunity to voice an opinion, move up in rank, and be recognized for a job well done. I consider it everyone's business to create an atmosphere where every job is fun and rewarding.

Recruiting and retention are essential for any organization to maintain its level of expertise and build toward the future. The importance of maintaining a vibrant recruiting and retention program dictates that it be a constant effort versus an hour a week set aside to concentrate in this area. We have an invaluable level of expertise and experience within our ranks that is essential in our everyday activity of supporting the warfighter. Since my arrival, I have continually recognized employees for their long distinguished service, attainment of DAWIA goals and other training, and for volunteering for career broadening assignments -- all leading to an organization that stands at the ready. It is an expertise we need to keep, maintain and constantly nourish.

When we're all practicing good leadership, DESC will be the best place you've ever worked. I promise you won't want to leave. And, if you do go, you'll want to come back.

Once again, thank you all for the warm welcome; I am honored to be counted among your ranks, humbled by your many accomplishments, and excited about our future.

*Maynard J. Sanders*

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

# Fuel Line

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On the cover: *The nuclear-powered aircraft carrier USS Nimitz extends a fuel line to guided-missile destroyer USS Chafee during a replenishment at sea while under way in the Pacific Ocean April 12. (U.S. Navy photo by Seaman Apprentice David L. Smart.)*



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## New DESC Director introduces Private Thompson

By Susan Declercq Brown  
DESC Public Affairs

In his first Town Hall meeting May 29, new DESC Director Maynard “Sandy” Sanders made it clear there was “a new sheriff in town.” He opened the meeting with energy and humor, but before it was over he had introduced the DESC workforce to a motivational story which will likely remain a theme throughout his directorship.

Sanders launched the meeting by asking audience members to rise to their feet, point a finger at him and say, “You don’t know what you’re talking about.” Afterwards, Sanders explained that while it was true that he didn’t know the energy business, it wasn’t important that he did. “You know the energy business,” he told the audience. “And that’s what’s important.”



*Sanders speaks during the May Town Hall meeting.*

Sanders said he saw his role in DESC as providing leadership. “The quality of leadership, more than any other single factor, determines the success or failure of an organization,” he said, quoting Fred Fiedler and Martin Chemers from their book, *Improving Leadership Effectiveness*.

Sanders went on to say that his personal credo and his style of leadership are embodied in the words, “Duty, Honor, Country.”

Sanders said that he often heard those words as a cadet at the U. S. Military Academy, West Point, N.Y.; but, the true meaning of those words first struck him when he was responsible for readying units to deploy. When I realized what I did directly affected a guy going into combat, it put a basketball in my throat.”

And when, as the director of the U.S. Central Command Deployment and Distribution Center in Kuwait, he saw a casket being transferred from one plane to another for shipment to family members back home, the message struck him again. He described a scene where everyone on the flightline and tarmac area became silent and then walked toward the casket to pay their respects. It touched him greatly.

The experience came to symbolize those who “depend on us with their lives to do the job right, and to always do the right thing” for the soldier.

“I came to think of the soldier in that casket as Private Thompson,” he said. “He has been with me ever since.”

And after “meeting” Private Thompson, Sanders was motivated to resume his fight for a new intra-theater distribution system which reduced the vulnerability to improvised explosive devices of soldiers in the area of responsibility. He won the battle the second time around when he did what was right for Private Thompson and those like him.

Sanders will refer to Private Thompson from time to time as a reminder to himself and others of the tremendous responsibility we hold to “do the right thing,” as Private Thompson expects.

“If you put a smile on Private Thompson’s face every day, you’ll never want to work anywhere else,” he said.

“My vow to you is to make this the best organization that you’ve ever seen,” he said. You know about fuel, and you know about transportation, and now you know about Private Thompson.”

Sanders is an Army reservist with more than 28 years of active and reserve military service. He has command experience in transportation and mobilization; he has served in this field for the past 12 years.

# Army goes to SEA

By Ann Sielaty  
SEA Card program manager

When the Defense Energy Support Center's Fuel Card Program Office, or DESC-K, was given its marching orders to develop an electronic order and receipting system for ships' bunkers fuel, the team knew it would benefit the customers normally associated with ship fuel: the Navy, Military Sealift Command, and the Coast Guard. But, DESC-K recently added a new customer to that list.

Three Army vessels were enrolled in and began using the SEA Card Order Management system in April.

The boats, the *Harvey*, *Fredrick*, and *Nicolet* hail from the U. S. Army Corps of Engineers Detroit District. They are participating in the SEA Card program as a pilot program. If the Corps of Engineers and DESC are satisfied with the processing of fuel transactions with DESC contracted merchants, additional Corps of Engineers vessels will come under the SCOMS umbrella.

"The Corps of Engineers' interest is a testament to the strength and benefits of the SCOMS program," said DESC-K Director Frank Pane.

The system was designed in a collaborative process with the prime contractor, Multi Service Corporation, and its primary subcontractor BP Marine, DESC and the military services. Since the first pilot program in October 2005 and initial fielding in June 2006, SCOMS has provided the warfighter a secure, web-based order/receipt/invoice system for ordering bunker fuel.

The system provides information 24 hours a day, seven days a week for fuel ordering officers. DESC contract, merchant, and product availability information is available for every DESC-contracted port worldwide, and fuels officers can electronically place the order directly to the correct bunkers fuel merchant. The SEA Card maximizes the warfighter's logistical support. Merchants can electronically acknowledge order receipts, and vessels send fuel quantity receipts; orders and receipts are electronically submitted to DESC/DFAS. In addition, there is an unparalleled management data tracking and reporting capability down to vessel and product level. The vessel "masking" capability of SCOMS also increases the vessels port physical security.

As of April 13, SCOMS supported fuel capability at 245 DESC locations worldwide, and had processed 495 vessel refueling transactions totaling \$152.6 million. With 265 vessels currently enrolled in the program, the military services continue to expand the vessels registered in SCOMS.



*The U. S. Army Corps of Engineers tug Frederick is one of three boats enrolled as a pilot program in the DESC SEA Card program in April 2007. (Photo courtesy of the U.S. Army Corps of Engineers/Carmen Paris)*

"The future is growing," said Pane.

The complexities of meeting the needs of operationally differing customers and a global merchant base have been challenging, but feedback from both the warfighter and the merchant has been very positive.

"SEA Card provides a simple and disciplined process used worldwide by Military Sealift Command's five SEA Logistics Operation Centers for managing approximately 120 ship fuel plans. The success of SEA Card can best be expressed in a few words, 'SEA Card works!' If the system were to be taken away from its users, there would be a lot of angry people because this system has simplified their workload," said Rene Fry, fuel manager for Military Sealift Command.

A recent merchant survey conducted by Multi Service Corporation rated the SEA Card program "above average," a truly outstanding result for a program fresh out of the box, said Pane.

Pane credits the success to significant teamwork and DESC's Direct Delivery Commodity Business Unit, Resources Office and legal counsel. Through SCOMS, DESC has pushed its logistics capabilities forward directly to the end-user. It has linked the military services with the source of supply, and has provided transparency into significant financial transactions, thereby increasing stewardship.

These capabilities have aligned DESC bunkering fuel support with the three strategic thrusts identified by Army Lt. Gen. Robert Dail, Defense Logistics Agency director – *Extending the Enterprise, Connecting Warfighter Demand with Supply, and Delivering Supply Chain Excellence.*

# Aerospace Energy team named

**By Susan Declercq Brown**  
**DESC Public Affairs and**  
**DLA Public Affairs Office**

Defense Energy Support Center's Aerospace Energy Commodity Business Unit received the Green Products and Services award May 7 for its work procuring, storing and transporting dinitrogen tetroxide.

The Defense Logistics Agency established this award in 2004 to recognize organizational achievements in providing customers with products or services that assist them in meeting their environmental obligations or furthering national environmental stewardship goals.

The DESC team managed risks to human health and the environment

associated with the procurement, storage, and transportation of dinitrogen tetroxide, also known as N2O4, which is a fuel used for several space launch programs. It is an inhalation poison, a potent oxidizer and highly corrosive. The N2O4 team achieved a safety record with no releases of liquid product, which has the potential to cause a catastrophic event.

N2O4 has been shipped over the nation's highways and railways for over 40 years without a single incidence of accidental release, said Logistics Management Specialist Gene Ramirez. But, the team doesn't rest on its laurels.

"Due to the hazardous nature of the product, the most rigorous of N2O4 performance is demanded – sustaining a constant state of readiness and being prepared to

respond to all contingencies at a moment's notice," said Ramirez. The team maintains expertise on the most current Department of Transportation regulations regarding hazardous materials as well as the regulations for each state the product transits. The team works in concert with the supplier and shipper to plan for all potential emergency situations such as operational delays due to truck or escort team vehicle failures, severe weather and road conditions – even terrorist attacks, natural disasters or civil disturbances, Ramirez explained.

"Their ongoing commitment to safeguard the transportation of N2O4 is evidenced by their many environmentally responsible process design efforts that have included state-of-the-art convey-



**The DESC Aerospace Energy Commodity Business Unit's N2O4 Team** poses after hearing they had won the Defense Logistics Agency's Green Products and Services Award in May. From the left, front row: Ken Grams, Maria Ng, Sylvia Urias-Vallejo, Joe Beach, Janie Gallegos, Ida Elizondo, Mary Helen Martinez, Sharon Murphy, and Andy Avila. From the left, back row: Charlene Smoot, Robert Gloria, Jerry Guzman, Cathy Mokry, Melanie Mueller, Alix Gayton, Rod Fischer, and Gene Ramirez. Members of the team not pictured are Rose Dominguez, Evelyn Salisbury, and Joe Bresnok.

# greenest

ance designs, a formal training plan for carrier drivers and predetermined routes of movement based on risk factors such as exposure to population,” the award citation noted.

Over the last few years, the team has incorporated a number of improvements, such as satellite tracking, improved safety features manufactured into the containers, improved inspection checklists and driver training manuals, emergency response exercises, and a technical response escort service for more immediate response to incidents, Ramirez said.

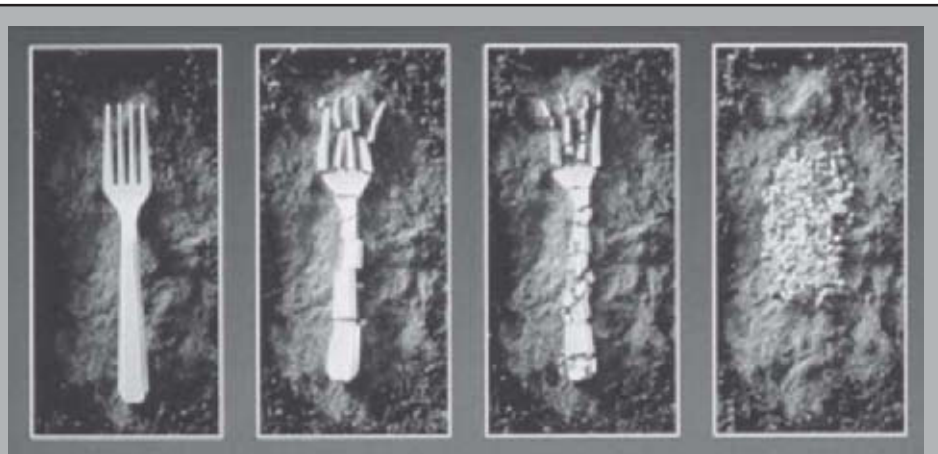
“Many of DESC’s N2O4 team initiatives have been adopted by Department of Transportation or Homeland Security,” he added.

The team also conducted outreach activities to assist customers and provided training exercises on emergency response plans to communities through which N2O4 is transported.

“The N2O4 team truly deserves recognition for their extraordinary efforts in the preservation of the environment,” said DLA Director Army Lt. Gen. Robert Dail.

The N2O4 team includes Rod Fischer from DESC’s Bulk Fuels Commodity Business Unit and, from the Aerospace Energy CBU, Murphy, Ramirez, Ken Grams, Alix Gayton, Joe Beach, Cathy Mokry, Melanie Mueller, Charlene Smoot, Jerry Guzman, Robert Gloria, Andy Avila, Joe Bresnok, Janie Gallegos, Evelyn Salisbury, Mary Helen Martinez, Ida Elizondo, Sylvia Urias-Vallejo and Maria Ng.

Sharon Murphy, CBU director, called the award “especially pleasing” because she knows how hard the team works to ensure a 100 percent safety record. “Regardless of the quantity of N2O4 we ship, the folks who live in the cities, towns and rural areas along our carriers’ routes can rest easy knowing that the N2O4 team has put in place all the necessary procedures, processes and controls to ensure that the environment



*The Green Products and Services Awards honorable mention went to Defense Supply Center Philadelphia for introducing bio-based cutlery in the subsistence supply chain. Beginning with the Unitized Group Ration A, DSCP is purchasing bio-based cutlery to replace petroleum-based plastic cutlery.*

**The team managed health and environmental risks associated with procuring, storing and transporting N2O4**

**Many of DESC’s N2O4 team initiatives have been adopted by the Department of Transportation or Home Land Security**

will not be harmed.”

The Green Products and Services Awards honorable mention went to Defense Supply Center Philadelphia for introducing bio-based cutlery in the subsistence supply chain. Beginning with the Unitized Group Ration A, DSCP is purchasing bio-based cutlery to replace petroleum-based plastic cutlery.

In fiscal 2006, DSCP purchased 450,000 pieces of cutlery — 150,000 each of knives, forks and spoons. After the first migration, DSCP will expand bio-based cutlery use into daily dining in facilities on military bases, hospitals, officer’s clubs, and morale, welfare and

recreation facilities. This switchover requires persistence with manufacturing, performance and resource challenges.

“I extend special thanks for the commitment leading to this groundbreaking accomplishment for Defense Logistics Agency,” Dail said.

According to Dail, nominations received from many persons and teams across the enterprise created some exciting competition.

“I wish to thank all who participated, and I encourage everyone to find environmental solutions for our customers and compete for next year’s award,” Dail said.

# Outreach efforts bring benefits for Small Business

By Veronica Smith  
Small Business Office

The Defense Energy Support Center's Small Business Office team has increased communication traffic tremendously over the past few months in an effort to expand their outreach program.

As a first step toward fostering relationships with their counterparts at fellow Defense Logistics Agency inventory control points, members of DESC's Small Business Office reached out to members of the Small Business Office at Defense Supply Center Richmond. Small Business Specialist Gregory Thevenin and I met with John Henley, associate director of Small Business, and his staff to discuss issues related to the small business program. The teams discussed strategies used to increase and maintain participation in Service Disabled Veterans, Small Disadvantaged Businesses and HUBZone categories.

Henley freely shared DSCR's success stories and strategies. DESC's new Small Business Director Lula M. Manley welcomed all suggestions the team brought back from the meeting. Her team is evaluating the information to see what strategies may be applicable to DESC.

Recognizing the importance of having the support of the acquisition workforce behind the Small Business Programs, Henley also reiterated the importance of continuous training for both internal and external customers. To reach internal customers, Manley will disseminate information through procurement information meetings and other forums. The information will

have a definite impact on the program. External customers will be educated through outreach efforts and orientation sessions.

Since the meeting, members of DESC's Small Business office have attended several outreach events. These included the National Women's Federal Procurement Summit in Washington, D.C.; the 4<sup>th</sup> Congressional District Procurement Business Exposition in Maryland; the Veteran and Women Owned Conference in Washington, D.C.; the Northeast Pennsylvania Procurement Technical Assistance Center Expo in Pennsylvania; the 17<sup>th</sup> Annual OSDBU Procurement Conference in Maryland; the 3<sup>rd</sup> Annual Small Business Access to the Capital Fair in Washington, D.C.; and the 2<sup>nd</sup> Annual Government Procurement Conference in Louisiana.

More than 800 potential contractors were reached through these outreach efforts. As part of DLA's customer relationship management efforts, contractors offering commodities or services unique to other field activities were referred to the appropriate point of contact, said Manley.

The visit was very beneficial and suggestions have been taken into consideration as the Small Business Office team works diligently to keep everyone informed on issues concerning the program. More outreach efforts are scheduled through the end of the calendar year. The Small Business Office Subcontracting Team is also conducting orientations for all companies with a requirement.

The team is currently coordinating with the remaining ICPs to arrange site visits or teleconferences to share strategies.



## Loggies visit truck fill stand

*In April, defense logisticians visited the Mina Abdullah, Kuwait Truck Fill Stand to observe operations. This is where all fuel shipments for Iraq are loaded, and it is supplied via a pipeline from a Kuwaiti refinery. Pictured, from left, are from DESC – then-Operations Director Army Col. Dave Rohrer, and Middle East region Commander Army Col. Mark Olinger; John Downey, KBR; Army Lt. Col. Edwin Cruz, DESC-ME; Brig. Gen. Patricia McQuiston and Maj. Todd Meyer, U.S. Army Central Command; Army Master Sgt. Crystal Michael and Col. Kevin Jones, 475th Quartermaster Group; Jimmie Wilson, KBR; and Army Sgt 1<sup>st</sup> Class Kenneth Dixon, 164th QM GRP.*



# DESC joins DoD Small Business Training Conference

By Rosalyn Wiggins  
Small Business Office

Small business specialists, program managers and directors from around the country were in attendance at the 2007 Department of Defense Small Business Training Conference held at the Hilton Alexandria Mark Center, Alexandria, Va., May 21-24. Members of the Defense Energy Support Center's Small Business Office participated in conference sessions throughout the course of the week, along with several members of the center's acquisition workforce. The conference theme was "Small Business Advocates: *Breaking Barriers, Building Success.*"

The first day of the conference provided a one day

overview of the DAU course, The Small Business Program (CON260B). The speaker emphasized the specialists' role in the acquisition process to ensure the development of appropriate strategies that will maximize small business participation.

The conference officially opened on Tuesday with a welcome address from the Acting Director, Office of Small Business Programs Linda B. Oliver. She was followed by the directors of DOD's various small business programs who provided overviews of their areas.

Information sessions were also conducted by Defense Procurement and Acquisition Policy, General Services Administration and the Government Accountability Office with the opportunity for participants to ask questions. Attendees spent the remainder of the conference attending breakout sessions of their choice. Topics included Subcontracting Compliance Review: Process and Procedures; Understanding the FPDS-NG; Electronic Subcontracting Reporting System; and Small Business Specialist Training Resources.

The conference ended with breakout sessions during which each military service's small business director met with their underlying activities.

In the Defense Logistics Agency session, Peg Meehan, director of small business programs, met with each activity under the agency's umbrella. Meehan encouraged attendees to "share the wealth amongst the activities." "Why re-invent the wheel?" she asked.

Meehan presented DLA Director Lt. Gen Robert Dail's *Extending the Enterprise* briefing and discussed his focus for



Members of the DESC Small Business Team take a break from the conference with DLA Director of Small Business. Pictured: Rosalyn Wiggins, Jackie Craft, Peg Meehan, director of the DLA, Office of Small Business, Shelia McClain, and Veronica Smith.

DLA. She encouraged attendees to "update our relevance" and "work to outcomes".

A mini-briefing of the *State of Small Business* at their organization was provided by the each field activity director or representative. Speakers explained their organization's supply chain; small business accomplishments, and areas of concern to their specific program. The DLA activities in attendance were Defense Energy Support Center; Defense Supply Center Richmond; Defense Supply Center Columbus; Defense Supply Center Philadelphia; Defense National Stockpile Center and DLA Enterprise Support.

The major focus for the DoD small business program this year is Service-Disabled Veteran-Owned Small Business. Attendees were asked to develop special initiatives to raise the awareness and increase the focus on the SDVOSB program.

**Meehan encouraged Defense Logistics Agency attendees to 'share the wealth amongst the activities'**

# The Friday



*Quality Team Leader Tony Potts takes a Friday phone call.*



*Quality Team Leader Phil Bohn acknowledges his Friday phone call has come in.*



*Potts, post phone call.*

**By Scott Artrip**  
**DESC Americas East Quality Manager**

**W**e all know what this is, don't we?

One simple mention early on a Friday of "Have you received your 'Friday phone call' yet?" can catapult an employee into a spiral of dread, sending them scurrying back into the office or cubicle for a time check and for clearing their voicemail.

Now, this may sound to the uninitiated like Defense Energy Support Center employees spend their Fridays dodging work and challenges — quite the contrary. With the surety of death and taxes, the "Friday phone call" comes of its own accord. Sometimes the mythical beast is quite fickle in where it lands, but it's coming, and with fortitude and dedication, DESC employees routinely answer the bell on Friday.

## **The Friday phone call is never a good thing**

The Friday phone call is never a good thing. It always brings a problem, challenge or last-minute tasking your way.

The Friday phone call oftentimes comes in multiples, and issues are typically not of the one-dimensional variety. In fact, a potential off-specification condition on a multi-product pipeline (like the one phoned in this past Friday) sends a tsunami-like effect throughout the entire DESC Americas region product supply chain. One pending catastrophe begets many more and alternative solutions have to be devised in multiples instead of just a single instance.

Naturally, the quality managers, Bulk Fuels Commodity Business Unit quality personnel and the affected QAR go from 0 to 60 miles per hour — verifying and validating laboratory and sampling data, tracing the problem back to its source, conferring on mitigating and remediation possibilities, conferring with the transporter on cause and solution.

The inventory managers involved with managing this facet of the distribution system also begin furiously planning and arranging alternate suppliers, changing shipment locations, reappportioning inventory to cover partner demand...just in case.

