

# Fuel Line

**Defense Energy Support Center**

January 2008



**Inside this issue:**

**DFSP Grand Forks closes**

**Ground Fuels helps California wildfire relief**

**Two DESC teams win David Packard Award**

## From the Director

# Going from great to excellent in the new year



**DESC Director  
Maynard J. Sanders**

**Organize  
for combat,  
organize for  
success**

**-- one of Defense  
Logistics Agency  
Director Lt. Gen  
Robert Dail's  
prescriptions for  
success**

As we begin the new year, I still feel like the luckiest guy on Earth to be leading the DESC team. This is one of my most favorite times of the year because it always brings new challenges and opportunities – including the opportunity for resolutions to be our best selves. I hope you'll join me in this one: I will strive every day to make DESC the very best place to work.

One way we can do that is to ensure every employee has the opportunity to be heard and contribute to the mission. Another is to organize for optimal mission success.

Last quarter, I told you a bit about the September DESC leaders offsite and the major focus areas we chose to concentrate our efforts on. Now, I'd like to share with you a significant initiative which came out of the work begun in that offsite.

A leadership team asked to focus on envisioning how DESC would be organized if we organized from the perspective of our current and future customers has proposed a reorganization plan.

I shared that plan in the November town hall meeting and asked for feedback from members of the DESC team. If you didn't get to hear that presentation and see our first stab at the wiring diagrams, I encourage you to watch the town hall video available on e-Workplace.

A big thank you is in order as I received comments and suggestions from more than 45 of you! Every comment was taken seriously and evaluated by the planning team. We gave every suggestion a second chance before any was rejected.

As a result, some tweaking was done to adopt many of the well-made points. And, though many suggestions didn't change the wire diagram, they'll be put to use as we implement the reorganization down the road – most likely near the end of March.

I want to be sure you understand this reorganization is a “no fuelie left behind” plan. Though your unit's name may change, we will continue to use your expertise to make DESC the best it can be. This is a restructuring not a draw down.

We think we have the 85 percent solution now. It's time to move out. For, as Lee Iacocca once said, “If we wait until we have 100 percent of the information, we'll never start.”

The folks in this organization who implement the plan are really the key to success. That final 15 percent will come from you as you implement and adjust to the changes and then identify ways to improve the processes and relationships by which we achieve mission success. I don't know what the final solution is going to look like, but I do know, with your help, it will be exactly what DESC needs to succeed.

I'm dropping back in the pocket and goin' long, but each of you has to be the wide receiver who gathers the pass and scores the touch down.

I'll continue to keep you updated through e-mails and town hall meetings as our great adventure begins.

*Sandy 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: A CH-53 Sea Stallion helicopter from Marine Corps Air Station Camp Pendleton, Calif., dumps water on local fires in an effort to control and contain the fires on Camp Pendleton, Oct. 24. (U.S. Marine Corps photo by Staff Sgt. Wayne Bitselley) See related story on page 8.*



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## Direct Delivery grows Colombian mission support

By Tyler D. Parker, Division Chief  
Ground Fuels Division II, Direct Delivery Fuels  
CBU

Obtaining vendor support under the Colombia Posts, Camps and Station Program historically has been very difficult to achieve. Ninety percent of the delivery locations are in remote areas often only accessible via air; and, political, social and guerilla unrest in the country severely inhibit a vendor's ability to deliver to these locations.

When the Defense Energy Support Center's Direct Delivery Commodity Business Unit initially started procuring fuel for this program, there was only one vendor willing to submit an offer. This would have negatively impacted the warfighter had DESC not awarded a contract for support.

Since the inaugural buy for the Colombia PC&S program, the CBU's Ground Fuels Division has continued to work to expand and secure vendor support for this program. In the early part of 2006, discussions were held in Columbia with several vendors who had indicated an interest in supporting the program. Such efforts culminated in the Ground Fuels Division identifying three new sources of supply in 2006. They subsequently held

the first post-award conference in November 2006.

In addition to direct involvement with the vendors, the Ground Fuels Division team continued to maintain a robust working relationship with the U.S. Southern Command, the Army Petroleum Center, the Air Force's Air Combat Command, and the U.S. Military Group in Bogota, Columbia. Each of these organizations has a vested interest in insuring the overall success of the Colombia PC&S program.

Through teleconferences with customers and the military services' control points, DESC was able to accurately identify the requirements for the program. Vendors who were interested in supporting the program could finally have a true picture of the supply chain requirements for DESC's customers in Columbia.

The Ground Fuels Division continues to work to identify potential sources of supply for the Colombia PC&S program. The volatility of delivery conditions in the region dictates continual monitoring of events there.

## Direct Delivery team keeps Columbia on radar



By Tyler D. Parker, Division Chief  
Ground Fuels Division II, Direct Delivery Fuels  
CBU

Representatives from the Defense Energy Support Center Direct Delivery Commodity Business Unit's Ground Fuels Division recently traveled to Columbia, South America, to visit U.S. radar sites and evaluate how support might change when the sites are turned over to the Colombian government.

DESC provides 100 percent of the fuel support to five U.S. Air Force Hemispheric Radar System sites. The sites, located in

*From the left, Colonel Mons of Air Combat Command, two members of the Colombian military and DESC's Tyler Parker pose at Riohacha, Columbia.*

Marandua, Tres Esquinas, Riohacha, San Andreas Island, and San Jose De Guaviave, Columbia, are part of a radar system supporting the Defense Department's counter narcotic and air defense missions in that region. The radars provide critical data on activity in the region to Joint IA Task Force South.

In June, the Air Combat Command asked CBU representatives to accompany ACC representatives during random site visits to the five remote locations. The sites and their operations will soon be turned over to the Colombian military, but the U.S. will continue to manage the fuel assets for an undetermined period after the transition is complete. The ACC wanted DESC representatives to meet with the Columbians and resolve any questions or issues concerning the transitional fuel support.

After visiting the sites and meeting with the people impacted by the transition, the ground fuels team was able to address the concerns of the customer to their satisfaction. They also assessed the impacts of the transition on present and future energy requirements at each site, and they were able to advise the customer of DESC's ability to continue support.

Albert L. Lambert Sr., chief of logistics for the Headquarters ACC Acquisition Management and Integration Center, complimented the Ground Fuels Division's commitment to the program. In a letter to DESC, Lambert said, "The ACC Acquisition Management and Integration Center continues to enjoy the support provided by DESC for the fuel provided to keep our ground based radars operating on the HRS program in Colombia. DESC's recent trip provided a much needed review of the processes and procedures of the contract for both the government and Colombian contractors. It is through these types of efforts that we have gained the most "bang" for our bucks, as the customer.

"DESC's contracted fuel trucks delivered this valuable resource to San Andreas, Riohacha, and San Jose De Guaviave, while fuel was flown by air to the most remote locations, Marandua and Tres Esquinas. This versatile and necessary approach to fuel management has been and continues to be very beneficial to the AMIC, providing a continuous flow of fuel to the sites at a \$400K savings to the AMIC between 2005 and 2007. We look forward to our continued partnership on this program," he wrote.

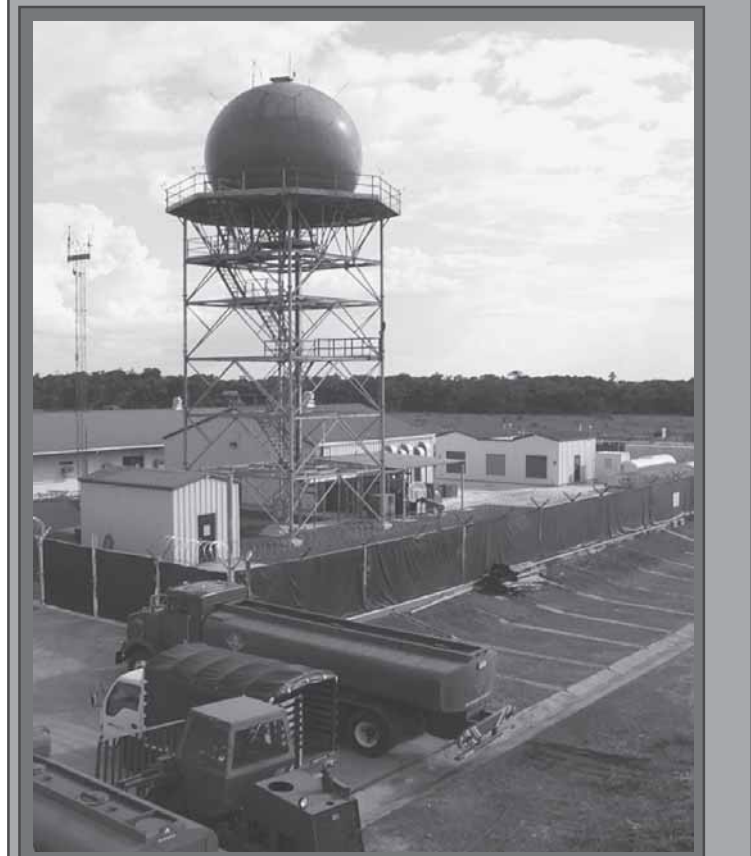
As with any business venture, partnering is often a common denominator to insure the success of an enterprise such as DESC and its customer base. The ground fuels team continues to partner with industry which has allowed DESC to meet the customer's needs while promoting supplier competition to the greatest extent possible.