Succinct communication with all affected principles in situations like this is critical to mission success and cost effectiveness. Communications are typically telephonic save for our ever-valuable, on-site quality assurance representatives who add the critical personal dimension to the situation.

In this instance, after all was said and done, the scenario was a non-event — the sample was bad, but the product was on-specification. The shipment went out on time, missions continued unabated. Everyone was happy.

## **It does not discriminate**

The Friday phone call does not discriminate between continental issues and those overseas. The communications scenario takes on a whole new level of additional complexity once a second or third language is added to the mix.

# phone call

Periodic issues are experienced with suppliers, just like they are state side — some quality related, others production and delivery related. Now, add a couple of time zone differences and the inherent challenges with OCONUS commercial communications. It has the potential makings of an epic tragedy doesn't it?

## Potential tragedy ends in success

This past Friday, one particular situation involving vessel bunkers was superbly coordinated through four government agencies, and it resulted in an analytical program being instituted that will provide improved support to our partners and a wealth of performance data on area contractors. Not too bad for a Friday.

The Friday phone call has, in its family, a truly contentious and malicious uncle — the “Friday afternoon phone call.”

It's natural for people in general to want to wind down their workweek and ease into a sunny and restful weekend. But, when the ‘afternoon variety’ arrives, it's simply not possible. This variety of phone call sometimes causes members of the team who would otherwise be off on leave or their day off to return to work to address the situation.

This past Friday, there happened to be an uncontrollable issue with the production of a critical product necessary for ongoing engine-testing protocols. For this Friday afternoon phone call, a commodity business unit director, who was off, returned to work to provide personal attention to the issue.

Again, multiple CBUs and their associated team members conferred seemingly at the speed of light, plans were discussed, suppliers were contacted and capabilities assessed. Typical for one of our Fridays.

Before the bell tolled two o'clock, a suitable alternative product was identified and accepted by our partner, a source was selected, the shipment was locked in, transportation was acquired and the partner was pleased. The savings to the government as a whole were astronomical.

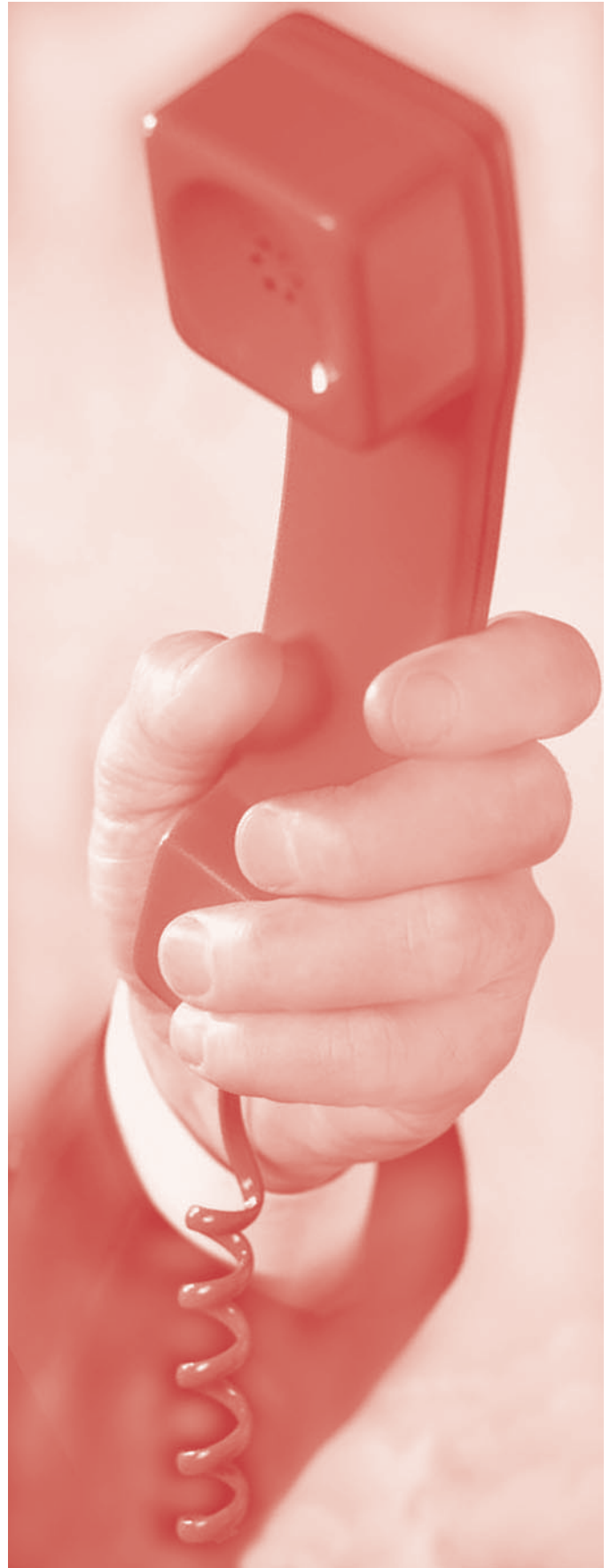
When you think about it, the situations described above speak volumes of the character, dedication and self-sacrificing nature of DESC employees. To our partners, the many unseen actions like these by our employees have rightly become the standard of performance they've become accustomed to from our agency over the years. This is as it should be, I think.

## It isn't always a Friday

However, one can pick any and I do mean any day of the week and the standard of performance we've established for ourselves will remain the same. Simply put, we get it done.

Efficiency, economy, flexibility and accuracy are our watch words.

I could certainly write more on this subject but, I've just received yet another Friday phone call....a refinery tank is on fire due to a lightning strike....gotta go.



*It's for you!*

# Aerospace Energy powers test

By Susan Declercq Brown  
DESC Public Affairs

The Defense Energy Support Center's Aerospace Energy Commodity Business Unit supported a successful missile test off the coast of Hawaii April 5.

Lt. Gen. Henry "Trey" Obering, Missile Defense Agency director, announced completion of the successful intercept test for the Terminal High Altitude Area Defense ballistic missile defense element at the Pacific Missile Range Facility off the island of Kauai in Hawaii.

According to a Missile Defense Agency press release, this test involved the successful intercept of a "mid endo-atmospheric" (inside earth's atmosphere) unitary (non-separating) target representing a "SCUD"-type ballistic missile launched from a mobile platform positioned off Kauai in the Pacific Ocean. The interceptor was launched from the THAAD launch complex at the Pacific Missile Range Facility. This was the 26th successful "hit to kill" intercept for elements of the Ballistic Missile Defense System since 2001, and the third successful THAAD intercept in the current program phase.

## Aerospace Energy provides boost

The Aerospace Energy CBU provided the propellants which power the thrusters used to steer the THAAD. The CBU provides monomethylhydrazine and dinitrogen tetroxide (or N2O4), and they have been involved with the THAAD program

since the late 1990s, according to Charlene Smoot, a logistics management specialist in the Logistics Management Division of the CBU.

The target missile was launched at approximately 8:42 p.m. Hawaii Time, April 5.

Approximately three minutes later the THAAD interceptor missile was launched and approximately two minutes later the intercept occurred over the Pacific Ocean.

This was the first THAAD interceptor mission considered a Ballistic Missile Defense System test, meaning that more than one element of the BMDS participated in the test. One of the objectives of this test was demonstrating successful beyond-line-of-sight communications with a U.S. Navy Aegis sensor, as well as communications links with the Command, Control, Battle Management and Communications system; and the U.S. Air Force Space-Based Infrared Sensors system. Other flight test objectives were also tested. While post-test analysis takes place over several weeks, initial indications were that the test objectives were achieved.

The CBU provides various grades of hydrazine and N2O4 for a variety of launch vehicles and satellite thrusters. But, the THAAD mixture contains a higher percentage of nitric oxide, and Lockheed Martin requires the N2O4 meet a tighter specification standard with a lower content of iron and water, said Ida Elizondo, the CBU's N2O4 and Nitric Acid manager.

The CBU's N2O4 Team tracks the success of tests to ensure they can always provide propellant support when it's needed, said Smoot.

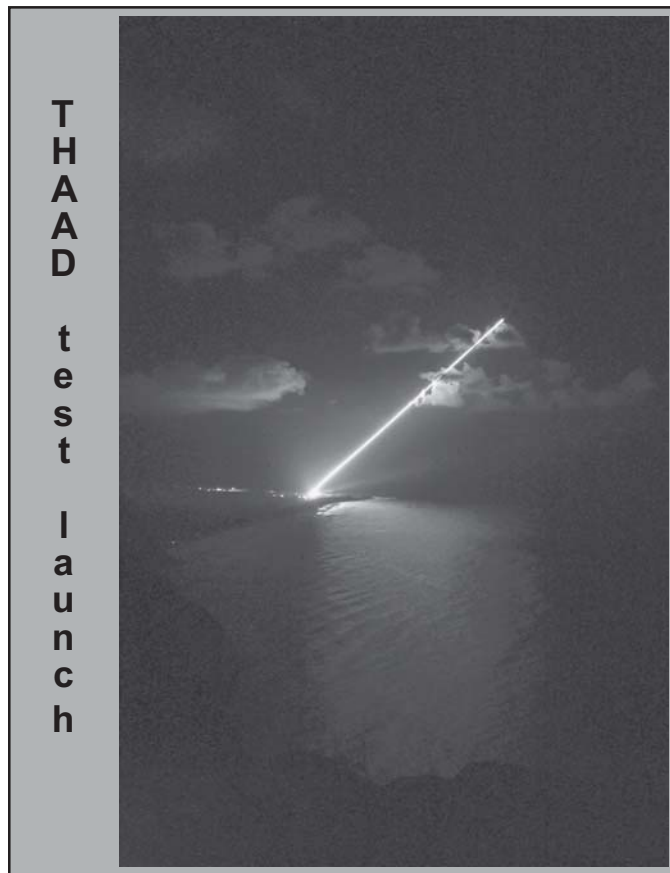
"And, when I hear in the media about any of the programs we support, I always smile," said Elizondo. "It's a great pleasure to support not only our nation's defense but to help move the space and satellite programs forward as well."

The first successful THAAD intercept test in the current program took place on July 12, 2006 at White Sands Missile Range, N.M., and the second successful THAAD intercept took place on January 27, 2007 at PMRF.

## Superior protection

THAAD is the first weapon system which can perform both inside and outside the Earth's atmosphere to defend against short, medium and intermediate range ballistic missiles. The THAAD system will provide high-altitude missile defense over a larger area than the complementary Patriot system, and, like the Patriot, intercepts a ballistic missile target in the "terminal" phase of flight—the final minute or so when the hostile missile falls toward the earth at the end of its flight. THAAD uses "hit to kill" technology, using only the force of a direct impact with the target to destroy it.

The system is being developed, tested and deployed as a layered defense for the U.S. homeland, its deployed forces, friends and allies against ballistic missiles of all ranges in all phases of flight. It provides more protection of larger areas than systems like Patriot alone.



# DESC Middle East helps ensure helium success

By Andy Vallance  
DESC Middle East

Defense Energy Support Center Middle East supports the warfighter in many ways throughout the region, but one supplier is part of a unique operation. And DESC-ME's quality assurance specialists are on scene to ensure mission success.

Global Gases and Chemicals FZCO, headquartered inside the Jebel Ali Free Zone in Dubai, United Arab Emirates, supplies high-grade helium gas in support of two U.S. Army programs – the Rapid Aerostat Initial Deployment and the Persistent Threat Detection System. Both programs employ aerostats – essentially helium-filled fabric envelopes – with surveillance equipment fixed to the undercarriage. These unmanned platforms are used primarily for information gathering and force protection by personnel in the Operation Iraqi Freedom and Operation Enduring Freedom theatres.

The company was initially awarded an emergency contract by the DESC Aerospace Energy Commodity Business Unit's helium team to deliver product in contractor-leased quads. But, the Army's increased usage led to a 're-think' of how best to deliver the product to the warfighter.

As a result, Defense Logistics Agency-owned helium trailers were airlifted to Baghdad International Airport for distribution to Army units throughout Iraq. The trailers were then airlifted by C-17 transport aircraft to Fujairah International Airport to be picked up by Global Gases and transferred to their facility for maintenance, painting, filling, and re-delivery to Fujairah for further deployment.

DESC-ME quality assurance specialists from the Bahrain office were on hand to provide contract oversight.

"We realize the importance of delivering high-purity helium on time in support of this important mission," said Deepak Mehta, managing director of Global Gases. "We have a great working relationship with the people in San Antonio [DESC-M] and, of course, with the [quality assurance representatives] who oversee the contract from DESC Middle East."

The most recent innovation in the delivery of helium has been the development of High Pressure Cylinder Assemblies. The helium team has converted about 200 excess argon cylinders awaiting disposal into helium service and placed them in a metal rack with a common manifold. The result was a lighter, more maneuverable version of the quad.

The team quickly called on the expertise of Global Gases once again with a new contract to manufacture, fill and ship 45 assemblies into theatre. Again, the DESC-ME quality assurance representatives were called on to provide contract oversight for the newly-awarded contract.

On May 16, I visited with the Global Gases team to discuss how the project was proceeding. Deepak Mehta; Anindya Roy, manager technical & quality; Amit Anand, sales manager and



*Helium trailer after maintenance and painting*

**We realize the importance of delivering high-purity helium on time in support of this important mission -- Deepak Mehta, managing director of Global Gases**

George Skinner, operations manager, met with me to iron out any outstanding issues that may have arisen. At that time, the framework for the assemblies was already in the process of being manufactured, awaiting the delivery of cylinders to Al Dhafra Air Base in nearby Abu Dhabi.

"The initial batch of 27 assemblies is scheduled to be ready for inspection by May 29 and ready to ship on the May 31 as per the contract," said Roy.

As the aerostat mission continues to expand, Global Gases meets the challenge assisted by the quality team at DESC-ME and the Aerospace Energy CBU in San Antonio.

# DESC Korea is 'thinking war'

**By Air Force Maj. Chris Boone  
Plans and Operations Officer,  
DESC Korea and  
Ralph Wells, DESC Fuels  
Planner and Liaison to U.S.  
Forces in Korea**

Sun-Tzu wrote, "In peace prepare for War." Army Lt. Col. Sidney Thomas echoed this sentiment upon assuming command of DESC Korea in July 2006. From day one, Thomas challenged the DESC Korea team to "think war."

This emphasis on wartime operations and warfighter support comes at a critical point as U.S. force structure and contingency planning in Korea is undergoing some of the most significant changes since the end of the Korean War. Earlier this year, U.S. and Republic of Korea officials agreed to the transfer of wartime operational control of Korean military forces from the Combined Forces Command, which is headed by the commander of U.S. Forces in Korea, to South Korea. This transfer represents a fundamental shift with South Korean forces now taking a leading wartime role and U.S. forces assuming a supporting role.

The 2007 Reception, Staging, Onward Movement, and Integration exercise, provided the first opportunity to evaluate proposed support plans for the future wartime role of USFK. The seven-day

exercise held Mar. 25-31 proved especially demanding for DESC Korea. The DESC team wanted to provide a realistic and comprehensive assessment of the office's capability to support proposed operational plans. They spent the months leading up to and including the RSO&I '07 exercise seeking to identify wartime fuel requirements, verify availability and suitability of wartime host nation support (WHNS) assets, and exercise bulk fuel re-supply and distribution capabilities.

## Wartime Fuel Requirements

Planning for the evolving role of USFK required the assessment of entirely new combat schemes of maneuver and their fuel support requirements. Extensive analysis was necessary to validate the proposed bulk fuel concept of support. DESC Korea took the lead in this daunting effort.

Preparation for RSO&I 07 began months in advance as DESC Korea planners worked side by side with other joint and service planners to determine petroleum support requirements. DESC Korea first enlisted the aid of the CJ3 Operations Analysis Branch to identify force flow and intensity factors. This information was then fed into the Integrated Consumable Item Support Program to identify overall fuel requirements. The analysis revealed a require-

ment in excess of 3 billion gallons of JP8.

DESC Korea presented this analysis during the Petroleum Action Group-Korea workshop. During the PAG-K, petroleum experts from each of the U.S. services gathered at Camp Walker, South Korea, to review and plan for the supply and distribution of the enormous fuel requirement. To simplify the planning process, DESC Korea developed a comprehensive supply chain decision support tool to model the fuel requirements and concept of support.

The fuel model provided a true factory-to-fox-hole level examination of the petroleum concept of support. In doing so, the fuel model also underlined the critical role of both military and commercial fuel support capabilities. Military assets such as the inland petroleum distribution system and the offshore petroleum discharge system continue to play a vital role in USFK contingency planning. Key commercial capabilities, such as the South North Pipeline, also continue to play a vital role during contingency operations.

The fuel model also stressed USFK's continued reliance on wartime host nation support. Recognition of this reliance prompted DESC Korea to initiate an extensive review of WHNS requirements and availability.

## The inspection team poses near the Kyung In #8 fuel barge at Incheon Port.



*From left: III Marine Expeditionary Force Fuels Team: Cpl. Richard Anderson, Sgt. Kent Clark, Staff Sgt. Phillip Sanchez, and Chief Warrant Officer 2<sup>nd</sup> Class Todd Swanson; DESC Korea: Boone, Ralph Wells, Quality Assurance Representative Ron Coleman; Master Sgt. Richard Knapp, 8th Army Petroleum Division; Army Maj. Kam Gunther, USFK J4 WHNS branch chief; Ju-hyuk Park, Business Department director, Kyung In Oil Bunkering; Thomas; Lt. Chin Choe, Combined Naval Forces Korea logistics officer; Lt. J.G. Young-man Kim, Incheon Naval Sector Defense Command, ROK Navy 2nd Fleet; Cpl. Jung Eui Hong; USFK J4: Petroleum Division Korea augmentee to U.S. Army; Sam Suk Kim, WHNS international relations officer; and Army Lt. Col. Gregory Packer, Sub-Area petroleum officer Korea.*

## Wartime Host Nation Support

The Wartime Host Nation Support program includes a variety of resources provided by the Republic of Korea in support of U.S. forces in times of war. WHNS assets are a key enabler of the reception, onward movement, and sustainment process. This is especially true for fuel related support. Previously identified WHNS included more than 400 fuel tank trucks; more than 15 million gallons of fuel storage capability, numerous tank truck fill stands, pipeline access, and several inland petroleum distribution connection points.

The WHNS program was a primary area of emphasis during RSO&I '07. One of the key takeaways from the previous theater-wide exercise, Ulchi Focus Lens '06, was the need to verify the availability of WHNS assets. During past exercises, the availability of WHNS was often taken for granted. Efforts to simulate activation of the assets during UFL '06 demonstrated the peril of such assumptions.

While highlighting the importance of previously identified assets, planning for and participation in RSO&I '07 identified the need for additional WHNS. Proposed expeditionary operations dictated the use of shallow draft tankers and barges. Capitalizing on the combined nature of the RSO&I exercise and leveraging relationships with their Korean counterparts, DESC Korea identified several shallow draft tankers from among the Korea Flag Ship and Wartime Movement Common Operator Pool Program that potentially met the characteristics and criteria required to support expeditionary operations. However, the stated operational capabilities of the fleet alone were not sufficient to render the proposed plans supportable.

Just prior to the kickoff of RSO&I '07, DESC Korea and USFK J4 WHNS coordinated with the Republic of Korea Ministry of National Defense to schedule a sample inspection of one of the commercial fuel barges to determine whether the identified vessels could be used to support expeditionary operations. The inspection provided an opportunity to begin verifying the existence and availability of the required assets. The inspection also revealed that many of the identified vessels routinely transport residual petroleum products making them unsuitable for transporting aviation grade fuel. Each vessel would need to be thoroughly inspected for suitability prior to use.

DESC Korea is continuing to coordinate with the USFK staff and Republic of Korea officials to verify the availability and validate the suitability of shallow draft vessels and to receive approval for the use of these vessels under the WHNS program. Approval for additions to WHNS is a two year process. So, the work in this area has only just begun.

## Supply and Distribution

Another key emphasis area during RSO&I '07 was the realistic exercise of bulk fuel re-supply and distribution capabili-



*DESC Korea inspected this Republic of Korea commercial fuel barge (non-self propelled) -- seen here in Incheon Harbor.*

ties. The re-supply and distribution of bulk fuel relies on close coordination with suppliers and transporters. DESC Korea sought to add an additional degree of realism to both of these coordination processes during RSO&I '07.

RSO&I '07 was the first exercise in which petroleum re-supply tankers were “played” using the Single Mobility System of the Global Command and Control System. This system provided total asset visibility and required close coordination between DESC Korea, the Combined Transportation Movement Center, and the Pacific Deployment Distribution Operations Center - Korea to synchronize tanker requests, reception, and diversion. The coordination benefited all involved, with each identifying additional aspects of the tanker coordination process to be tested in future exercises.

Much of the wartime distribution of bulk fuel is completed via the wartime movement program. The WMP consists of a series of pre-coordinated and pre-approved movements of bulk fuel via rail tank car, tank truck, and barge. RSO&I '07 provided an opportunity to exercise and validate DESC Korea’s 2007 WMP submission which included more than 1,100 movement requests.