The Ground Fuels Division remains committed to maintaining "fair opportunity" for all interested in learning more about DESC's business models, and to sustaining the integrity of competitive procurements, the vendors who support them, and the customers who have come to rely upon them to meet their mission.

January 2008



*On top of the radar tower at Tres Esquinas, Columbia, are, from left, Colonel Muns of Air Combat Command, DESC's Tyler Parker and the Colombian military's Tres Esquinas site director.*



*The radar site at Marandua, Columbia.*

# Kuwait QARs extend the lines

By Mike Crutcher and K.O. Williamson  
DESC Middle East - Kuwait

Folks in the bulk petroleum movement business know that the most efficient method of bulk transport is a pipeline. But, when you need to ship millions of gallons a day from Kuwait and Jordan up into multiple destinations in Iraq, a pipeline is a luxury one can only dream of. This doesn't deter Mike Crutcher and K.O. Williamson, two of the quality assurance representatives assigned to the Defense Energy Support Center Middle East's Kuwait Quality Office.

The QARs make it happen by using a less efficient mode of transport, the road tank truck, which also happens to be the only practical alternative available for moving bulk quantities to Iraq. On average, DESC ME-Kuwait oversees the loading and shipping of between 1.2 and 1.5 million gallons a day of fuel. One hundred twenty to 150 tank trucks from Kuwait and Jordan transport the fuel all over the western and southern sections of Iraq.

Tank trucks do not just magically appear at destinations fully loaded with the right product in the right condition. This takes a whole lot of planning and hard work. Part of that requires that QARs assure that the transportation contractor selects and assigns suitable trucks for the mission.

This means that a QAR must fully inspect every truck before it is allowed to be added to the contractor's approved fleet for carrying DESC product.

QARs inspect for cleanliness of the cargo system and for every function that will assure the truck will get a full load of quality product from origin to destination. Each contractor-supplied truck must meet Kuwaiti and Jordanian government



*Quality Assurance Representative Mike Crutcher checks the seals on a transporter at a truck fill stand in Kuwait.*

vehicle registration and insurance requirements; then, the trucks must pass a comprehensive QAR safety inspection and a detailed security inspection that attempts to identify weak points on each particular tanker which could potentially lead to product pilferage and/or a breach of force protection measures.

In Kuwait, each tank truck must also pass the Kuwait National Petroleum Corporation facility safety and environmental inspection – which is not an easy inspection by any means. KNPC also requires that each driver and truck must be processed to receive a gate pass for each separate loading facility it must enter.

In addition, each driver must be processed to receive a U.S. base installation badge before he can deliver product onto any U.S. facility. As you can see, bringing a tank truck into a contract “on revenue” is not as simple as it sounds.

*Quality Assurance Representative Mike Crutcher talks with an operator during a customer assistance visit to a truck fill stand in Kuwait.*



# of quality

Our contractors in Kuwait and Jordan presently have 1,600-1,700 tank trucks on hire to DESC, and that number is increasing daily. Our tank truck mission here is unique for the QARs in that they not only perform quality assurance of product and services at origin; but also, in order to help ensure overall mission success, they often must act as a liaison between the suppliers, trucking contractors and the customer organizations. They must also perform product and service quality surveillance during the transport of product all along the delivery route.

The DESC ME - Kuwait QARs' mission does not stop at the custody transfer point. They routinely follow the product along its route: from source through receipt into intermediate storage and filling areas where they monitor product receipt and tank truck loading processes. They also must provide customer assistance with additive injection issues and help communicate bulk Fuel System Icing Inhibitor requirements. They must assist the customers in their sampling and testing processes and also act as trouble shooters to determine sources of contamination and how to fix them. They also help Army units from Afghanistan with meter calibrations.

Besides having to oversee regular marine tanker loadings, into plane inspections in Iraq, Jordan, and Kuwait, and meter calibrations for the U.S. Army in Afghanistan, the DESC ME -Kuwait QARs know that if the trucks don't roll, it could mean major mission failure. And that is just not an option within DESC ME.

As a matter of practice, DESC Kuwait QARs do whatever it takes to ensure the integrity of product quality and quantity from origins in Jordan and Kuwait all the way throughout their transport routes into bladders at varied and sometimes dangerous and desolate destinations. Adverse and harsh environments in the Middle East are many, and dangers include terrorism, kidnapping and biological and chemical attacks, and the potential outbreak of hostilities at any time.

Yet, ironically most DESC ME - Kuwait QARs extend their tours of duty and actually seem to thrive. Perhaps it's the excitement and challenge of the job, the diversity of the population and cultural differences, and rewarding experiences



*Quality Assurance Representative K.O. Williamson inspects a filter separator at a truck fill stand during a customer assistance visit in Kuwait.*



*Quality Assurance Representative KO. Williamson inspects a Hammond Injector at a truck fill stand in Kuwait. Behind him are the bulk Fuel System Icing Inhibitor storage containers.*

all of this brings. The bottom line is that the mission is always first: provide clean, dry fuel to the warfighters when and where they need it. The DESC ME Kuwait Quality office takes great pride in performing that mission successfully.

# Ground Fuels helps emergency

**By Gladys Morales, Contract Specialist  
Direct Delivery Fuels, Ground Fuels Division II**

In October, viewers around the world watched on television news as blazes threatened communities and wildlife across Southern California. The region was the scene of one of the largest wildfires on record. It was widely reported in the press that at least 1,500 homes were destroyed and more than 500,000 acres of land were burned, creating a need for rapid relief efforts. And, the Defense Energy Support Center played a critical role in providing that relief to Camp Pendleton Marine Corps Base.

To assist with the relief efforts, the DESC's Direct Delivery Fuels Commodity Business Unit was asked to help fill emergency fuel requirements identified at the base. Uncontrolled wildfires had ravaged the Camp Pendleton area, and all electrical power was lost on the base. The base badly needed fuel to run emergency generators.

George Atwood, deputy director of the CBU, was notified by the DESC Command Control Center Oct. 26 that Camp Pendleton was in need of emergency assistance. After assessing the situation with Camp Pendleton's Master Sgt. Norman A. Tuzon, Atwood contacted Tyler Parker, chief of the CBU's Ground Fuels Division II. Parker immediately galvanized the contracting team responsible for support of California customers to provide the necessary support to the base.

Calling upon the resources of this team, Contracting Officer Marty Pratt, instructed Contract Specialists Gladys Morales and Damion Biagas to start calling the vendors in

California. They quickly assessed the impacts of the wildfires on the vendor base in Southern California, as well as, the vendors' ability to support the fuel requirements identified at Camp Pendleton.

Subsequently, Morales and Biagas were able to identify several vendors willing to support Camp Pendleton and made arrangements for fuel to be delivered to Camp Pendleton's power generators for Area 43. As it was uncertain when power would be restored, Camp Pendleton requested a series of deliveries that were ultimately covered under the CBU's "spot buy" program.

The first fuel delivery was awarded to Falcon Fuels for the delivery of 8,000 gallons of #2 Red-Dyed Ultra-Low Sulfur Diesel Fuel. Two subsequent buys were awarded to G. P. Resources totaling 17,000 gallons of #2 Red-Dyed ULSD. When it was determined that Camp Pendleton would require only a fraction of the fuel awarded under the spot buys, Pratt promptly notified the vendors and amended the orders to meet the new customer requirements, at no additional cost to the government.

Deliveries to Camp Pendleton continued uninterrupted until John Hass, Facilities Maintenance Department liaison officer, Camp Pendleton, notified the contracting officer that San Diego Gas & Electric would have power restored to the base by Nov. 9.

Camp Pendleton praised the support provided by the Ground Fuels team, and Hass sent a statement of gratitude to the contracting staff.