Although the movements are pre-approved, each must be activated through coordination with the Combined Movement Control Team and Combined Transportation Movement Center. Once coordinated, DESC Korea was able to track the progress of the movements through participation in the Joint Movement Board. Participation in the JMB also provided a venue for DESC Korea to gain insight into the impact of transportation disruptions and to provide input on the prioritization of movements.

Overall, RSO&I '07 was an extremely successful and productive exercise for the DESC Korea team. However, there is still much work to be done. Changes to the U.S. force structure and ongoing operational planning will continue to challenge the DESC Korea team to “think war.”

# Kandahar liaison shares ins and outs

By Navy Lt. Tony N. Nguyen  
DESC Middle East

There are many unique challenges being the Defense Energy Support Center's forward-deployed liaison officer to Kandahar Airfield, Afghanistan, especially as the base is soon scheduled to transition to NATO control. Prior to my arrival in February, DESC did not have a permanent presence on base. Consequently, many people did not know what DESC was or what we could do for them. It was important for me to go out, introduce myself, and explain why DESC had assigned a liaison here.

As the DESC liaison, I represent DESC's interests, making sure the relationship between the fuel supplier, transporters and Kellogg Brown & Root contracted employees is on good terms. I inform the fuels responsible officer of DESC instructions, and especially, coordinate the transition of responsibility from DESC to NATO scheduled for June.

To understand the entire fuel operations on KAF, I suited up with the security escort team early one morning, went outside the wire to escort fuel trucks into the base, and observed the way vehicles and drivers were searched.

For the actual fuel operations, I work closely with KBR employees, learning about their operations and assets and listening to their complaints about the drivers and the facility. The information I glean here has been applied to improving local operations.

One of the contributions I was able to make to the facility was to have the Defense Contracting Management Agency improve the horizontal, or drive-on, surface of the facility. The previous surface of the fuel download site was filled with

I suited up with the  
security escort

grooves and contours due to the heavy weight of the trucks and the heavy annual rainfall. As a result, tankers had to be positioned in one of the small even surfaces if optimal download was to be achieved. Having the surface work done brought a huge improvement to the working conditions at the download site. And operations effectiveness was greatly enhanced. This also improved the safety of KBR employees, and the truck drivers now have a stable surface for better downloading.

To mitigate fuel loss enroute, KBR employees, the security team and I examined the tankers for any sign of tampering, interviewed drivers, took pictures of evidence, and sent reports back to headquarters.

With the ongoing transition of fuel operations on KAF from DESC to NATO, I have been endlessly relaying information between DESC, NATO and its fuel operations contractor Supreme, and KAF base operations. The goals are to keep everyone abreast with any development, be the eyes, ears, and feet on the ground, provide point of contact, and be the action officer for any issue that arises during the transition process. DESC liaison on KAF plays a special role in representing DESC's interests. The job is indeed very challenging, but the experience gained is invaluable.

Secretary  
of  
Defense  
visits  
Pakistan



**Secretary of Defense Robert Gates** (front row, center) visited the U.S. Embassy in Islamabad Feb. 12. He met with Ambassador Ryan Crocker (not included in the picture) and Army Maj. Gen. James Helmly, chief of the Office of Defense Representatives Pakistan (front row, seventh from the left). Ann Wilson, a DESC Middle East team member temporarily assigned to ODRP, (front row, far right) joined in the group picture. While in Islamabad, DESC-ME Commander Army Col. Mark A. Olinger, Russell Price, DESC-ME (not included in the picture) and Wilson met with local transporters including representatives of the National Logistics Corporation. They discussed an end-to-end contract for transportation to export fuel products from Pakistan refineries to several locations in Afghanistan.



# Facility and pipeline plans complete

**By Air Force Capt. Robert Austin, DESC liaison  
DLA Contingency Support Team Afghanistan**

Routing and installation plans were completed in April for a fuels facility and pipeline to be built at Bagram Air Base, Afghanistan.

Defense Energy Support Center representatives and other U.S. officials met with the regional director and staff of contractor Red Star Fuel Service April 22 to finalize the plans.

Red Star Fuel Service, in conjunction with DESC and the 43<sup>rd</sup> Joint Logistics Command, will build a permanent fuel storage facility outside of Bagram AB. The facility is expected to provide a more stable logistics pipeline for TS1 aviation fuel in support of Bagram's increasingly expanding mission requirements.

Chuck Squires of Red Star provided a tour of the facility, highlighting various tanks under construction, as well as the download and upload points and future pipeline routes. DESC representatives included Director of Operations Army Col. David Rohrer, DESC Middle East Commander Army Col. Mark Olinger, and the fuel liaison officer to the Defense Logistics Agency Contingency Support Team Afghanistan. Other organizations represented included the Defense Contract Management Agency, the 43<sup>rd</sup> JLC, the Army Corps of Engineers, and the Bagram Director of Public Works.

When completed, the Red Star fuel facility will have more than 3-million gallons of storage capacity. This facility will be connected to Bagram AB by pipeline. The storage facility, in conjunction with the pipeline connection, will drastically reduce the fuel truck footprint at Bagram, and decrease force protection concerns. Also, the pipeline connection will allow for immediate response to Bagram TS1 needs, further enabling Combined Joint Task Force-82 to execute and sustain its war-time missions.

One of the most important benefits from this visit was the opportunity for the fuel contracting and engineering specialists from the various organizations to meet and discuss the many



*U.S. representatives met with Red Star representatives at the Red Star facility at Bagram Air Base, Afghanistan. Back row from left: Army Col. Dave Rohrer, then-DESC Operations director, Chuck Squires and Erick Kasanov of Red Star, Ralph Conner of the Defense Contract Management Agency, DESC Middle East Commander Army Col. Mark Olinger, Navy Cmdr. Daniel Steep of DCMA, Army Lt. Col. Robert McCrory of LOGCAP, and Chief Warrant Officer Michael Tyra of the 43rd Joint Logistics Corps. Front row from left: Air Force Capt. Robert Austin, Army Capt. Ann de la Cruz, 43rd JLC, Army Capt. Erick Hagenburg, and Maj. Bruce Jones of the 455th Civil Engineering Squadron.*

aspects of fuel support to U.S. and coalition forces. The JLC provides logistical support to U.S. and coalition forces throughout Afghanistan, ensuring that soldiers, Marines, airmen and sailors have everything required from beans to bullets and fuel to water.

The visit to the Red Star facility was part of a recent assistance visit performed by DESC and DESC Middle East in the U.S. Central Command area of responsibility.

**When completed, the facility will provide storage for more than 3 million gallons of fuel**



*Down-loading and up-loading points at the fuel facility under construction in Afghanistan.*

# Eighteen-year effort leads to ‘top of the mountain’

By Susan Declercq Brown  
DESC Public Affairs and  
Paul Dupoise, DESC  
Contingency Plans and  
Operations

An automated contingency planning model developed by the Defense Energy Support Center in conjunction with the Defense Logistics Agency won the Defense Modeling and Simulation Office 2007 Planning Community award in May.

The Integrated Consumable Item Support model enables the military service components of the combatant commands to use a standard method of calculating fuel requirements for operations, contingencies, exercises, and for calculating their yearly wartime fuel requirements for DESC’s Inventory Management Plan.

The model was developed over 18 years, and DESC Contingency Plans and Operations team members continue to improve the model’s capabilities. Two of the team members, logistics management specialists Eugene Turner and Paul Dupoise, began the development project in 1986. While attending a U.S. Transportation Command planning conference, they decided there was a real need for an automated process for computing fuel requirements to support combatant command’s operational plans.

Work began in  
the late 1980s  
and was  
finally  
rewarded in  
2007

Dupoise and  
Turner were  
there from the  
start

“It feels like we finally made it to the top of the mountain,” said Dupoise, describing his response to the award.

## At the base of the mountain

At the base of that mountain nearly two decades ago, neither man could anticipate the challenges ahead or the time that would be required to make ICIS a reality. They simply knew ICIS was needed.

For sixty years before ICIS became operational, fuel planners at military installations around the world added up their requirements using pencils and paper, and later pocket calculators and spreadsheets. Then they sent their requirements to their respective headquarters where the commands compiled a total requirement for DESC or its predecessors to stock and record in the inventory management plan. The process took months, and DESC had no way to validate the requirements.

ICIS computes the numbers in minutes and provides the combatant commands detailed information for their analysis and ultimate approval. ICIS also provides DESC with a validation tool and an audit trail.

But, back in the early 1990s, technology and funding were limited. Then, shortly after Desert Storm, the then-Defense Logistics Agency Director Vice Adm. Edward M. Straw directed the development of a war model to help the agency manage commodity requirements in support of the warfighter.

DLA supplied the funding and DESC joined in the effort.

“I have continually worked toward building this tool. Eugene [Turner] was active duty Air Force assigned to the Defense Fuel Supply Center back then,” Dupoise reminisced about the early years.

“I initially began working on a capability to better identify operational plan fuel requirements in the late 1980s.... When I returned to DESC in December 2000, I was pleased to discover Paul [Dupoise] had continued to work on the initiative and that ICIS was the end result,” said Turner.

“For the last six and a half years I’ve been working to increase the current capabilities of ICIS along with the other DESC/DLA team members,” explained Turner in an e-mail.

## Improvements continued

DESC team members include Dupoise,

The next  
challenge is  
developing a  
module to  
assist the  
Department of  
Homeland  
Security and  
the Federal  
Emergency  
Management  
Agency.



*Posing after the ceremony are, from the left, Fred Hartman, deputy director for Readiness Training Plans and Programs in the Office of the Undersecretary of Defense for Personnel and Readiness, James Boyce of Defense Logistics Agency's Logistics Operations Directorate, DESC Logistics Management Specialists Eugene Turner and Paul Dupoise.*

Turner, Michael Lynch and Petroleum Management Consultants' John Huntzinger. They work closely with the joint petroleum officers assigned to the combatant commands who are tasked with identifying the commands' fuel requirements.

The ICIS team, with assistance from the Space and Naval Warfare Systems Center, has recently reengineered and designed ICIS into an Oracle-based system. This improves accuracy, performance, flexibility, ease of use and expandability. It also provides greater assurance of mission readiness and reduces fuel costs by identifying and eliminating excessive fuel requirements. The system has already been fielded, and Turner said they are receiving many positive comments from the joint fuel community.

Development on ICIS is continuing to meet the users' needs and enhance its capability to support the warfighter, said Dupoise. The next major module improvements, to be implemented later this year, will provide DESC the capability of automatically identifying potential supplier sources for the requirements and for the combatant commands joint petroleum officers to submit their yearly war requirements to DESC via

July 2007

the SIPRNET.

### **On the horizon**

Recent guidance from the Secretary of Defense concerning adaptive planning may foster future enhancements of ICIS. Dupoise and Turner agreed the next greatest challenges could be building a sustainment capability into ICIS to provide real-time operational support to the warfighter once a contingency plan has been implemented, and developing a new module to assist the Department of Homeland Security and the Federal Emergency Management Agency in improving support after civil and natural disasters.

The Defense Modeling and Simulation Office encourages cooperation, synergism and cost-effectiveness in M&S activities within the Defense Department. The office supports the warfighter by leading a defense-wide team to foster inter-operability, reuse and affordability to provide revolutionary warfighting capabilities. In addition to the Planning Community award presented to DESC, DMSO also presented awards in acquisition, analysis, experimentation, testing,

training, common and cross-cutting communities. The National Defense Industrial Association, in coordination with the Joint Staff, sponsors the awards program.

**A module to be implemented this year will let DESC automatically identify potential suppliers and for combatant commands to submit yearly requirements by e-mail**

# Kuwait commander shares his experience

By Army Maj. Larry Moore  
DESC Middle East

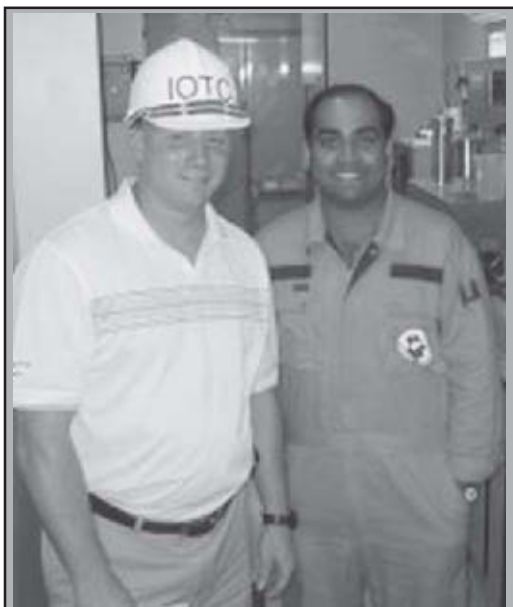
United States Air Force Maj. Kevin Carrico completed his command of DESC Kuwait in May. He had spent one year in Kuwait.

Before he left for his next assignment to Randolph Air Force Base, Texas, I interviewed him to find out some of his interesting moments while in command.

**Moore:** Kevin, what were some of the highlights of your command?

**Carrico:** Driving in to work. The Kuwaitis drive very fast and crazy; and learning my way around Kuwait. I got lost several times and it was an adventure.

**Moore:** What else would you



*Carrico visits an employee at the International Oil Trade Center fuel lab in Agaba, Jordan.*

consider one of the highlights of your tour?

**Carrico:** Traveling to Iraq to visit some of the sites we deliver fuel to. One of my most memorable experiences is while I was visiting Camp Anaconda; we came under a mortar attack at 1130 hours. No one was injured, but it was an experience you will never forget. Also interacting with the very professional personnel, both military and civilian; and watching their teamwork and closeness during stressful situations.

**Moore:** Kevin, what were some of your challenges during command?

**Carrico:** I would say balancing the needs of the Army while trying to look out for the interests of the contractors. Many times the contractors will assist with things that are not written in the contract, and you would like to assist them when and where you can but still have to keep the mission and the needs of the Army at the forefront.

This region experienced major organizational and leadership changes which made things challenging. Bridging communication gaps was instrumental in being successful.

**Moore:** Any other challenges you'd like to mention?

**Carrico:** Yes. I learned that you spell joint A-R-M-Y.

**Moore:** Can you mention

what you feel were major accomplishments during your tenure?

**Carrico:** I think convincing the Army and contracting officer to bring motor gasoline from Jordan to Iraq for the first time was a major accomplishment. This measure helped reduce the number of military and civilian contractor vehicles traveling in dangerous territories in Iraq.

Another accomplishment was the expansion of the Into-plane contract at Kuwait City International Airport. This allowed 12 R-11s [Air Force refueling tankers] and the 14 people to operate them to be utilized in other areas. Estimated savings of this is about \$1 million per year.

Finally, the reduction of fuel loss from 10 percent to about 1 percent at Ali Asaleem Air Base. Through diligence and communication with the personnel working the terminal, ensuring trucks were completely emptied, and working with the contractor to add escorted convoys assisted with the reduction in loss.

Convincing the Air Force petroleum team to move a more accurate meter to the download point also assisted in proper accountability.

Carrico will be replaced by Air Force Maj. Laura Holcomb. Holcomb comes from the Air Force Special Operations Command, Eglin Air Base, Hurlburt Field, Fla.

# Less gas, less stress... more money in your pocket

**By Jim Smith**  
**Facilities and Distribution**  
**Management CBU**

I found a way to compensate some for the increase in the price of gas. It really works.

I usually put two tanks of gas per week in my car, primarily going back and forth to work. This week I only put one tank in, and I still have about 1/4 tank left. That's pretty good, don't you think?

I forgot that cars function most efficiently at around 55mph. Recently, a radio announcement reminded me of this, so I decided to try it out. All this week I've been driving at or below 55 MPH, and that includes highway driving.

In the past I typically was in a hurry to get to work and where ever, and I'd say my speed would be about 65 mph, sometimes 70 or even higher. Most cars in the left lanes are going that speed. It took some adjustment on my part to slow down. I really had to think about it while driving, and of course move way over to the far right lane of the road. There I

discovered some drivers in that lane do not exceed the 55 mph speed, much to my surprise.

I was concerned that it wouldn't be safe to travel this speed on major highways, but so far it's been safe.

Another interesting observation — driving at a high speed also pumped me up. I was gripping the steering wheel tighter, and my muscles were also tight. But when driving at lower speeds, I unconsciously relaxed my body. Hmm, saving gas and less stress on my body — not a bad thing.

Ground transportation in the U.S. is our biggest guzzler of petroleum and causes our country to be light years beyond any other nation in the world regarding petroleum consumption.

Don't you think if this would catch on across the country that it would help relieve some of the tremendous demand for petroleum — that it might help our



country in achieving energy security? Who knows, this simple measure might even flatten out the cost of gas at the pump for a time.

I think we can take back our energy market as consumers in this country and help with the looming theory of peak petroleum production as well as help with global warming.

It's not easy to accept slowing down. Americans like speed, like sleek jet-designed automobiles. We are taught that the car we drive measures our success. We are lead to believe a faster and bigger car means a successful person.

Maybe it's time to question this belief. Think about it. It's not a bad thing to slow down, drive safely, relax more and help with the very real energy problems facing our nation as well as the globe. Wouldn't it be nice if we all tried it, and it worked some?



# Afghanistan fuel liaison officer

**By Lt. Cmdr. Robert Simms  
DESC Europe**

One of the key fuels positions in the Middle East is the Defense Energy Support Center fuels liaison officer in Afghanistan. But unless they've served in the job, few people understand all the job entails.

I served as the liaison officer from September 2006 to February 2007.

The DESC fuels liaison officer in Afghanistan is assigned to the Defense Logistics Agency Contingency Support Team Afghanistan. The fuels liaison is a combination of inventory manager, quality assurance representative, supply chain manager, contracting specialist, facilities manager and international cooperation officer. The liaison enables DESC to manage the fuel supply routes into Afghanistan. It also enables face to face cooperation with our customer to better understand their wants and needs. This relationship allows DESC to accomplish our mission of bringing fuel to the military service components.

## Supply Chains

The liaison is the DESC point of contact for all bulk fuel issues for the three Defense Fuel Support Points located in Afghanistan — Bagram Air Base, Kandahar AB and Kabul Strategic Reserve. The DFSPs are supplied by four different ground lines of communication. The northern area of logistical operations consists of two GLOCs. They run from refineries in Baku, Azerbaijan and Turkmenbashi, Turkmenistan supplying aviation fuel via rail car to the northern border cities of Turghundi and Hairaton, Afghanistan. A DESC contractor manages the fuel shipments to all DFSPs. Tanker trucks deliver TS-1 and diesel fuel to Bagram AB or Kandahar AB for use by all coalition forces.

The southern areas of logistics operations are supplied by three different fuel sites that supply JP8 jet fuel, diesel and motor gas. The northern route from Pakistan to Afghanistan is supplied from the Attock refinery tank truck loading facility in the north of Pakistan. This GLOC runs through the Pakistani

Torkham border/Khyber Pass area to reach DFSP Kabul or Bagram AB.

The second location is the Parco refinery located in central Pakistan. The refinery supplies both Kandahar and Bagram ABs. The fuel is tanker truck lifted from Pakistan and delivered through the Chaman border/Kojak Pass crossing in the south for Kandahar AB and through the Torkham Border/Khyber Pass crossing in the north.

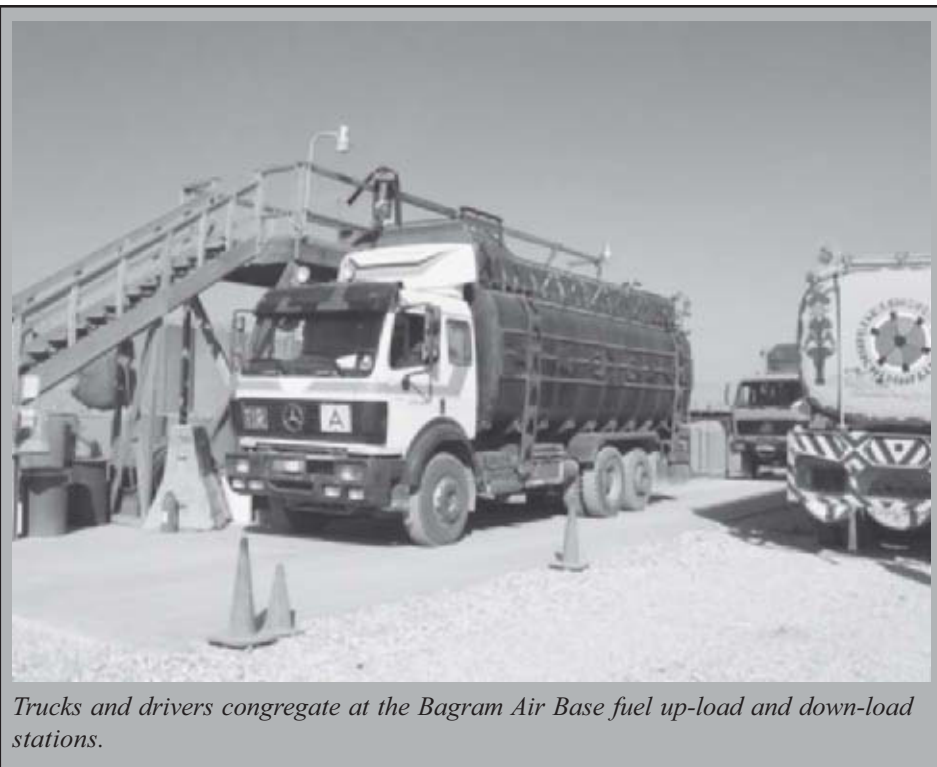
The third location is a terminal in Karachi, Pakistan. Fuel is lifted via truck and primarily delivered through the Chaman border/Kojak Pass for Kandahar AB. These are the three main lift areas in Pakistan that deliver coalition fuel to Afghanistan.

## Inventory Management

The thing about inventory management in Afghanistan is the difficulty of delivery distribution. Due to the local customs and tribal influences, the supply of fuel may not be loaded for the location asked for. This creates problems for internal distribution of fuel and storage shortfalls in specific areas. This is a constant management dilemma.

The transportation companies are compelled to deliver to the locations that the drivers choose to travel too. The locations change depending on tribal origin or a perceived threat on the delivery routes to the DFSPs located in Afghanistan.

One of the biggest challenges of the job was reducing the losses DESC was experiencing enroute. At one point, DESC had over 40 percent in-transit loss. Through diligent work by Army Master Sgt. Ann Holcomb, 475<sup>th</sup> Quartermaster Group, who is responsible for petroleum operations at Bagram AB and the DESC experts, we changed the way the DD250s were accounted for and processed. We engaged our suppliers and talked with the transportation providers. These actions over the last seven months reduced the in-transit losses to less than 5 percent.



*Trucks and drivers congregate at the Bagram Air Base fuel up-load and down-load stations.*

# job proves rewarding

## Quality Assurance

The liaison is the eyes and ears for the daily quality questions that pop up throughout the deployment. He or she is the DESC representative and receives all of the questions posed to quality assurance representatives. This is where the liaison relies heavily on the DESC Middle East Office's Quality Division. They were always just a question away for me. They made this portion of the job extremely positive for the customer and me during my deployment

## Contracting

The DESC LNO is the initial point of contact for all contractors delivering fuel into Afghanistan. The liaison is the question and answer man for the local drivers in the fuel yards. He or she works directly with the supplier's representatives in country, coordinates site visits and arranges all delivery procedures once the fuel arrives at the DFSP locations. This is where the liaison must be vigilant and not obligate the government without prior discussions with the contracting officers who are managing these delivery contracts at DESC Fort Belvoir. In this position I worked directly with our contractors at the receipt point. This is very important to DESC as it is the image that our customers and contractors see.

## Facilities

The liaison is the DESC representative for all petroleum-related construction projects at any of the DFSPs. This enables him or her to voice DESC concerns and directions on how the projects will take shape. The improvement of facilities — tactical or permanent — is always a concern in a war zone.

## International Cooperation

As the liaison, I was the interface to the International Security Assistance Force and NATO forces in Afghanistan for the fuel supply routes feeding Afghanistan. I routinely traveled to ISAF headquarters in Kabul to brief the



*From left, Army Col. Mark Olinger, DESC Middle East commander, and Lt. Cmdr. Robert Simms observe fuel operations at Bagram AB.*

## It's truly on the tip of the spear



*Snow blankets the Bagram AB fuel farm on a typical December day.*

*Continued on page 24*

# Afghanistan liaison on the tip of the spear

cont'd from page 23

logistics commanders on how fuel was managed in the theater. General officers from many countries attended these briefings. The liaison is also the point of contact for reporting information that comes out of the Combined Joint Task Force 76/82nd stationed at Bagram AB.

## In a Nutshell

Remember that the DESC liaison is a “one deep” position, and this requires the liaison to focus on mission accomplishment. Additionally, the support of DESC Middle East and DESC Fort Belvoir is instrumental in

the success of in-theater operations.

The experience of being the sole DESC representative in Afghanistan is initially like drinking from a fire hose. However, as the education and knowledge process matures, liaisons become the single point of expertise for all fuel flow into Afghanistan. They learn how to interface with all Commodity Business Units through out DESC.

I found the job rewarding because I was truly on the tip of the spear. I heard first hand the customer’s wants and needs. What better job could there be than to be DESC’s face to our most important customer — the warfighter.



*It was a different sort of Christmas when the Chief of Naval Operations dropped by. From left: Master Chief Petty Officer of the Navy Joe R. Campra, Defense Logistics Agency Contingency Support Team Afghanistan Operations Officer Cmdr. Joe Newberry, Lt. Cmdr. Robert Simms, Navy Lt. Jim Smith of Combined Joint Task Force-76, and Adm. Mike Mullen, the CNO.*

**Initially it’s like drinking from a fire hose....**

# Conference concerns,

**By Elaine Stober  
Customer Support and Enterprise Initiatives Office**

An environmental conference held in May addressed many critical issues related to the Defense Energy Support Center and its mission, and participants had the opportunity to learn about the breadth of supplies and services DESC offers. The Joint Services Environmental Management Conference and Exposition was held in Columbus, Ohio, May 21-24. The Defense Logistics Agency and DESC played a prominent role in the conference and exposition.

Discussion topics included national security and the threat of climate change, and the environmental, energy, and geospatial challenges facing the world and the Defense Department today. Participants discussed what they as DoD representatives could or should do to help meet those challenges.

The event, sponsored by the National Defense Industrial Association, provided an excellent opportunity to promote dialogue on environmental topics with the Office of the Secretary of Defense, various other organizations within DoD, and other government agencies.

This year, conference planners merged the topics of energy and geospatial information management into the event. Speakers from government, industry and academia addressed America’s addiction to fossil fuels and discussed emerging technologies that may lead to alternative fuel sources – with a goal to secure our access to current and future energy needs. Similarly, our growing dependence on geospatial capabilities in both environmental and energy-related programs dictated a special emphasis at this conference.

## **DESC booth displays full-spectrum of services**

DLA realized the importance of such a conference and invited interested field activities to showcase their vast array of



# addresses energy environmental challenges

products, services, and capabilities to more than 1,300 attendees at the exposition. DESC, along with the Defense Logistics Information Service, Defense Reutilization & Marketing Service, Defense Supply Center Philadelphia, and the Defense Supply Center Richmond took advantage of the exhibit space opportunity.

The participating field activities co-located their booths in the same area of the Exposition in order to promote the concept of one DLA. DESC Environmental Specialist Kola Olowu and I coordinated the effort on behalf of DESC and welcomed attendees to the DESC exhibit booth.

Many booth visitors expressed appreciation for the information available on DESC's Alternative Fuel Information Station Web site, found at <http://www.desc.dla.mil/DCM/DCMPage.asp?pageid=591>.

Environmental safety was another topic of high interest, and attendees were pleased to receive the DESC Facility Maintenance, Repair, and Environmental Safety and Support brochure along with copies of the DESC Environmental Guide for Fuel Terminals on CD-ROM.

Customers who knew about DESC as largely a fuel supplier were educated on the more extensive list of products and services DESC provides in support of the warfighter.

## DLA Breakout Session

With so many DLA field activities represented at the conference, DLA Environmental Specialist Karen Moran decided to facilitate a DLA breakout session. This session provided a unique opportunity for representatives from the various field activities to gather and share information on relevant topic areas from across the DLA enterprise.

Moran opened the session with an overview of DLA's Strategic Plan and Green Procurement program. DSCP representatives presented Recycling Equipment and Energy Efficient Lighting. Vicki Christensen provided a presentation on DLA's Green Campaign, an enterprise effort which has been one of the first of its kind developed across the enterprise.

This campaign "has truly been a team-customer outreach effort in such an important area of DLA. It is meeting the mission needs of the warfighter while protecting the environment," Christensen said.

Those attending the breakout session also met Dennis Lillo, DLA's new staff director for Environment, Safety and Occupational Health.

The JSEM 2007 agenda afforded attendees the opportunity to gain a wealth of current information on almost any issue in the environment, energy, and geospatial information area. Special emphasis throughout the conference centered on sustaining defense readiness while preserving our cherished environment.

Sessions in the energy track — Petroleum and Natural Gas;



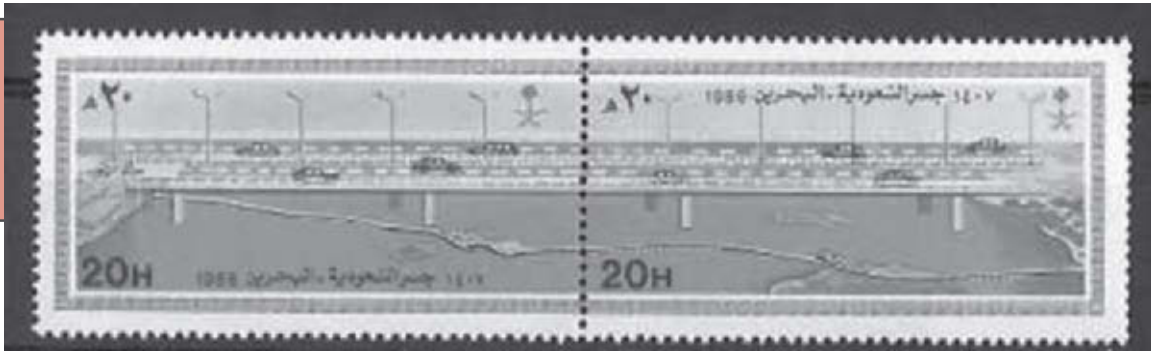
*DESC's Kola Olowu, right, describes the center's capabilities to Mark Salley of the Army Central Regional Environmental Office in Kansas City, Mo.*

## One environment, one DLA



*Customer Support Specialist Elaine Stober, right, gives environmental information to a JSEM conference and exposition attendee.*

Coal and 'Clean' Coal; Ethanol and Other Biofuels — to name a few, were most familiar topics to the DESC team. The conference and exposition provided an outstanding opportunity to network and promote DESC products and services. And it was a great chance to exchange valuable ideas with members of industry, academia, and federal agency counterparts.



# Incumbent touts Bahrain

By Bill Hendricks  
DESC Middle East

If you are thinking of taking a tour overseas as a U.S. government or contracted employee, chances are the last place you would consider moving to would be anywhere in the Middle East. Well, actually that line of thinking might just make you miss some great experiences.

In fact, the Middle East in general, but specifically Bahrain, Oman, and the United Arab Emirates are the best-kept secrets of the military, civilian, and various other world travelers who have been fortunate enough to have lived here.

The reasons the area remains virtually unknown revolve around a lot of issues; however there are two Middle Easts: the violent, war-torn one you see in the daily news and the other one, which, unfortunately, you don't read or hear about enough. The truth is that there is as much similarity between places like Dubai, Bahrain or Muscat and the places like the occupied West Bank, Gaza, or Baghdad as there is between Cancun and Tijuana, or between Hollywood and East L.A.

Of course, people may not know about the "other" Middle East because everything they've learned about the Middle East is from the media. As soon as you get to the Gulf you find all that just does not ring true. The fact is a larger percentage of expatriate workers extend their initial tours of duty in the Arabian Gulf than anywhere else in the world outside their own countries.

To begin to talk about Bahrain we need to go back at least 5000 years to the ancient Dilmun civilization. Not much is known about these people since they vanished before any outside explorers arrived. However, they did leave many artifacts and thousands of burial mounds which still exist today. In fact one of their ancient settlements on the island's west coast is now a tourist attraction.

About 4000 years ago, after the Dilmun civilization dispersed, foreign traders and merchants started settling in Bahrain. In those days, seafarers carrying bulk commodities and luxury goods passed through Bahrain on their way to places up and down the Arabian Gulf and beyond. In the process of establishing the island as a regional trading center, the people of Bahrain became accustomed to playing hosts to foreigners. This tradition grew and matured and continues today, and now tourism is one of the major industries in Bahrain.

Today visitors quickly discover that the vast majority of Bahrainis are a generous, open and gregarious people with a warm welcoming smile for everyone that comes along.

A small monarchy in the Arabian Gulf, Bahrain consists of two separate groups of islands between the Qatar peninsula and the northeastern coast of Saudi Arabia. Named for the main island in the archipelago, Bahrain covers an area of about 270 square miles. The island state of Bahrain has become a leading financial and communications center for the Arabian Gulf. Though linked to Saudi Arabia by a causeway, Bahrain's far more liberal culture is distinctly separate.

Modern Bahrain offers a distinctly cosmopolitan lifestyle that is safe, relaxed and unsurpassed in the Arabian Gulf. From beachfront villas and condos to garden compounds and single family residential villas, most all types of accommodations are available. Rental rates range from \$500 to \$3000 per month. U.S. military and government employees receive generous accommodations allowances. While tours in Bahrain are currently unaccompanied, there are efforts underway to try to change that. The atmosphere of Bahrain is ideal for families. U.S. military and government employees can enroll their children in the DoD school, known as Bahrain School. Information about the school can be found on the Web at [www.bahrs-eu.dodea.edu/](http://www.bahrs-eu.dodea.edu/).

Within the Gulf, Bahrain has become an entertainment center with musical concerts, soccer, cricket, and various other sporting and cultural events. You can also enjoy plays performed by international actors and touring exhibition sports matches. Bahrain offers many facilities such as a 4,000-seat indoor theatre plus conference centers, and major outdoor arenas.

The sporting event of the year is the Bahrain – Gulf Air Formula One. It's held on a purpose-built \$500 million state-of-the-art venue called the Bahrain International Circuit. For three days each April, "racing fever" infects the entire region and most normal activity within Bahrain comes to a virtual standstill.

Hopefully, this will give you a little better idea of "the other Middle East" than the one you had before you read this article.

*Page-top graphic: Two Saudi postage stamps depict the causeway connecting Bahrain to Saudi Arabia.*

# Two-year hiatus ends for Defense's largest tank

By Jeff Connell, deputy director  
DESC Japan

Imagine yourself standing in the center of a football field with walls 21 feet high around the perimeter of the sidelines and end fields, and you'll have some idea of what it's like to stand in the center of the largest tank in the Department of Defense inventory. Air Force Lt. Col. Curtis Wilken, Defense Energy Support Center Japan commander, had this unique opportunity during the final acceptance inspection of Tank I-4 in Sasebo, Japan. A 29-month DESC-funded sustainment, restoration and modernization project had just been completed. The tank was cleaned, repaired and inspected as part of the process.

Tank I-4 is located at Defense Fuel Support Point Iorizaki in Sasebo. Constructed in 1982, the tank has a total storage capacity of 420,900 barrels, giving Fleet Industrial Supply Center Yokosuka bragging rights of operating the largest fuel storage tank in the Department of Defense. The tank was constructed inside a pre-WWII Japanese Imperial Navy concrete fuel tank. It is one of four tanks at DFSP Iorizaki which store aviation and marine diesel fuel in support of the U.S. Navy Seventh Fleet.

The tank was removed from service in December 2004 so Air Force Center for Environmental Excellence contractors could begin cleaning, inspecting and repairing the tank as part of FISC Yokosuka's tank maintenance program.

Emptying this large tank was not as easy as it seems. There was no room at the terminal to displace the large volume of fuel, so inventory draw-down had to be planned months in advance.

After the tank was emptied and vapor freed, inspectors entered the tank to begin their work. Every weld in the tank's 140,000-square-foot steel shell had to be visually inspected. Additionally, each of the tanks components had to be inspected, including three transfer pumps, seven breathing vents, six internal ladders, an oil-water separator system and the tank's external cofferdam.

And don't forget the tank's enormous reinforced concrete roof which is supported by 468 concrete-filled steel columns. All of this had to be inspected per American Petroleum Institute 653 criteria.

Special attention was placed on the tank floor. Every inch of the 111,000 square foot floor was electronically inspected

It wasn't as easy as it looks



*Air Force Lt. Col. Curt Wilken, DESC Japan commander, joined members of the FISC Yokosuka Sasebo Fuels Team to inspect Tank I-4. From left are Petty Officer 1<sup>st</sup> Class Alex Mabunay, Ron Nelson, Wilken and Masayuki Kinoshita.*

using a technique called magnetic flux leakage. This procedure induced a magnetic field on a small section of the steel floor and measured the volumetric metal loss of the plate from a corresponding disturbance in the magnetic field. When the MFL analysis was complete, each anomaly in a floor plate had to be further analyzed using ultrasonic inspection techniques.

The tank inspection task was daunting, but inspectors plugged along for three months to complete the job.

Repairing the tank was no small task either. The inspections revealed 589 spots where corrosion had caused unacceptable metal loss over the years. These areas were repaired by welding steel patches directly over the affected areas.

To better understand the source of the corrosion, coupons were cut from the floor and analyzed on site. Additionally, samples of the tank's underlying asphalt material were taken to a stateside laboratory for analysis.

To guarantee the tank's integrity, workers injected helium underneath the tank floor and used detectors to sniff out any potential leaks. Finally, the floor was sandblasted to a white metal finish and given a new epoxy coating.

Tank I-4 is now back in service. The same work will begin on the smaller I-3 tank later this summer.

This work, funded under the DESC Sustainment Restoration and Modernization program, is a great example of DESC's support to the warfighter.

# Gained in translation

## *Installation Energy negotiates for Italian electricity*

By Susan Declercq Brown  
DESC Public Affairs

When the Defense Energy Support Center's Installation Energy Commodity Business Unit first approached its newest mission, team members found it was all Greek – or actually Italian – to them.

In April 2007 DESC negotiated the first electricity contract for three U.S. Navy regions in Italy.

While the Installation Energy CBU has assisted the Defense Department and other federal agencies negotiating electricity contracts in deregulated markets in the United States since 1998, this was the first time the team took on that role overseas.

"The advantage to having DESC involved in the process is really two fold," said John Nelson, chief of the CBU's installation support contracting division. "DESC brings skill and expertise in energy contracting, combined with a knowledge of the energy market. And, when installations purchase electricity through a contract rather than at the market price, they gain a certain predictability in their energy bills, and hopefully they save as well."

In early December 2006, the U.S. Navy asked DESC to negotiate a contract for electricity to support its installations in Italy. Despite the language differences, which Contracting Officer Andrea Kincaid called the toughest challenge, the contract award took place in late April, just five months after the Navy's request. The contract had to be in effect before the end of April in order to take effect in June. But, not all the work took place during those few months.

The Navy first broached the issue with DESC several years ago. At that time, Nelson and his team began looking into the possibility of expanding into the European market. Though the market has changed a lot over the years, the initial research enabled the contracting team to develop an expert knowledge of the market very quickly once they got the tasking last December. "John's [Nelson] corporate knowledge on the market was critical to our success," said Kincaid.

There was an initial delay in the process while the Navy negotiated a contract for a consulting firm to assist with the process and with critical translations. The consultant didn't come on line until late February. During that time, the DESC team researched and surveyed the current market and drew up the initial solicitation.

### **Translation plays a big part**

The initial solicitation was issued in early March, and the contracting team met with potential bidders in Italy four days later. "A lot of changes came out of that meeting," said Kincaid. "The Italians had a lot of comments concerning standard FAR [Federal Acquisition Regulation] clauses and other aspects of the solicitation which conflicted with their standard business practices. We got invaluable feedback from the pre-proposal discussions." A revised solicitation was issued a few weeks later.

"Successful engagement of the market required that the solicitation be provided to the potential offerors in Italian," said Nelson.

During an arduous process that required the development or revision of 14 clauses and a lot of discussions between DESC, the Navy, and the Italian corporate representatives, numerous translations were required. The Navy's consultants provided translation; so did the DESC Mediterranean office's Mossimo Fornaini and the Navy's Sonia Grillo. Also instrumental in the success of the project were Air Force Capt. Tim Voruz, the deputy at DESC Mediterranean, and Defense Logistics Agency attorneys Leslie Simpson, Heather Lopresti and Louise Hanson, said Nelson and Kincaid.

The translation was particularly challenging because of the technical nature and precise meaning of the legal and technical language in the discussions and contracts. Part of the challenge, said Kincaid, was to gain an understanding of the various Italian regulating agencies and other entities which were similar but not parallel to their American counterparts. And in one meeting where some of the potential bidders could not be present, communication challenges required particularly creative solutions. The contracting team placed microphones up to telephone receivers so the absent parties could listen and participate in the discussions.

"The process was really successful. We had eight companies attend the pre-proposal discussions and received four offers," said Kincaid.

Coming to an agreement "really required a leap of faith on both sides – dealing with someone you've never dealt with before," said Nelson. The Italians were unfamiliar with and initially uncomfortable with the FAR requirements and other standard clauses in the DESC contracts. And DESC was initially uncomfortable with some of the Italian phrasing, but contracts were eventually produced which met the FAR requirements and satisfied all parties.

The resulting two contracts provide for electricity for Navy installations in three regions – Campania, Sicily and Sardinia – with a value of approximately \$10.8 million over a seven-month period. The two companies, Energia E Territorio SpA and Enel SpA, will provide electricity for approximately 108,000 megawatt hours.

"We've never done so much work for a \$10 million contract before," said Nelson. But, in the long run, the work was for a lot more than that. If the Navy is satisfied with the new contracts, DESC will be negotiating contracts to pick up after the initial contract period ends. The other military services may also elect to take advantage of DESC's expertise to negotiate electricity contracts for them, said Nelson.

"This is just the beginning," predicted Nelson. "Down the road, we may be procuring natural gas in Germany or electricity in Spain."

# Fuelies go 'back to the future'

## Offset loss of only Okinawan refinery

By Walter Humko, inventory manager  
DESC-Japan

Last summer, a major oil company supplying gasoline to Department of Defense customers in Okinawa notified the Defense Energy Support Center that they would be placing their facilities up for sale. They could not guarantee continued post, camps and stations delivery support to DESC customers beyond January 2007. Anywhere else in the world, this may not have been a big problem. However, on the small island of Okinawa, this refinery was the only vendor in town doing business with DESC.

DESC Japan quickly accepted the challenge of developing a solution to this looming problem.

The first and most important task was to ensure continued fuel support to our Okinawan customers. Prior to the existing PC&S contract, the U.S. Army's 505th Quartermaster Battalion owned the mission of storing bulk gasoline. They delivered it to island customers using a local trucking contract funded by DESC. It appeared that DESC Japan would need to go "back to the future" to ensure continued support until a better solution could be found.

DESC-Japan quickly contacted the battalion and determined that storage and distribution infrastructure that could support this mission existed at Chimu-wan Tank Farm 3. However, first the facilities would need to be converted from their current jet fuel service. The 505th's engineering department quickly developed and submitted an emergent Sustainment, Restoration and Modernization project to complete the necessary fuel system modifications. The tanks, piping, tanker off-loading, and tank truck loading headers needed to be converted for gasoline service.

### Filling the tanks

Meanwhile, DESC Japan, DESC Pacific and the DESC Direct Delivery Commodity Business unit worked on a plan to fill the tanks once they were ready. Direct Delivery was able to add an additional contract line item number to the existing PC&S

contract to fill the first modified tank with 834,000 gallons of gasoline. The 505th lived up to their motto of "Proud to Pump" and developed a tank truck receipt schedule that would off-load the 198 tank trucks and meet both the contractor's and DESC's timeline.

The battalion now had sufficient gasoline stores on hand to provide immediate support in the event the new refinery owners declined future business with DESC. The next step was to arrange for a way to get the gasoline from the Army tank to our customers. Since the 505th already administered a trucking contract to deliver gasoline to customers not previously picked up under the existing PC&S contract, this seemed like the best place to start. DESC Japan worked with the Kadena Air Base contracting office, DESC Pacific, the Direct Delivery CBU and the 505th to modify the existing contract. All Okinawa customer delivery locations were added to the contract.

### Providing sustained support

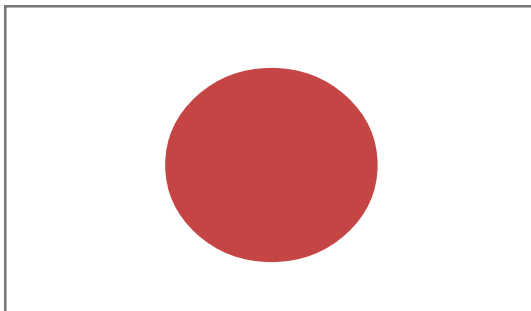
The final step was to ensure DESC could provide sustained support.

Work was already underway to convert a second tank, with access to an ocean mooring point, to gasoline

service. This tank would allow DESC to bring gasoline to Okinawa from outside the island. To fill the second tank, DESC Japan, DESC Pacific, and the Direct Delivery CBU worked together to develop a PC&S contract which would bring 780,000 gallons of gasoline per month from a refinery in mainland Japan.

It will take five to six barge loads to fill up the 4.44 million-gallon tank. When the plan is complete, Okinawa will have a seven-month supply of gasoline on hand, and a receipt and delivery system that allows uninterrupted fuel support to our customers.

Due to the dedication and teamwork by the entire DESC team and the 505th, a solution is in place before needed, and the mission of delivering gasoline to DESC customers in Okinawa will not fail.



When the plan is complete, Okinawa will have a seven-month supply of gasoline on hand, and a receipt and delivery system that allows uninterrupted fuel support to our customers.

# Long-time transportation contractor garners award

By Susan Declercq Brown  
DESC Public Affairs

Jack B. Kelley, Inc. was awarded the Army's 2007 Military Surface Deployment and Distribution Command Quality Award April 25 for outstanding transportation service to the Department of Defense. JBK was nominated by the Aerospace Energy Commodity Business Unit for whom it has shipped various hazardous chemicals for more than 25 years.

"Whether Jack B. Kelley is hauling missile propellants for critical space launches in support of our nation's space program or gaseous helium in support of our warfighters overseas, they do it with one thing in mind – safety; the safety of the personnel, the equipment and the load whose care has been entrusted to them," said Cathy Mokry, a transportation management officer in the CBU.

"Safety is, and always has been, our number one goal," said Mark Davis, JBK's chief executive officer.

Army Maj. Gen. Kathleen Gainey, commander of SDDC, recognized JBK for excellence in innovation, customer service, and overall contribution to DoD. She said she was pleased to honor Jack B. Kelley as one of ten commercial companies honored for providing outstanding service to the Department of Defense in 2006.



*Pictured after the award ceremony are, from left, JBK East Coast Assistant for Operations Maria Streater, DESC Aerospace Energy Traffic Management Specialist Robert Gloria, JBK Chief Executive Officer Mark Davis, and Chief of JBK East Coast Operations Steve Brady.*

## Moving trailers for forward staging

In 2006, JBK performed what Mokry called "an extraordinary feat" by moving 428 bulk gaseous helium government furnished trailers nationwide. Nearly 200 of those were in support of a DESC critical mission in Iraq. The trailers were required to establish a forward staging area to sustain bulk helium requirements for two Army hemostat programs.

The Rapid Aerostat Initial Deployment and the Persistent Threat Detection System use aerostat balloons filled with gaseous helium to lift specialized sensor packages high into the area. The sensors provide real-time force protection and surveillance information to our troops and coalition forces in Iraq – providing a bird's-eye view of terrorist activities in the surrounding area.

## Repairing trailers on the move

When 63 trailers were recovered through the Defense Reutilization and Marketing Service, JBK transported them from the original owners to a trailer refurbishment and testing facility. Due to the condition of the recovered trailers, JBK frequently had to stop enroute to change tires or make repairs.

Once the trailers were refurbished, they were moved to the government's various fill points and then on to aerial or water ports for shipment overseas.

"At every step of the way, Jack B. Kelley made every effort to ensure the success of the Defense Energy Support Center's mission," said Mokry.

This was the most challenging aspect of the contract for JBK, said Maria Streater, the company's assistant terminal manager in Lakeland, Fla. "Frequently, we had to seek repairs before we could transport the trailers... and the repairs continued throughout the movement," she explained.

## Other missions

JBK also supported major programs such as an Air Force aerostat radar system which helps detect illegal drug trafficking on the southern U.S. border; a Missile Defense Agency test and development program for an airborne laser to detect, track and destroy ballistic missiles before or shortly after launch; NASA's Space Shuttle program; and the Atlas and Delta rocket launches from Vandenberg Air Force Base and Kennedy Space Center.

## Innovative and safe

Aerospace Energy CBU Director Sharon Murphy praised JBK for their innovation. "Their carrier fleet is on the leading edge of technology," she said. "They use satellite tracking and communications systems that enable their dispatchers to locate any of DESC's shipments within minutes. And, they use cell phones and text messages to keep in contact with their drivers."

Other innovations included geographically positioning

terminals near each government fill station in the United States and changing business practices to include light weight tractors in their inventory to tow government helium trailers.

The company's customer service was outstanding, said Mokry. "Having done business with DESC for a substantial number of years, they are cognizant of the DESC missions, their importance and the customer," she said.

The company keeps their rates competitive, repeatedly assigns the same drivers for shipments so that drivers are comfortable calling DESC's representatives at home and after

hours when problems arise. JBK adjusts manpower placements to cover high priority or emergency shipments, even responding with same-day shipment and delivery when emerging requirements must be met rapidly.

"Our ability to provide quality customer service, while maintaining a safe and timely product, has fostered an excellent relationship between us and DESC," said Davis.

He credits the Great Bend, Ind., staff with the flexibility, diligence and knowledge that made such a high number of movements possible.

# Planning crucial to DESC Alaska success

By Air Force Lt. Col. Bruce Bartholomew  
DESC Alaska commander

Planning is critical to the success of any organization, and winter planning for summertime events is paying huge dividends for the DESC Alaska team.

During the short days of the frigid Alaskan winter, DESC Alaska Bulk Fuels Specialists Jack Payne and Jean Bennett discussed planned summertime repair and enhancement projects with customers at Eielson Air Force Base and their JP-8 supplier, Petro Star Refinery of North Pole, Alaska.

Petro Star indicated they would be undertaking an aggressive modification plan for their refinery by replacing their fractionating tower during two weeks in May. The new fractionating tower would provide additional capacity for the refinery as well as offer them the opportunity to refine additional products. The tower separates a chemical compound into components during the refining process.

Members of Eielson's 354th Fuels Management Flight were also making plans. They had several major exercises scheduled during the summer, as well as a plan to remove fuel from one of the large storage tanks so it could be cleaned and visually inspected. Once this tank passed inspection, Eielson fuels personnel wanted to fill the tank as quickly as possible.

Both Bennett and Payne worked diligently with both organizations — and with the calendar — to ensure that the refinery shutdown would not seriously degrade refueling capabilities at Eielson. They also needed to balance the reduced requirements of their Air Force customer during the late spring with the supplier's need to provide fuel.

This delicate balancing act required foresight and expertise, and DESC Alaska's two bulk fuels specialists are extremely capable of exercising such judgment. Bennett and Payne diligently worked out when the refinery would be able to produce fuel and how much they could potentially store in the supplier's tanks.

July 2007



By using the supplier's storage, Bennett and Payne were able to schedule when pipeline transfers could occur to Eielson's thirsty storage tanks. Once they had built this schedule, then the Petro Star engineers could use that data to plan their refining shutdowns, minimizing the impact to pipeline operations and supplies to Eielson.

As the new fractionating tower becomes operational, Petro Star personnel will not immediately be able to produce significant quantities of fuel. Time is required to break in the new tower and to tweak the quality of the products. However, Petro Star built this into their planning guidelines. Bennett and Payne were able to use this important data in planning for replacing the fuel in the empty storage tank.

Bennett and Payne say that the most critical aspect in their planning was to communicate. Their telephone discussions with these key players during the winter are paying huge returns during the glorious Alaskan summer.

# Let it bee-----

## Quilters help wounded soldiers piece lives

By Susan Declercq Brown  
DESC Public Affairs

At a time when Walter Reed Army Medical Center's wounded soldiers are trying to piece their lives back together, a local group is providing some comfort with the help of a quilter from the Defense Energy Support Center.

Amy Loar, a domestic storage contracting officer in the Facilities and Distribution Management Commodity Business Unit, is a member of the Falls Church Chapter of Quilters Unlimited, a Northern Virginia nonprofit organization. She is active in two of the chapter's smaller, informal groups called bees. The bees have been making quilts for the wounded soldiers.

"Sewing is a form of prayer for these kids and all they've done for us," said Loar. "I just hope they feel all the love I'm putting into them."

As a member of the "Ms. Behavins" bee, Loar completed her first such quilt in 2005, when the bee took on a charity project to create a Quilt of Valor. Loar and two other bee members stitched seven blocks with a star pattern on them. Pieced together, they created the '21-Star Salute.'

Quilts of Valor Foundation, which collects quilts for distribution to wounded soldiers, was begun in 2002 by Catherine Roberts, an accomplished quilter from Delaware. At the time,

her son was deployed in Iraq.

"I had this vision in my head of a soldier waking up with terrible flashbacks. And I saw him wrapping himself up in a quilt," Roberts told the Washington Post in January.

After she had created and donated a quilt through the Walter Reed chaplain, Roberts got the idea to recruit more quilters for the project. So, she appealed online to the nearly 20 million quilters across America. She was soon flooded with e-mails from others who wanted to create quilts for the soldiers. Five years later, nearly 8,000 quilts have found their way to soldiers at Walter Reed and 70 other U.S. military hospitals.

Loar recently assisted in piecing together a dozen more quilts when her other bee, the "Piece Makers," organized a workshop in which many bees participated. Six quilt tops were completed in one day during the workshop. Six others were completed or partially completed and brought to the workshop for completion.

The Quilts of Valor Foundation provides guidelines for the materials and size of the finished product, but quilters are free to choose their own designs and fabrics – as long as they are appropriate for adults – Loar explained. For the workshop, she selected a fabric with the Three Stooges on it, and bright red solids and prints to create a quilt she hopes will lift the spirits of a soldier facing tough times. She called the quilt "Comic Relief –

Nyuk, nyuk, nyuk." Also completed that day was the "Sampler Salute" quilt Loar worked on.

The bees don't complete all the work on the quilts. Once pieces are cut out, blocks assembled and then pieced together, the quilt top is complete. The next step is to send the top, along with batting and a soft backing, to a longarm quilter. This quilter has a large sewing machine, called a longarm, on which the top, batting and backing can be efficiently quilted together.

Though longarmers generally charge \$75 to \$400 per quilt depending on the complexity of the design, these longarmers volunteer their services through Quilts of Valor.

Once the quilting is complete, the quilts are returned to the bees for binding, cleaning and pressing. Quilters or bees are asked to sew a label onto the back of the quilt to let the soldiers know where it was made.

"There's a strong feeling of connectedness and nurturing that we



Amy Loar, a domestic storage contracting officer in the Facilities and Distribution Management Commodity Business Unit, stitches the binding on the quilt she calls "Comic Relief -- Nyuk, Nyuk, Nyuk." (This photo and upper right by Pat Jones.)



# together

can share with these kids that come back. It's a tangible way to show them that we care," said Loar.

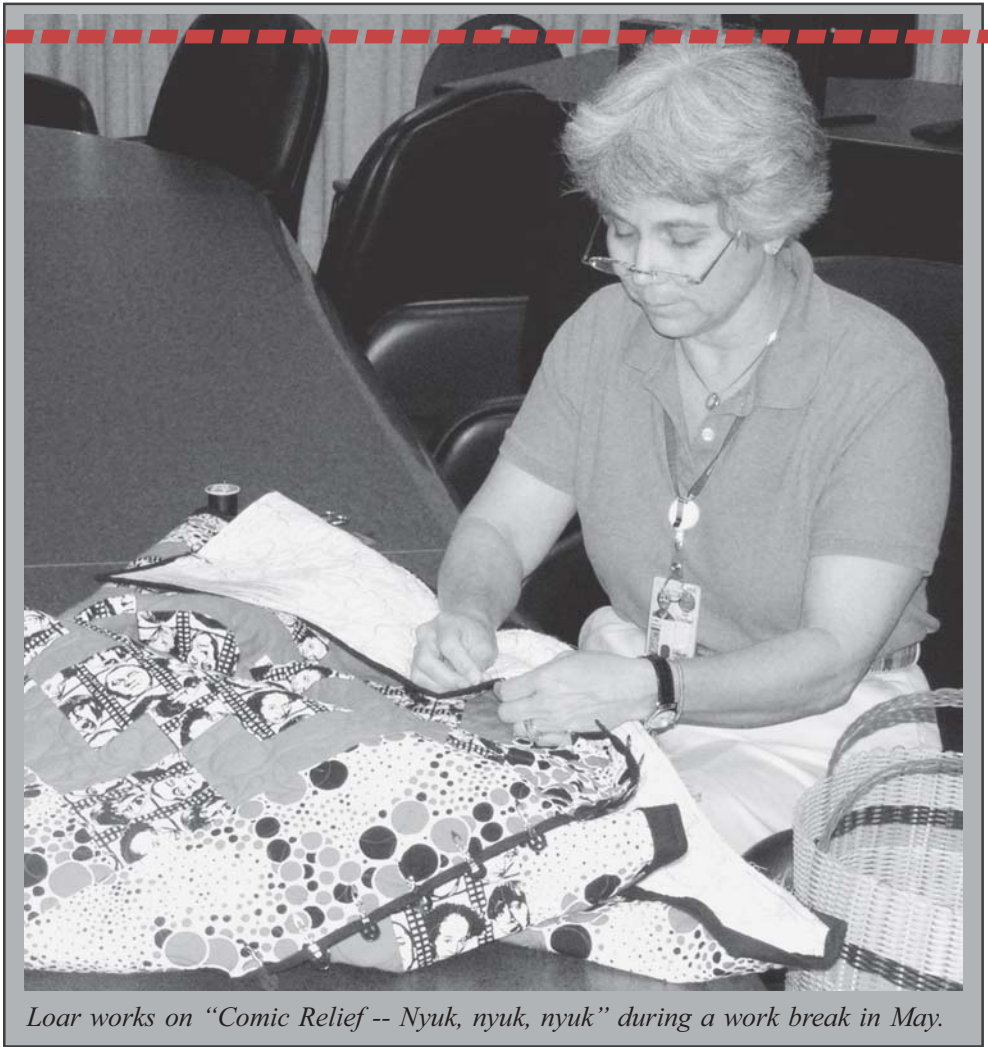
When the quilts are complete, they are delivered to the Walter Reed chaplain who encourages the wounded soldiers to select a quilt that appeals to them.

A wounded soldier who received a Quilt of Valor at the Army's hospital in Landstuhl, Germany wrote to the foundation to express his thanks. "My QOV not only keeps me warm when I'm cold, it keeps my heart warm too. I'm twenty-four, a husband, and a father. This may seem childish, but when I get scared with the memories of war, I curl up in the QOV and everything goes away. It makes me, and the hundreds of wounded I've seen, feel better knowing there are people in the States that care about us and what we do."

Chaplain John Kallerson, an Army major, says the quilts have become a way of life at Walter Reed. He receives around 50 quilts a week, and after blessing each one, he loads them on a cart and wheels them down the long

neon-lighted hallways and into patient rooms to allow soldiers to choose a quilt. As Kallerson told the Washington Post in January, the quilts warm the laps or cushion the seats of soldiers being wheeled to therapy or tests. And many of the 600 wounded who come in daily for outpatient treatment have quilts folded under their legs or tucked around their bodies. They are bright spots in the drab halls. Kalloran says the quilts have even been spotted at inaugural balls and Army-Navy football games,

The fabric of war has been part quilting since the early 1800s. During the Civil War, soldiers used quilts as bedrolls sewn by both northern and southern women. Southern women often cut up their dresses to make quilts for Confederate soldiers.



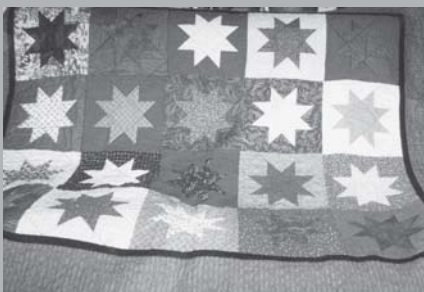
Loar works on "Comic Relief -- Nyuk, nyuk, nyuk" during a work break in May.

In World War I, the Red Cross sold quilts to soldiers, and in World War II they were shipped to Europe to comfort the wounded.

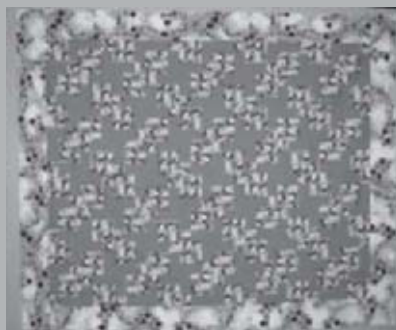
It is this kind of tradition and connection that draws Loar to quilting, which she first learned from her grandmother. "Quilting is a huge connection for me," she explained. "Just picking up the fabric and feeling it brings back strong feelings of my grandmother's presence."

"Sewing in the bee, and larger workshops, connects me to all the other quilters, and to everyone who will enjoy the quilts for generations. I hope the Quilts of Valor will bring that feeling of connectedness to the soldiers who receive them. There's a lot of love in these quilts."

## Three quilts of valor



21-Star Salute



Comic Relief--Nyuk, nyuk, nyuk



Sampler Salute

# DESC Pacific raises Red Flag



**By Susan Declercq Brown**  
**DESC Public Affairs**

The Defense Energy Support Center Alaska, part of the center's Pacific region, successfully supported Red Flag-Alaska exercises in April and June. The unit coordinated fuel requirements for the aircraft sorties flown out of Eielson and Elmendorf Air Force Bases, Alaska.

The two-week exercise is held up to four times a year to provide aircrews with realistic combat training. The multinational exercises involve several units whose military missions may differ significantly from each other. The exercise is designed to give aircrews their first taste of a realistic combat environment in a training environment where the learning curve is not so unforgiving.

## **The need**

The need for this type of training was first highlighted after the Vietnam War, and was validated by the Desert Storm combat crew experiences.

"Analysis indicates most combat losses occur during an aircrew's first eight to ten missions. So, the goal of Red Flag-Alaska is to provide each aircrew with these first vital missions, increasing their chances of survival in combat environments," said an Air Force fact sheet.

"Red Flag exercises enable aviation units to sharpen their combat skills by flying a minimum of 10 simulated combat exercises in a realistic threat environment and provides unique opportunities to help integrate various forces into joint, coalition, and bilateral training from simulated forward operating bases," said Lt. Gen. Lloyd S. Utterback, the 13<sup>th</sup> Air Force commander. "Additionally, the training allows us to exchange tactics, techniques and procedures to improve operability."

## **DESC support**

More than 1,300 military members from three countries converged at the two Alaskan bases for the April exercise. Joint forces aircraft included the F-16 Fighting Falcon, F-18 Hornet, B-1B Lancer, KC-10 Extender, HH-160 helicopter, Mirage 2000, C-130, C-160 and an E-3 AWACS.

On average, 100 aircraft participate in an exercise.

"For the April exercise, nearly 1,050 refuelings took place at Eielson with 2.8 million gallons of aviation fuel pumped," said Air Force Lt. Col. Bruce Bartholomew, the DESC Alaska commander. "At Elmendorf, more than 787,600 gallons were supplied in over 350 refuelings." Aircraft are refueled after each sortie.

"Exercises such as Red Flag-Alaska provide an invaluable opportunity to interact



# to new heights in Alaska

with our allies, not only on the tactical level, but socially as well,” said Lt. Col. Eddie Osteen, the 353<sup>rd</sup> Combat Training Squadron commander. “It’s a testament to interoperability that such diverse units from the Air Force, Navy, Air National Guard, France and Australia can come together and after a day of familiarization flights and planning, immediately begin executing combat training missions with success against a robust air and ground threat.” Osteen commanded the host squadron for the April exercise.

Aircrews are the only ones to benefit from the experience. The exercises also provide an operational training environment for maintenance and refueling crews in addition to other support personnel.



## What next

The June exercise took place from May 31 to June 15. A third exercise is scheduled for July 12 to 27.

“As usual, DESC Alaska will ensure the forces have all the fuel they require for a successful exercise,” said Bartholomew.

## Photo information, counter clockwise from the upper left:

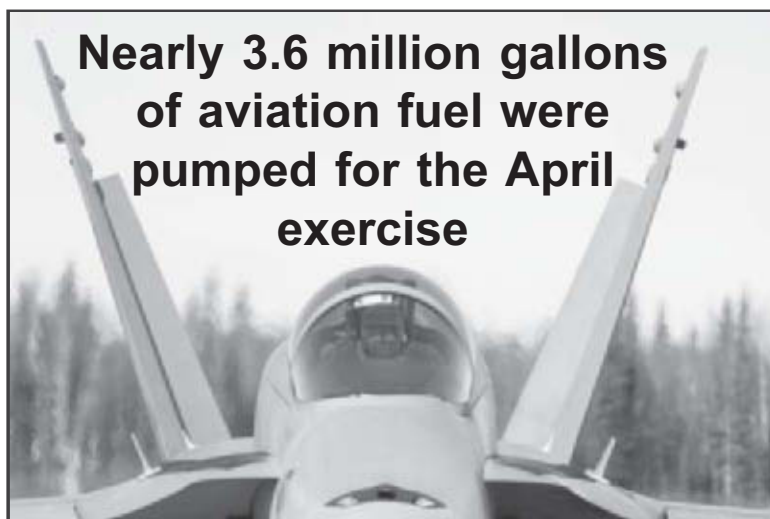
**U.S. Air Force Tech. Sgt. Manny Natera**, a boom operator from the 76th Air Refueling Wing, McGuire Air Force Base, N.J., refuels an F-15 Strike Eagle (visible in his lens) from the 60th Fighter Squadron, Eglin AFB, Fla., from a KC-10 Extender on April 18. (U.S. Air Force photo by Airman 1st Class Jonathon Snyder)

**A U.S. Navy F/A-18C Hornet aircraft** from Strike Fighter Squadron 87 also refuels from the KC-10. (DoD photo by Air Force Staff Sgt. Joshua Strang)

**A U.S. Navy F/A-18 Hornet aircraft** from Strike Fighter Squadron 87 sits on the flightline in Fairbanks, Alaska, April 17. (Strang)

**U.S. Air Force Tech. Sgt. Grace Lamoureux** from the 354th Communications Squadron, Eielson AFB, Alaska, films an aircraft refueling from a KC-10 Extender while Boom Operator Staff Sgt. Angel Gomez from the 78th Air Refueling Squadron operates the drogue during an air refuelling mission over the Pacific Alaska Range Complex April 18. (Strang)

**An F-15 Strike Eagle** from the 60th Fighter Squadron, Eglin AFB, Fla., refuels on April 18. (Snyder)



**Nearly 3.6 million gallons of aviation fuel were pumped for the April exercise**



# The Big Picture

## DRMO chooses corny alternative

By Kathleen Hausknecht  
Defense Reutilization and  
Marketing Service

Getting a new car or truck is always exciting, but what made getting this truck special was its ability to run on ethanol.

The staff at Defense Reutilization and Marketing Office San Diego received the environmentally-conscious, alternatively fueled 2007 Chevy Silverado from the General Services Administration. The Chevy runs on E85, a blend of 85 percent ethanol and 15 percent gasoline, a renewable fuel made from starch sources such as corn, barley and wheat.

The DRMO also has two Chevy Uplanders that run on E85.

Finding a gas station that dispenses the ethanol blend was not a problem. "We are fortunate that one of the four stations in California that dispenses ethanol is within seven miles from the center where we service most custom-

ers," said Carrie Groves, DRMO San Diego.

The addition of the truck also brings the DRMO closer to meeting its Environmental Management System goal - 100 percent of DRMO leased vehicles in the continental United States in 2007 running on alternative fuel.

The goal was set in response to the Defense Reutilization and Marketing Service EMS, one aspect of which focuses on reducing the use of limited natural resources.



As this station price sign shows, E85 can be very cost effective.



A Defense Reutilization and Marketing Office San Diego employee gasses up the new car at the local pumps.

# Kuwait team supports OIF surge

By Robert Bednarcik,  
DCST Kuwait Operations Officer and  
Col. J. Randy Banez, DCST Kuwait Commander

The sound of boots crunching on gravel, bodies straining under the weight of rucksacks, body armor and duffle bags is heard from soldiers as they move toward the buses that will take them from Ali Al Salem, Kuwait, to Camp Arifjan. There these young men and women will start the process of drawing from supplies pre-positioned combat vehicles, ammunition, vital equipment and supplies before moving forward to deployment bases along the Kuwait-Iraq border.

These service members are the lead elements of deploying brigade combat teams headed to Iraq for the surge operations to stabilize Baghdad and ultimately Iraq. One team per month was pushed through Kuwait with a goal of five BCTs deployed to Iraq by June. Defense Logistics Agency Contingency Support Team Kuwait is fully integrated into the deployment process by providing the critical support to the Army Central Command Forward logistics operations.

DCST-KU is the focal point for Army Central Command Forward. It provides critical support to DLA supply centers and brings the entire DLA organization to support the warfighter. DCST-KU provides wholesale logistical support for all of the 294,000 U.S. and coalition military forces and contractors operating in the Joint Operations Area who directly support Operation Iraqi Freedom and Operation Enduring Freedom.

DCST-KU and DCST-Iraq expedited more than \$50 million in critical supplies and equipment to support the deployment of five additional brigade combat teams in the Baghdad area during surge operations. More than 1,000 various sized tents, light sets and thousands of barriers and rolls of concertina wire were necessary to provide the force protection and life support for these BCTs. Working extended hours, the DCST-KU team helped in the tracking and flow of equipment moving through the theater to its final destination and interceding when necessary.

During this same time period, Task Force 134, responsible for the detainee camp near the Iraq and Kuwait border, had to go through a dramatic expansion in a very limited time frame due to current operations. Immediately, requisitions were dropped for Class IV barrier and construction materials. Thousands of board feet of lumber along with the barriers and wire were needed to construct the facility to properly house and protect detainees.

DLA even provided critically needed light sets for the detainee camp that were destined for the Defense Reutilization and Marketing Office operations. Working closely with the various DLA supply centers, the DCST-KU and DCST Iraq team worked in concert expediting critical line items and providing the vital support to TF 134. Daily teleconferences and video teleconferences were conducted to synchronize all of the efforts of DLA to the single focus of providing the best support to the warfighter.

The DCST-KU is a forward-deployed DLA activity that provides logistics support to combat and peacekeeping



*Brigade Combat Team members are pictured from the left: Phil LaBranche; Petty Officer 1st Class Andy Howells; Robert Bednarcik; Paul Mellon; Army Col. Keith Kodalen, Defense Logistics Agency Central commander; Yousuf Smalls; Marherlia Bynum; Gene Boss; Petty Officer 1st Class Dan Spenn; Maggie Timms; and Army Col. J. Randy Banez.*

missions and exercises. The team anticipates the warfighter's needs by knowing his requirements and taking a proactive approach to the resolution of mission-related DLA customer requirements.

Commodity expeditors focus on the timely research and resolution of critical repair parts adversely impacting the weapon-system readiness of units within theater. Direct liaison is made with the DLA supply centers in order to research, procure, expedite and forecast all emergent requirements. By anticipating logistical needs and providing a resolution, the DCST empowers the warfighter to achieve success on the battlefield.

DCST-KU team members bring their particular expertise to the team and maintain a daily engagement plan with the warfighter by attending briefings and becoming an effective logistical resource. The objective of DCST-KU is to ensure DLA provides U.S. service members with world-class support by providing the tools required for the job. This support is achieved by continually improving performance and providing the best possible value. The overall goal for this organization is that no unit's mission will fail due to the lack of logistical support from DCST-KU.

**Expedited more than \$50 million in critical supplies and equipment for the surge**

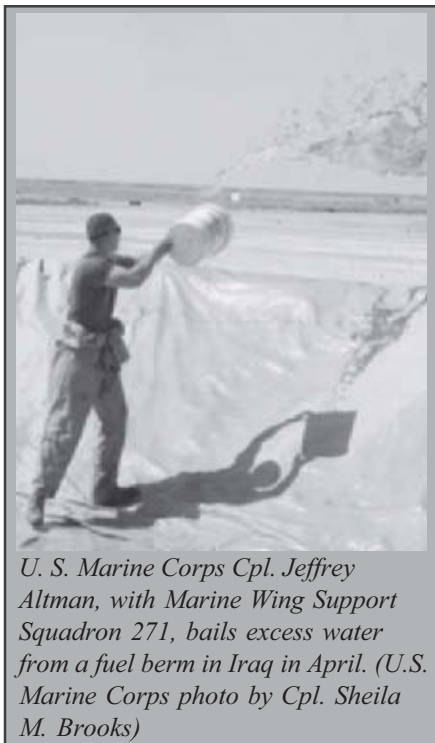
# Navy and Marine Corps fuelies receive API awards

## The Navy announced the winners and runners-up of the American Petroleum Institute awards for 2007 in May.

“The awards highlight the accomplishments of countless petroleum professionals who demonstrate their pride, professionalism, dedication and support for our warfighters,” said Navy Operational Logistics Support Center — Petroleum Director Capt. Robert W. Therriault.

The award, sponsored by the API since 1988, “promotes excellence in fuel management and recognizes those personnel and activities that made the most significant contributions to the Navy and Marine Corps fuel operations during the calendar year,” said Therriault. “The award also promotes healthy competition within the petroleum communities.”

Rotational trophies are presented to each winning activity. The commander of the Naval Supply Systems Command administers the award program through the NOLSC – Petroleum office.



*U. S. Marine Corps Cpl. Jeffrey Altman, with Marine Wing Support Squadron 271, bails excess water from a fuel berm in Iraq in April. (U.S. Marine Corps photo by Cpl. Sheila M. Brooks)*

This year’s winners and runners-up are:

### Navy Bulk Fuel Terminals

Winner: Naval Support Facility Diego Garcia, British Indian Ocean Territory  
Runner-up: Naval Station Rota, Spain

### Navy Retail Fuel Activities

Winner: Naval Air Station Sigonella, Italy  
Runner-up: Naval Air Facility El Centro, Calif.

### Marine Corps Non-Tactical Units

Winner: Marine Corps Air Station Miramar, Calif.  
Runner-up: MCAS Cherry Point, N.C.

### Marine Corps Tactical Units

Winner: Marine Wing Support Squadron-273, Beaufort, S.C.  
Runner-up: MWSS-374, Twentynine Palms, Calif.

### Navy Fuels Officers

Winner: Lt. Cmdr. Jason B. Fitch; Fleet Industrial and Supply Center Yokosuka, Japan  
Runner-up: Ensign John A. McKinney; U.S.S. Donald Cook (DDG-75)

### Naval Fuels Chief Petty Officer

Winner: ABFC Donny N. Reyes; FISC Yokosuka, Japan

### Navy Fuels Petty Officers

Winner: MM1 Dennis I. Adriano; FISC Yokosuka, Japan  
Runner-up: ABF2 Daniel D. Shannon; NAVSTARota, Spain



*A CH-53E Super Stallion helicopter is refueled during an April mission in Iraq. (U.S. Marine Corps photo by Cpl. Sheila M. Brooks)*

### Navy Fuels Civilians

Winner: Stephen L. Frey; FISC/Defense Fuel Support Center San Diego, Calif.  
Runner-up: Andrew W. Sullivan; NAS Jacksonville, Fla.

### Marine Corps Fuel Officers

Winner: CWO2 Wayne D. Atherholt; MWSS-373, MCAS Miramar, Calif.  
Runner-up: CWO2 Kevin G. Pierre; MWSS-273, MCAS Beaufort, S.C.

### Marine Corps Fuel Staff NCOs

Winner: Staff Sgt. Elisha Couch; MWSS, MCAS Beaufort, S.C.  
Runner-up: Staff Sgt. Christopher L. Alvarez; 1<sup>st</sup> Marine Logistics Group, Marine Corps Base Camp Pendleton, Calif.

### Marine Corps Fuel NCOs

Winner: Sgt. Linda J. Tierney; 1<sup>st</sup> MLG, MCB Camp Pendleton, Calif.  
Runner-up: Sgt. Andrew J. Swartz; MWSS-273, MCAS Beaufort, S.C.

### Marine Corps Fuel civilian

Winner: Jimmy D. Bivens; MCAS New River, N.C.

# Fuel keeps exercise afloat

**By Susan Declercq Brown  
DESC Public Affairs and  
Petty Officer 2nd Class Holly Boynton  
U.S. Naval Forces Southern Command Public  
Affairs**

**MAYPORT, Fla. (NNS)**— Commander, Task Force Four Three provided supply support to numerous U.S. and partner-nation naval ships during a recent exercise off the coast of Argentina.

From the end of April through the middle of May, CTF 43 coordinated the successful delivery of more than a half a million gallons of fuel to ships deployed for exercise UNITAS Atlantic phase 48-07.

CTF 43 coordinated the transfer of 530,000 gallons of fuel to and from Armada de la República Argentina Patagonia, an Argentinean supply ship. In turn, the ship delivered the fuel to three U.S. Navy ships and one Chilean ship during this year's UNITAS exercise in the Atlantic. The exercise was hosted by Argentina.

The task force commander, Cmdr. Jonathan Christian, said the successful logistics support was based on teamwork.

"On behalf of CTF 43, I would like to extend a special thanks to everyone who made this very non-standard on-load and offload of U.S. fuel onto a foreign naval ship happen — from the professionals of the Defense Energy Support Center and Naval Operational Logistics Support Center, to our fuel broker World Fuel Services, our dedicated husbanding agent Silversea, and the hardest working ship in the Argentine Navy, Teniente Oliveri," said Christian.

"It wasn't easy," said Christian.

"It wasn't just the large quantity of fuel ordered and moved for the exercise — it took over a week to move the 54 truck-loads of fuel to the oiler. And, it wasn't just the challenge of working in an operational environment when the host unit's native language was not English that makes this a story. Or that there is no permanent U.S. Navy presence or infrastructure in the U.S. Southern Command area of responsibility [where the exercise took place]. This is a real story because of the teamwork that went into making our [CTF 43 and Naval Forces South] vision a reality," Christian explained.

"In response to my 'How are we going to do this?' the professionals at DESC and NOLSC provided a timely process review and forwarded their 'approval' to conduct the foreign on-load to a foreign ship," Christian said.

"CT 43 needed a vetted process by which to task our ships. Both organizations [DESC and NOLSC] provided an administrative, fiscally-sound 'thumbs up' for the fuel purchase plan," he explained.

"Once we received this guidance, we operationalized the process to U.S. Navy and Chilean ships. Each USN ship was directed to provide an 1155 to the Navy-contracted, foreign husbanding agent weeks in advance of the on-load to a foreign



*U.S. Navy Cmdr. Jonathon Christian, commander of Task Force 43 'tags' the Argentinian oiler ARA Patagonia by adhering a CTF-43 sticker to the ship in May, after Exercise UNITAS LANT.*

ship, the Patagonia."

UNITAS 48-07 was conducted from May 2 through May 13, off the coast of Argentina and included navy units from Argentina, Brazil, Chile, Spain and the United States.

The exercise was designed to train each navy in a variety of maritime scenarios, with each operating as a component of a multinational force. It was designed to provide the maximum opportunity to improve interoperability. The logistics support provided by CTF 43 and each partner was key to exercise execution and its successes.

Christian cited the support of several individuals: Kelli Thorpe of NOLSC and Heather Huhn, Bill Comar, Claudia Morgan, Charles McWilliams and Gilbert Flores of DESC Resources.

He also credited the officers and crew of the Argentine oiler ARA Patagonia and the officers and crew of the Argentinian tanker ship ARA Teniente Oliveri that worked 72 hours continuously to transfer back more than 200,000 gallons of fuel from the Patagonia to three U. S. ships and a Chilean ship at the end of the exercise.

"Every commanding officer expressed deep appreciation for the outstanding operational support..." Christian said.

U.S. Task Group 40.0, under the command of Capt. Randy Snyder, participated in the exercise as a part of its Partnership of the Americas 2007 deployment.

**It wasn't easy**

# Defense Logistics Agency honors

By Mimi Schirmacher  
DLA Public Affairs

Innovator, trailblazer, pioneer and patriot were just some of the words used to describe the five former employees of the Defense Logistics Agency who were inducted into the Agency's Hall of Fame June 27 in a ceremony hosted by DLA Director Army Lt. Gen. Robert Dail at the McNamara Headquarters Complex.

The five 2006 honorees are: Arthur Bland, former director, Planning and Resource Management, Defense Supply Center Columbus, Ohio; Army Brig. Gen. (Ret.) Barbara Doornik, former commander, Defense Distribution Center, New Cumberland, Pa.; David Fisher, former director, Customer Products and Services Directorate, Defense Logistics Information Service, Battle Creek, Mich.; Judith Hawryliak, former director, Commodity Business Operations, Defense Industrial Supply Center Philadelphia; Louis Stephens, former director, Defense Automatic Addressing System Office, Dayton, Ohio.

The DLA director told the audience that the day was a special one for the Agency by recognizing five individuals whose contributions have made an impact on DLA. "As John Kennedy said, a nation's greatness is not just measured by the men and women that it produces, but it is measured by the men and women that it honors. And DLA is an organization that very much fits that description," Dail said.

He said the inductees have helped pull together an agency to benefit the entire Department of Defense and noted their innovation and contributions have enabled DLA to grow and evolve. "If we're able to move this Agency to where it needs to go, it's because we're standing on the shoulders of giants who went before us," he said. "They were successful and they supported the troops because they had a commitment to high standards and a dedication to duty and a patriotic spirit."



The DLA 2006 Hall of Fame inductees with Army Lt. Gen. Dail are (from left) David Fisher, Army Brig. Gen. (Ret.) Barbara Doornik, Arthur Bland (seated), Louis Stephens and Ron Hawryliak accepting for Judith Hawryliak. (Photo by Thomas Wilkins)

members of the DLA team who have demonstrated exceptional dedication and whose efforts have made lasting contributions to the Agency.

Bland's career spanned five decades from 1951 to 1990. Devotion to duty and progress were hallmarks of his federal service. Among his many accomplishments, he was a pioneer in the creation of the Standard Automated Materiel Management System, he prepared the first consolidated federal cataloging system policy manual and he created the source of supply code and acquisition advice code.

He started working at the Columbus general depot as a box car loader, even though he had a degree from Ohio State University. While working at DSSC, he recalled the challenge of convincing major suppliers to use an automated data exchange system he established to obtain changes in reference numbers. "We had federal stock numbers and reference numbers, and the manufacturers' numbers would change but we didn't get the information. I said let's get manufacturers to give us their numbers. I went to General Motors first, because the old saying was 'if it's good enough for General Motors, it's good enough for us,' and I got them in the program," he explained.

Former coworkers remembered his interest in the people he worked with. "Art was probably the best director I ever worked with and for. I say worked with because he always stressed that we worked as a team to accomplish our mission," said Susan Blanke at DSCC. "He helped people grow and encouraged us all to have confidence in our abilities."

Brenda Bush-Sayre, now at DLA Central Command said, "I worked for Art in 1986 and 1987. He was terrific to work for. He greeted everyone with a smile and was always willing to listen to our issues."

As a former commander of DDC, from July 1998 to August 2000, Doornink established the center as the distribution proponent for DOD and transformed distribution into an efficient and effective logistics foundation for the combatant commands and military services.

Among the many contributions she was cited for included leading efforts to extend DDC's reach by transitioning distribution capabilities from the U.S. Navy to DLA and activating two new defense distribution facilities, one in Yokosuka, Japan, and the other in Pearl Harbor, Hawaii. The transition was seamless to the warfighter and it the improvements were made at the same time Doornink was reducing DDC's annual expenses by millions of dollars.

In accepting her induction into the Hall of Fame, Doornink said, "DLA was a defining moment in my career. I had great mentors and teachers and leadership in [headquarters]. DLA today is probably more important in terms of support to warfighter."

She described distribution in three words – velocity, visibility and value. "The definition of distribution is velocity of getting things to warfighters in a timely manner; the visibility of where that action is to the customer and value to the customer



# five Hall of Fame winners

that ordering from DLA was the best way.”

As the third Hall of Fame inductee, Fisher began his career in June 1968 with the U.S. Army Engineer District in Detroit. He served two years with the U.S. Army in Vietnam then continued his federal service and retired in 2006 as the director of Customer Products and Services at DLIS. His leadership at the Battle Creek Customer Interaction Center produced significant improvements streamlining operations resulting in reduced cost per call while increasing service and responsiveness.

In addition, he was cited for leading efforts at DLIS in Customer Relationship Management, establishing and leading the team that broke new ground in finding ways to mine and use customer data to better understand and improve customer support. He represented DLIS at the senior policy level to set the direction of CRM throughout the enterprise.

Alfred Long at Battle Creek recalled this about Fisher. “He always made time to discuss all issues and matters at hand thoroughly and without bias. He embedded in me the knowledge that without a professional, thorough approach to management and problem resolve, you become part of the issue and not a conduit for resolution and customer satisfaction.”

Fisher told the audience that he shared his Hall of Fame induction with three groups, his family who “put up with all the moves and all the time away,” his coworkers “the people who did all the work that got me here” and his bosses who “influenced my career by making me change and evolve from a personnel type to a comptroller type to a resource type to a logistician and to an [information technology] type.”

He said he learned that what Battle Creek does for the warfighter is key to getting supplies out, and noted his personal experience as a customer. “I kept that in perspective. When I was an E-5 (sergeant) in Vietnam, if you didn’t have the ammunition you needed you were in big trouble.”

He concluded noting, “General Dail identified very accurately that we’re supporting those people that protect us but we’re also supporting someone else, they’re representatives because they are our nephews, nieces, sons, daughters wearing the uniform. Keep up the good work.”

A posthumous award was presented to Hawryliak. Her federal service began in 1965 and ended in 1996 as the director of Commodity Business Operations at the former Defense Industrial Supply Center in Philadelphia. Hawryliak was a trailblazer as the first female GM-15 at the center, and her initiatives to reduce buyer workload, maintain contract quality, simplify and reduce acquisition regulations and push automation to cut acquisition lead time contributed to exceptional customer support.

Other accomplishments in her citation included being one of the architects in the establishment of the Agency wide corporate contracts initiative, which saved millions of dollars in lead time and contract costs; and transitioning the center from a traditional stovepipe structure to the business model of commodity business units.

In accepting the award on her behalf, Hawryliak’s son Ron said that he was humbled by the honor. “I’m proud of my mom’s work,” he said. “She was good at separating her job from her family. She loved her country she was very patriotic — she loved her friends and her family. She would be so honored and thrilled today.”

Her career at DLA was an inspiration to the professionals that followed in her footsteps. As she reached her highest level, she did not forget to take others with her who are now the leaders of tomorrow. Hawryliak’s son echoed his mother’s belief that you can do anything you set your mind to. “She’d be proud of you to put your best foot forward,” he said.

In the late 1950s, the DOD activities requisitioned materiel using paper forms which required manual processing at the source of supply. When punch cards were used beginning in 1960, processing time and overall cost were reduced, but nearly one-third of the requisitions were not sent to the correct source of supply. To correct these errors, Stephens was selected by the Office of the Assistant Secretary of Defense for Installations and Logistics in 1964 to lead a joint service task group to design, develop and test a defense automatic addressing system prototype for automated requisition routing.

The prototype was so successful that a DOD general order was issued to establish DAASC office with Stephens as the director. He pulled 26 employees together at Gentile Air Force Station in Dayton, Ohio, to form the new organization in 1966. He would serve as the director until his retirement in 1986.

As its capability was established, the office took over more functions such as responsibility for updating the Defense Activity Address Directory and maintenance of the Military Assistance Program Address Directory. Stephens brought these two critical missions to DAASO without increasing manpower. His innovation years ago improved the ability of DLA to support our nation’s defense.

Stephens expressed his gratitude at being inducted into the DLA Hall of Fame. “I owe thanks to a lot of people to get DAASC started. I’m amazed at what that organization is doing today. I’m proud to be part of this,” he said.



*Dail addresses the audience. (Photo by Thomas Wilkins)*

# Director shares DLA vision

By Christine Born  
DLA Public Affairs

Army Lt. Gen. Robert Dail, Defense Logistics Agency director, hosted his quarterly Director's Call May 24 in the McNamara Auditorium to outline the agency's path forward through extending the enterprise and to introduce new DLA leadership.

Dail shared his current view and future vision of DLA to the work force by giving his Extending the Enterprise briefing.

## Extending the Enterprise

"I want to keep everyone informed on what is happening in the agency," Dail said. "On my travels, I share with our warfighting clients and industry leaders where the agency is today, who we are, where we've been and where we're going.

"In everything we do, our job is to support the warfighter."

Dail said the warfighter and military services want DLA capability closer to them. They want DLA to extend its enterprise as far forward as possible.

"This idea is very representative of an information age," he said. "We are putting our skills, our systems, our people out there with our clients — the warfighters."

Dail said the military services will retain "touch labor" — maintenance and readiness — but DLA will be "asked to do what we know how to do best.

"We will run the distribution points. We will seek to integrate DRMS [Defense Reutilization and Marketing Service] capabilities with DDC [Defense Distribution Center] capabilities so we have a forward and reverse distribution capability where customers can do everything in one place," he said.

"When I got here, we were managing suppliers. That is not good enough anymore. We have to link the supplier network to wherever our clients are with their demand."

He talked about the DLA business units — DDC; Defense Supply Center Richmond, Va.; Defense Supply Center Columbus, Ohio; Defense Supply Center

Philadelphia; Defense Energy Support Center; DRMS — acting as independent organizations.

"We need a DLA solution," Dail said. "We need to think beyond the fence lines of our own business units."

Dail said DLA is a supporting agency. DLA is America's combat logistics support organization. "Our whole purpose is to support someone else," he said. "We are not the object of our own work. We would be a self-licking ice cream cone if that were the case."

He pointed out how DLA has unique organizations such as Defense Logistics Information Service, Document Automation and Production Service and Defense Automatic Addressing System Center. He said they manage critical items for sustainment over time such as cataloging national stock numbers and printing services.

In the future, DLA will operate bulk fuel locations, and DLA will own the product of fuel. The point of sale will be at the point of use, Dail said.

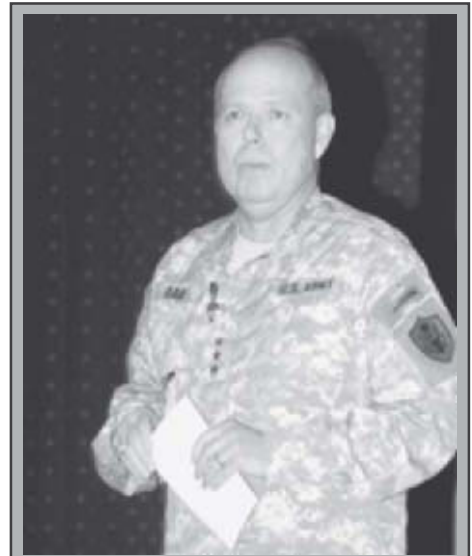
Currently, DLA is working with Army recruit training centers to ensure clothing bags are full as they are issued to new recruits. He said the Army is watching the Agency's performance at these centers and predicted DLA may be asked to take over Army central issue facilities.

"We can do that," he said. "We have the right visions with Enterprise Business Systems, and our strategic partnership with U.S. Transportation Command and the services will mature over the coming years.

## Future

"DLA has a bright future as we push our systems out there and get more accurate data," he said. "It won't be perfect, but it will be better. We can't continue to defend status quo. That is not good enough for those troops out there who are putting their lives on the line."

Dail also highlighted several key leadership changes that have either happened or will take place this summer.



*Defense Logistics Agency Director Army Lt. Gen. Robert Dail shares his current view and future vision of DLA with the work force May 24 at the Director's Call. (Photo by Thomas Wilkins)*

## Assignments

Air Force Maj. Gen. Arthur Morrill III, became the DLA vice director.

Army Maj. Gen. Bennie Williams, director of DLA Logistics Operations and Readiness (J-3/4), retired in June, at Fort Eustis, Va. Navy Rear Adm. Mark Heinrich, current commander of DSCR, became the new director J-3/4, to replace Williams. Air Force Brig. Gen. Andrew Busch became commander of DSCR.

Rear Adm. Charles Lilli will be going to U.S. Northern Command, Peterson Air Force Base, Colorado Springs, Colo. Jim McClaugherty, DSCC deputy, will be acting commander for three months. Army Brig. Gen. Patricia McQuiston has been selected to be the next commander of DSCC.

Army Brig. Gen. Jesse Cross, commander of DSCP, will go to Quartermaster Center, Fort Lee, Va. Navy Rear Adm. Hank Tomlin, DLA Joint Reserve Force (J-9), will take over at DSCP.

Maynard "Sandy" Sanders became the director of DESC.

The next Director's Call is slated for July 17 at DLIS, Battle Creek, Mich.

# Looking back, looking forward

## *Former DESC director reflects on two tours in DLA*

By Heather Athey and Kimberly Aber  
DLA Public Affairs and  
Susan Declercq Brown  
DESC Public Affairs

Employees of the Defense Logistics Agency manned the rails of the atrium lobby May 11 to bid farewell and Godspeed to their vice director, but employees can count on seeing him again — although in a slightly different role.

Air Force Maj. Gen. Loren Reno told agency employees he will be a serious DLA customer when he takes the reins as commander at Oklahoma City Air Logistics Center, Tinker Air Force Base, Okla.

“Understand that I’m going to be a demanding customer, because I know the great value DLA can add, to the aviation supply chain in particular, that I’ll be most interested in at Tinker,” Reno said in an interview.

Reno knows the agency’s capabilities well, having served here more than five years over the course of two tours. At the beginning of his first stop in 1994, the agency was just finishing support to Operations Desert Shield and Desert Storm. Soon after, then-Colonel Reno joined the organization, and DLA began supporting U.S. military operations in Haiti. Reno served first as commander of the DLA Logistics Operation Center and later as commander of the Defense Fuel Supply Center and then Defense Energy Support Center from 1996-1998.

“Then I came back in 2005 [as the vice director], and we were, of course, involved in Operations Enduring Freedom and Iraqi Freedom,” Reno said, “a different war, a different place, but [providing] the same kind of DLA support.”

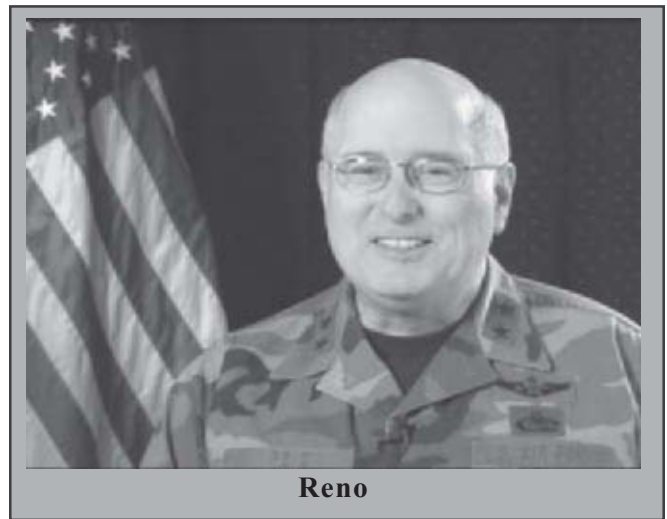
Returning to DLA, Reno observed a work force more focused on the mission as well as a dedication on the part of both military and civilian employees to supporting the warfighter. Reno recalled an example of dedication from a visit he made to a DLA Contingency Support Team last year.

“I went over to Bolling Air Force Base [Washington, D.C.] to meet the DCST that had just returned from Iraq,” he said. “I saw among those men and women a passion for what they had been doing, a sense of accomplishment for having served so long and so well.”

“His fingerprints are all over the character of this agency,” said Army Lt. Gen. Robert Dail, DLA director.

Reno’s position as vice director has given him an opportunity to maintain unfiltered communications with the front-line employees performing vital functions around the agency, he said. “I’ve learned that when work is done at one level and is passed up to a second level, then to a third and then continues all the way to the top, sometimes the end product is different than when it began,” Reno said.

One way the general gets unfiltered information at the agency is by going out into the individual offices and talking to employees. Marine Lt. Col. Carlo Montemayor, Reno’s executive officer and aide, routinely escorts the general to official



functions and learned quickly the general likes to sneak off to talk with employees.

“He has this habit of being ‘stealth,’ of keeping me on my toes all the time,” said Montemayor, describing one incident when Reno slipped away during a reception at the DLA headquarters’ McNamara Auditorium. “He was watching me to see when I got distracted, and no sooner had I turned to shake a friend’s hand and he was gone.”

The general admits his impromptu walk-about make his staff uneasy, but says they are worthwhile because of their value. “I know it makes people nervous when I wander away and just walk up to someone and say ‘How are you doing?’ ‘What are you working on now?’ and give them a chance to explain that to me. But it’s important that I be visible ... not only in the corporate boards and those kinds of forums, but to be visible with the people who are doing the work,” Reno said.

Richard Connelly, recently retired director of Defense Energy Support Center, said Reno’s leadership style is memorable, due largely to his acknowledgement of the role all employees play in attaining mission goals. “He’s never let the fact that he’s got two stars on each shoulder keep him from crediting people, and he’ll go out of his way to thank them for what they do and tell them how important it is that they continue their contributions to the organization,” Connelly said. The general is a role model for other leaders, one who quietly guides his employees, then gets out of the way so they can do the job. Those who have worked for him also say the high ethical standards to which he holds himself and those who work for him are another component of his leadership profile, and one where the general leads by example.

As he bid farewell to DLA and thanked employees for their service in a May 7 ceremony, Reno paraphrased former President John F. Kennedy. “It’s easy to serve when the war is popular. It’s not so easy a choice when the war is not popular,” Reno said. “DLA is America’s only combat support logistics agency; what you do is very important.”

# In the Limelight

## Tarango, Beyah honored as DLA Employees of the Quarter

By Rebeca Coleman  
DESC Public Affairs

Employees from the Defense Energy Support Center and the Defense Supply Center Richmond were named Defense Logistics Agency Employees of the Quarter May 31. The two were selected out of 36 nominations. The winners are Gabe Tarango and Latif Beyah.

Tarango is chief of inventory management in DESC Europe's Operations Division. Beyah is a supply planner for Defense Supply Center Richmond. They were both given director's coins and certificates in recognition of their achievement.

Tarango was cited for his unrelenting efforts and his exceptional reputation for credibility as a subject matter expert.

"Senior managers have a high level of confidence in Gabe," said DESC Europe Deputy Director Jim Cotton.

He has "established a strong relationship with each of our customers," said DESC Director Maynard Sanders.

Tarango said he is inspired because he knows he is directly supporting the warfighter, and that "motivates me to do the best job I can to ensure they get the support they need to

complete their mission."

Tarango enjoys living and working in Europe. He likes traveling to cities and towns in Europe in his off-duty time. "In the past year, I've visited London, Paris, Rome, Madrid, Athens and numerous other small towns or villages in Germany," he said.

"I feel honored to be part of such a great organization and to be recognized in this manner is overwhelming," he said.

"Also, for the record I have an outstanding supporting cast around me. The cast includes my family, the entire DESC Europe team, key members from the Bulk, Facilities and Direct Delivery Commodity Business Units, Business Integration and senior DESC leadership. Without support from them, I would not have been able to accomplish the things that ultimately lead to this recognition," Tarango said.

Tarango said he deals with the stresses of his job by having patience and persistence when dealing with difficult tasks.

"Stress can be dangerous. You can't allow yourself to get stressed out when things don't quite go the way you planned."

His calm, cool, and collected head helped make him one of Defense Logistic Agency's Employees of the Quarter.

## *Tarango named Employee of*

By Susan Declercq Brown  
DESC Public Affairs

Gabe Tarango has been selected as the Defense Energy Support Center Employee of the Quarter for the second quarter of fiscal year 2007. Tarango is chief of inventory management in DESC Europe's Operations Division.

Tarango was "the key to success in a wide variety of projects in U.S. European Command's area of responsibility," said Army Col. Mike Foster, commander of DESC Europe, as he nominated Tarango for the award.

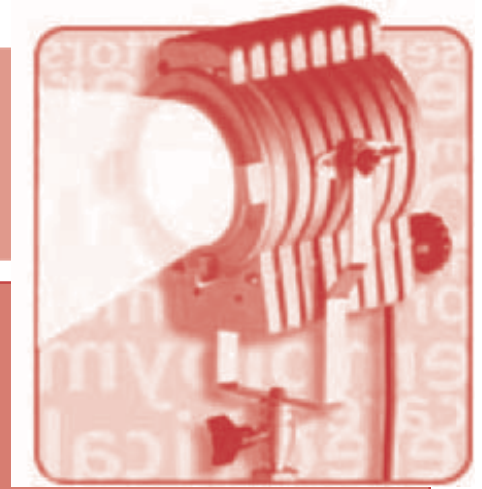
Tarango, who has been assigned to DESC-EU for three years, said he is motivated by the warfighter.

"I know that what we do on a daily basis directly supports the warfighter. I've been in their position, and I know how important it is to have the fuel needed to accomplish the mission," he said.

Tarango spearheaded the emergency replacement of filter separator elements for a critical depot near Adana, Turkey which contributes to the supply of JP8 jet fuel to American forces in Northern Iraq. He saved \$40,000 in procurement costs and cut several months of the usual delivery time for the items. This significantly reduced the downtime of this critical facility.

This was the most rewarding challenge Tarango undertook this year because he was keenly aware that it was directly supporting the warfighter, he said.

He trained the staff of two Turkish companies on Ground PORTS operations as part of a post awards conference for the suppliers of diesel and gasoline from Turkey to U.S. forces in Northern Iraq. Ground PORTS, or the Ground Paperless Ordering and Receipt Transaction Screens system, is used by DESC to place orders for delivery of non-capitalized ground fuel. It is also used by contractors to prepare shipping and invoice



## **Gabe Tarango,**

*chief of inventory management in  
DESC Europe's Operations Division,  
was recently named both DESC and  
DLA Employee of the Quarter.*

# ***the Quarter for DESC (2<sup>nd</sup> Qrtr)***

documents.

"The training has been a remarkable success," said Foster. "The contractors have a near flawless record using Ground PORTS," despite the unique challenges and special circumstances that have arisen, he added.

Tarango also led the refinement of a customs standard operating procedure which helps ensure fuel movement is not delayed due to incorrect or incomplete customs documentation. The new SOP has improved procedures for ocean-going tanker operations in the theater as well as for movement of other commercial and DESC-owned fuel within the theater.

While the Army is closing bases and realigning units in Europe, Tarango worked closely with the U.S. Army in Europe and the Installation Management Command. His advice on how best to remove and redistribute fuels at the bases has been incorporated into the Army's drawdown plans. This should

ensure DESC-owned product is properly accounted for and positioned to support ongoing missions.

"Mr. Tarango's outstanding performance has earned him the highest level of confidence from his managers and has established a strong relationship with each of our customers," said DESC Director Maynard Sanders in announcing the award. "His unrelenting efforts have established an exceptional degree of credibility for himself as a subject matter expert and in turn for DESC Europe in supporting our European Command and Central Command customers."

"Gabe is highly deserving of this recognition," said Jim Cotton, DESC Europe deputy director. "He's an invaluable member of our team."

# DLA thanks DESC team, others who help small businesses thrive

By Kimberly Aber, DLA Public Affairs and Susan Declercq Brown, DESC Public Affairs

Nine Defense Logistics Agency employees, including three Defense Energy Support Center contract specialists, were recognized May 8 for their contributions to small business program successes during the agency's annual small business awards ceremony.

The individuals honored for aid, counsel and protection they provided to small businesses included employees from Defense Supply Centers Philadelphia; Columbus, Ohio; and Richmond, Va.; as well as from the Defense Energy Support Center.

"These employees have teamed, partnered and collaborated with the small business office to provide outstanding support resulting in notable small business outcomes and successes," said Peg Meehan, director of the Small Business Programs Office, "I applaud their efforts and I personally thank them."

## The DESC Ground Fuels Division I award

The Ground Fuels Division I team from DESC's Direct

Delivery Commodity Business Unit received an award for excellence in assisting women-owned, small business. Efforts by contract specialists Dorothy Gheen, Sandra Shepherd and Tiffany Wilson resulted in contract awards for four women-owned small businesses, totaling more than \$50 million.

"I was elated to see the amount of time exerted by the Ground Fuels Division I team to ensure the women-owned small businesses clearly understood the solicitation requirements and were given an equal opportunity to be considered for a government contract," said DESC Director of Small Business Lula Manley.

The team was instrumental in removing barriers for women-owned, small businesses in order for them to compete for contracts to supply petroleum products. A major change in the purchase program this year required all offered prices to include any applicable state and local taxes or fees. "This changed caused havoc for the offerors due to extensive coordination required with state taxation officials prior to computing an offered price," said the team's supervisor, George Atwood.

## DESC's, Direct Delivery, Ground Fuels Division I Team Excels in Supporting Women-Owned Small Businesses

By Garrell Armstrong  
Small Business Office

*We are what we repeatedly do. Excellence, then, is not an act, but a habit -- Aristotle*

The U.S Government recognized early on that in order for our country to sustain maximum prosperity and growth; there needed to be a concerted effort to enhance small business participation in enterprise. Most importantly, the economic stability of the county relied on this undertaking. This endeavor would be delineated by passage of the Small Business Act of 1953 and other legislation. The act established the Small Business Administration to regulate how small businesses would become major participants in the federal contracting arena. The SBA would support agencies in the implementation of its small business programs.

The Defense Logistics Agency following the framework outlined by the SBA annually recognizes the accomplishments of acquisition personnel showing a sustained commitment to the small business program. Although there are a few small business programs, DLA awards are for the following categories: Excellence in Assisting Small Business, Small Disadvantaged Business, and Women-Owned Small Business. In particular, the WOSB at DLA has grown by

leaps and bounds.

Women-Owned businesses are major contributors to the economic fabric of our country.

WSOBs employ approximately 9.2 million workers and generate an estimated \$1.2 trillion in sales. In addition, women-owned small businesses account for over 27 percent of all businesses in the U.S. This would purport that women-owned businesses are growing at twice the rate of all other businesses. The Department of Defense recognizes this valuable resource and typically awards WOSB prime contracts and subcontracts totaling approximately \$4.5 billion annually.

DESC's Direct Delivery Fuels Commodity Business Unit's Ground Fuels Division I Team was the DLA winner this year in the WSOB category.

The Ground Fuels Division I team represents a commitment to support the warfighter with the best resources available.

"The attitude that this group of acquisition professionals displayed in supporting the WOSB accentuated the Defense Energy Support Center's commitment to excellence," said Lula Manley, chief of DESC's Small Business Office.

## Members of the Defense Energy Support Center's Ground Fuels Division I team

pose with their award and the vice director of the Defense Logistics Agency: from the left are U.S. Air Force Maj. Gen. Loren M. Reno, Sandra Shepherd, Tiffany Wilson and George Atwood who stood in for Dottie Gheen. (Photo by Thomas Wilkins)



“Without the offerors’ proper coordination and validation of applicable taxes or fees, there was a potential for mistake-in-offers before or after the award,” he explained.

The team spent significant time assisting four women-owned small businesses prior to the closing date. Extensive communication continued during the evaluation and negotiation phase of the acquisition. This process was essential to ensure all the offered prices were accurately evaluated, Atwood said.

“Many first time contractors require help with completing the necessary paperwork before submitting their offer. Being a part of someone’s success can be a very rewarding experience,” said Shepherd. “But the most rewarding is to know that DESC is contracting with quality contractors who care about what they do and who look forward to many years providing our military and civilian agencies with fuel.”

### The team’s responsibilities

The Ground Fuels Division I team is responsible for acquisition of motor gasoline, gasohol, diesel fuels, fuel oils, kerosene, aviation and alternative fuels delivered directly to various military and federal agencies in the mid-Atlantic states.

“There are many out-of-the-way locations in these states that are serviced by small businesses. If it were not for these small ‘Mom,’ ‘Pop’ and ‘Mom and Pop’ businesses, we would not be able to adequately or economically service these locations with fuel. They are a vital part of DESC’s success in supporting the warfighter,” said Shepherd.

Charles McKeever, an industrial specialist in DSCC’s Industry Support office, received an award for excellence in assisting small business. McKeever accompanied a member of the DSCC Office of Small Business Programs on a trip to visit small manufacturing firms in Tennessee. He used a survey to gather information on the manufacturer’s capabilities and since that visit, a number of the companies secured DLA contracts.

Laverne Johnson, source development officer in DSCC’s Land Supply Chain source section office received an award for excellence in assisting small disadvantaged business. Johnson used his engineering and manufacturing experience and quality assurance background to assist DSCC small business special-

ists locate capable small businesses through the various programs.

Denise Boyle, from DSCP’s contracting office, Land and Maritime Detachment, received an award for excellence in assisting service-disabled veteran-owned small business. Boyle awarded a set-aside, indefinite quantity contract for packing and gasket materiel, with a two-year base period and three, one-year options, and a total value of \$1.7 million to a service-disabled, veteran-owned small business.

Cynthia Hunt, contract specialist in DSCR’s Airframes Division II, received an award for excellence in assisting Historically Underutilized Business Zone Small Business. Hunt awarded a sole source, HUBZone set-aside, resulting in a long-term contract with an estimated value of \$2.5 million over five years.

Michael McCall, associate director of Small Business at DSCP, and Brig. Gen. Jesse R. Cross, commander, DSCP, received the award for professionalism in the Small Business Program. As the Small Business Specialist of the Year, McCall developed outreach programs to identify small businesses with the potential to sell goods and services to DSCP and the Department of Defense. He also assisted them in developing the capability to successfully compete for DOD contracts.

### The presentations

Air Force Maj. Gen Loren Reno, then DLA vice director, presented a plaque to recipients in recognition of their efforts. He congratulated the awardees for their support to what he called a vital mission. Reno stressed the importance of small business to our national defense and to our industrial base. He encouraged not only the awardees, but all DLA employees to support the program.

Defense Logistics Agency encourages its employees to follow Agency and national policy to protect the interests of small businesses and annually recognizes personnel making significant contributions to the program. Award nominations are solicited from the field activity commanders and reviewed by the DLA director for final selection and approval.

## Hawaii bids farewell to Archer

### DESC welcomes new deputy director

Navy Capt. Dianne Archer assumed the responsibilities of Defense Energy Support Center deputy director on April 25.

“Dianne is no stranger to DESC,” said DESC Director Maynard Sanders in an e-mail announcement.

Archer had moved to Fort Belvoir from Hawaii a week earlier. There she had served as commander of DESC Pacific since 2005.

(U.S. Navy photo by Chief Petty Officer David Rush)



**Left**

**Navy Capt. Dianne Archer** relinquished command of the Defense Energy Support Center Pacific to Walt Riddlehoover on Mar. 30. Here they shake hands after Archer read the orders reassigning her to DESC headquarters. The informal exchange took place at the Hickam Air Force Base Sea Breeze restaurant after a round of golf at the Kealohi course. Riddlehoover said Archer would bring a region perspective to her new position as DESC deputy director.

**Right**

**Archer and her husband Denny** enjoy a gala farewell party at the Riddlehoover residence Mar. 31. The evening ended with Archer receiving a Dry Tank certificate in what Riddlehoover called a “time honored fuelie tradition.” The certificate highlighted many of the memorable moments of Archer’s 22 months with the DESC Pacific.





# Long-time fuelie and logistician dies in Europe

By the DESC Europe Office

Daniel A. Russell, the Defense Energy Support Center Europe's liaison to the U. S. Mission to NATO, died unexpectedly on March 26 in Brussels, Belgium. Russell was a retired Air Force lieutenant colonel with extensive experience in logistics, fuel, and international relations.

Russell was a graduate of Harwood Union High School in Duxbury, Vt. He received a Bachelor of Education degree from the University of Vermont in 1978 where he was also a member of the Kappa Sigma fraternity. In the same year he was commissioned a second lieutenant in the United States Air Force, having completed the Air Force Reserve Officer Training Corps program at St. Michael's College in Winooski, Vt. Russell subsequently received a master's degree in Foreign Affairs from the University of Southern California.

Russell had a distinguished career of 23 years in the Air Force which included overseas assignments to Germany, England and Saudi Arabia. His last military assignment was as military advisor to the assistant deputy under secretary of defense for logistics.

Upon his retirement he was employed for two years as a senior consultant with PricewaterhouseCoopers before assuming his position within DESC Europe in December 2002. He was awarded numerous decorations, awards and citations, most notably the Defense Meritorious Service Medal and the Air Force Meritorious Service Medal with three oak leaf clusters. He was also a graduate of the Air War College.

Well known for his leadership and management abilities and strength of character, he made a positive and lasting impression



## IN MEMORIAM

**Daniel A. Russell**  
**DESC-Europe Liaison Officer — NATO**  
**(1956-2007)**

on his military and civilian colleagues.

Dan is survived by two children, Kathryn and Kyle of Newport News, Va.; his long time companion, Morgan Curtis, presently of Brussels; his parents Richard and Jeanne Russell, formerly of Waterbury, Vt.; and a brother Rich Russell and his wife Dianne and children Sean and Lynn, also of Waterbury.

Dan was a leader of individuals, highly respected by those who came in contact with him. He was a loving father, devoted son, and caring brother. He had a terrific sense of humor, a beautiful smile, and a contagious laugh. Dan's work ethic and his personal character will be deeply missed by everyone who knew and cared for him.

**The Defense Energy Support Center Europe's Alan Brooks** accepts his 25-year service pin from Army Lt. Gen. Robert T. Dail, Defense Logistics Agency director, during Dail's recent visit to the theater. Brooks began work in DLA as a GS-4 supply clerk in May 1985. He joined DESC later that year, and in 1989 he accepted a GS-11/12 position in DESC Europe. He oversaw a 1 billion barrel drawdown of bulk fuel in 1990, supported the first Persian Gulf war and spent weeks in Spain and Turkey resolving inventory accountability issues. He assisted in the stand up of the Defense Fuel Office in the Balkans and served as the deputy for three months. Brooks left DESC in 1997 and served as the stock control team lead for the Fuel Automated System for the Army's 21<sup>st</sup> Theater Support Command before joining DESC's Fuels and Distribution Commodity Business Unit in 2001 and returning to DESC Europe in 2004. He remains the DESC Europe expert on the critical resolution of inventory and accounting issues in Northern Iraq.



**Brooks**  
**receives**  
**25-year**  
**pin**

# Three receive awards for Middle East service

By DESC-Middle East Office

Three majors have received the Defense Meritorious Service Medal for exceptionally superior service while serving with the Defense Energy Support Center Middle East. The DESC Middle East is responsible for providing comprehensive integrated joint bulk fuel support within the 27-country U.S. Central Command area of responsibility. Bulk petroleum services provided by DESC are vital to U.S. strategic interests in support of the Global War on Terrorism.

Army Maj. Michael J. Davis was recognized for his service as a petroleum operations officer. He professionally coordinated the requisitioning, shipment, and down loading of more than 36,000 trucks transporting more than 418 million gallons of fuel to forces within Afghanistan, Kuwait and Iraq. Davis' efforts reduced supply chain interruptions. In addition, Davis worked to modify reporting procedures based on mission requirements to provide an accurate and in-depth picture of the region fuel supplies to senior leaders. His experience, fuel knowledge, and familiarity with the CENTCOM AOR enabled him to provide keen insight and information during the daily commanders' updates.

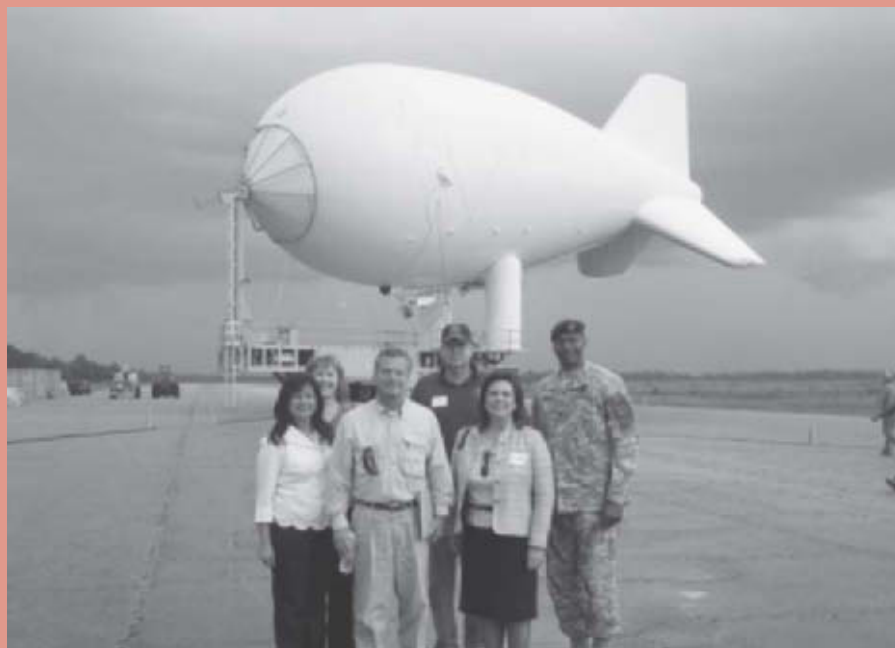
While serving as the current operations officer, Army Maj. Larry R. Moore contributed significantly to fulfilling critical military and national fuel requirements by skillfully coordinating the requisitioning, en route shipments, and down loading of over 54,000 trucks transporting more than 643 million gallons of fuel to forces within Afghanistan, Kuwait and Iraq. In close coordination with numerous petroleum contractors, U.S. country teams in Pakistan and Afghanistan, and the Afghani-

stan Minister of Finance, he spearheaded efforts to revamp border customs procedures for carriers delivering fuel to U.S. and Coalition Forces throughout Afghanistan mitigating any potential stoppage in fuel deliveries.

Air Force Maj. Joseph K. Carrico was recognized for his service as a sub-regional commander in Kuwait. He was directly responsible for providing uninterrupted fuel support through two geographically-separated ground lines of communication originating from Kuwait and Jordan, skillfully coordinating the delivery of more than 50,000 truckloads transporting more than 456 million gallons of fuel to forces throughout Iraq and Kuwait. He drove efforts to expand existing contractor support at the Kuwait City International Airport to include military aircraft refueling. This led to the repositioning of twelve tactical refuelers valued at more than three million dollars along with sixteen airmen to other locations in the theater. His vision and exceptional initiative significantly contributed to the highest fuel inventory levels ever seen in Iraq.

The medals were presented to them by Army Col. Mark A. Olinger, commander of Defense Energy Support Center Middle East at a ceremony held at the Naval Support Activity, Bahrain.

"In the performance of their duties they effectively utilized their collective petroleum expertise to maintain fuel inventory levels throughout the region. Through their efforts, they were instrumental in projecting our nation's resolve to bring peace and stability to various nations within the Middle East while ensuring United States and Coalition Forces were provided with the necessary resources for continued mission success," said Olinger.



## DESC reps witness Army aerostat demo

**Defense Energy Support Center Director Maynard Sanders** attended the June 8 VIP Demonstration of the U.S. Army's Persistent Threat Detection System Aerostat at Avon Park, Fla. Standing in front of the aerostat and its mooring system are: Front row from the left, Lilie Pyle, the DESC Aerospace Energy Commodity Business Unit's lead bulk helium item manager; Sanders, and Sharon Murphy, the CBU's director. Back row, from the left, Alix Gayton, chief of the CBU's Logistics Management Division, DESC Liaison Officer to U.S. Central Command Dave Ray, and Army Lt. Col. Jerry Jones, chief of the CENTCOM Joint Petroleum Office.

# Bartenhagen transitions

By Christopher Goulait  
DESC Public Affairs

“He’s been an expert, he’s been a warrior, he’s been a leader — but he’s been a friend to me, and I think to many of you.”

Those were the words used by Maj. Gen. Loren Reno, then vice director of the Defense Logistics Agency, to describe John Bartenhagen during his retirement ceremony on April 3. Reno called it the “transition from today to tomorrow.”

Bartenhagen received the Distinguished Career Service Award after 28 years in the federal government. The Polytechnic School of Brooklyn graduate worked for Dynatrend Incorporated and Bechtel, then the Washington Army Corps of Engineers before coming to work for the Defense Energy Support Center in 1981. At that time, the center was called the Defense Fuel Supply Center.

Within DESC, Bartenhagen has served as the first division chief for the engineering division, then as the director of the Direct Delivery Fuels Commodity Business Unit. Finally, he served as the deputy director of Operations until his retirement.

Bartenhagen started by thanking all the people that



*John Bartenhagen receives a parting gift honoring his 28-years of service.*

were not at the ceremony, all the people who were making DFSC run when he got there 28 years ago, and the people who continued to keep it running today. He was glad to be associated with them, he said. And, during his tenure, he tried to pass on a little of their wisdom to the up and coming leaders of DESC.

One thing Bartenhagen made special note of was the ladies who helped him over the years, those who made sure he was where he was supposed to be when he was supposed to be there.

“It’s been a pleasure to have been able to work for you, and again, that’s the way it always was,” he said in reference to his assistants before giving his final thanks.

Bartenhagen has not gone far. He continues to bring his experience and expertise to DESC as a contract employee with Petroleum Management Consultants.



*Bartenhagen was crowned “King” in his retirement.*

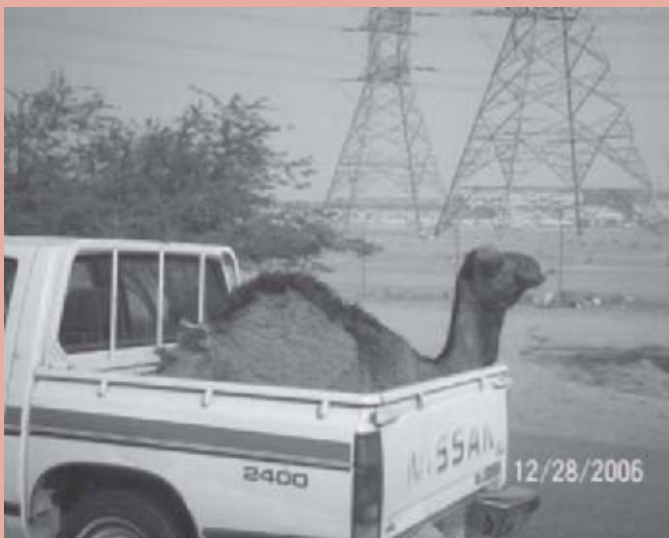
## AFPET bids a double farewell



**Air Force Petroleum Agency Commander Col. Frank Rechner** presents Senior Master Sgt. Charles J. Hunter the Air Force Meritorious Service Medal at Hunter's retirement ceremony May 18. Hunter finished his 23-years career as AFPET's requirements supervisor, a position in which he served since 2004. Hunter joined the Defense Energy Support Center Mediterranean staff as a bulk fuel inventory management specialist in June.

Rechner, a longstanding DESC alumni, relinquished command of AFPET June 14 to head to McChord Air Force Base, Wash., to become the Mission Support Group commander there.

## Caption that camel



The Fuel Line invited readers to write a caption for this photo which appeared in the April issue. Kudos to the top three caption writers.

**Vaughan Walker--**

*I drove a thousand miles for a camel.*

**Staff Sgt. Christopher Woolverton--**

*Nissan Pick up - about \$16,000  
Per Diem in the AOR - \$3.50 per day  
Back up transportation in case we run out  
of fuel - priceless*

**Jeff McKay--**

*A camel can go two weeks without water.  
This is the 15th day.*

# Superior Civilians Honored in May Town Hall

**Randy Beltran** receives from DESC Director Maynard Sanders the Superior Civilian Service Award for his service as supervisory inventory management specialist for the Defense Energy Support Center Korea from July 2005 to December 2006. Beltran instituted supply chain management and metrics that insured 100 percent accurate inventory accountability. His capability and acumen made him the first choice for answers to the toughest questions.



**Anthony McMorrow** receives from DESC Director Maynard Sanders the Superior Civilian Service Award for his service as lead supply manager and deputy chief of operations for DESC Europe from August 2004 to July 2006. During his tenure, his superior leadership ensured uninterrupted supply of more than 40 million gallons of fuel rolling in more than 7,000 trucks in support of Operation Iraqi Freedom, stabilization forces and the Global War on Terrorism.



**Maggie Timms** receives from DESC Director Maynard Sanders the Meritorious Civilian Service Award for her service as support operations specialist on the Defense Logistics Agency Contingency Support Team Kuwait in support of Operation Iraqi Freedom from November 2006 to April 2007. Her exceptional service contributed to the effectiveness of theater-level logistics support to more than 250,000 multi-national coalition forces. She volunteered to work in a field environment in the Kuwait empty container collection point to inventory and coordinate the off-hire of 25,000 DLA-released containers to Kuwaiti contractors.



**The Fort Belvoir Barbeque**

*Photos by Lawrence 'Robbie' Robinson*



*A good time was had by all at Air Force Col. Jerry David's retirement picnic. From left, Mike Nowicki, John Russell, Jack Lavin, Mike Giroux and Regina Gray pass through the food line.*



*The grill was kept fired up for Air Force Col. Jerry David's retirement picnic. Lee Manley and Willie Taylor keep the food coming. David was director of the Fuels and Distribution Management Commodity Business Unit.*



*So many sodas, so little time. Chris Berthaume, Chuck Wille and Donald Martin serve beverages at David's picnic.*

**A Texan Spring Break**



*Rose Mary Hernandez, Pat Canales, Lisa Baker, and Tina Maldonado enjoy the DESC Aerospace Energy Commodity Business Unit's spring picnic.*



*Despite the soggy weather at the Aerospace Enrgy CBU's spring picnic, participants played an energetic game of volleyball. From the left are Tony DeLaRosa, Barb Peterson, Ron VanDyke, Stephanie Houston, Tom Kirschner, Carlos Rios, Cindy VanDyke (Ron's wife), and Al Morgan.*



*Participants play the "colored square" game at the DESC-M picnic.*

## **DESC San Antonio team spurs local team to national championship**

*The entire Defense Energy Support Center San Antonio Team recently celebrated the Spurs fourth NBA Championship. The team wears Spurs attire, and displays banners, flags, newspaper front pages, and even a championship afghan blanket. Throughout the Western Conference playoffs and the NBA finals, the DESC San Antonio folks wore their Spurs t-shirts on game day to show support for their favorite team. "Needless to say, it worked," said DESC Aerospace Energy Commodity Business Unit director Sharon Murphy,*



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