"A heavy burden came off my shoulders when I received an e-mail from DESC telling me that they were taking over the responsi-



*Attendees of the USCENTCOM Joint Petroleum Conference pose at Naval Station Activity Bahrain (Photo by Senior Chief Petty Officer Frank Floresca)*

## Conference draws fuelies to Bahrain

**By Capt. Rob Austin, Operations Officer  
DESC Middle East**

The Defense Energy Support Center Middle East hosted the 2007 U.S. Central Command Joint Petroleum Conference at Naval Support Activity Bahrain Nov. 6-9. Representatives from virtually every major petroleum activity within the CENTCOM area of responsibility attended.

The conference was held in the 'Freedom Souq,' Building 911, on NSA Bahrain. This location was a



# relief after California wildfires

bility for purchasing and providing fuel,” wrote Hass. “Gladys Morales, Audrey Scott and Marty Pratt stepped up to the plate and were able to get contracts in place in an extremely short timeframe. They were extremely user friendly, supplying me with phone numbers of suppliers and their own in case there were any glitches that came up. Mr. Pratt even gave me his personal cell phone number to insure we were taken care of,” Hass explained.

“The generators ran twenty four hours a day for two weeks and I never had to be concerned whether we would have enough fuel. Camp Pendleton Facilities Maintenance Department, Camp Las Pulgas and I want to express our sincere thanks for a job well done,” Hass concluded.

“Providing total energy solutions under any condition” is the motto by which DESC and its personnel live, and supporting the warfighter is at the top of that list.

“We remain committed to ensuring timely and consistent support to our customers, establishing relationships with our vendors, and partnering with industry to meet the enterprise-level requirements of the supply chain,” said Atwood. “We were happy to play a role in helping the victims of the wildfires.”



*Contracting Officer Marty Pratt and Contracting Specialists Gladys Morales and Damion Biagas are pictured in front of firefighters battling blazes during the California wildfires in October. (Graphic by Tyler Parker)*

fitting place for a conference focused on improving fuel support to the warfighters of Operation Enduring Freedom and Operation Iraqi Freedom because Building 911 was named in memory of those who lost their lives in the terrorist attacks of Sept. 11, 2001.

The conference briefings and discussion groups focused on numerous topics including: determining the way ahead for fuel sustainment in the AOR, identification of potential capability shortfalls, establishing priorities for future fuel distribution in support of theater re-set efforts, and the integration of strategic and operational fuel distribution policies with tactical procedures.

DESC-ME Commander Army Col. Mark Olinger opened the conference with an enthusiastic welcome. He acknowledged the outstanding work of the CENTCOM Joint Petroleum Office and all agencies involved with determining requirements, procuring, distributing and providing timely on-specification fuel to the end-user.

Representatives from many organizations provided briefings, contributing greatly to the objectives of the conference: CENTCOM JPO, DESC Contracting, DESC Europe, Air Force Petroleum Office, the CENTCOM Air Force component, U.S. Transportation Command JPO, U.S. European Command JPO, U.S.

African Command, DESC-ME, the CENTCOM Marine Component, the CENTCOM Army Component, 316th Supply Corps (E), 164th Quartermasters Group, CENTCOM Joint Task Force-82/Joint Logistics Command, and the CENTCOM Navy Component.

One night all 58 conference attendees gathered at a local restaurant, providing the forward deployed “fuelies” an opportunity to relax and enjoy a moment of recuperation from their daily stresses.

At the end of the conference, Air Force Lt. Col. Dave Barna, USCENTCOM CCJ4-Ops, reviewed a list of after action items. Then Army Lt. Col. Jerry Jones, chief of the JPO, recognized Army Maj. Raymond Croslin, Air Force Capt. Robert Austin, Army Capt. Dan Jennings, Army Capt. Ann Dela Cruz, Army Capt. Jennifer Groves, and Shelli Petrohoy for their part in making this conference a success.

Finally, Army Col. Mark Asbury, commander of the 164<sup>th</sup> QM Group, presented Dela Cruz and Groves with Army Commendation Medals for their outstanding work in providing fuel to the warfighter in support of the 164<sup>th</sup> QM Group’s mission.

# Jassim drives to

By DESC Middle  
East Office



*Jassim Transportation and Stevedoring Company trucks line up in Kuwait.*

**J**assim Transport and Stevedoring Company, a DESC contractor since March 2005, has moved one billion gallons of fuel in Kuwait supporting Operation Iraqi Freedom. The Kuwaiti owned company has been DESC's choice for transporting fuel from the Kuwait National Petroleum Company into Iraq.

Jassim operates the largest fuel tanker fleet in the Middle East. The majority of the fuel that supplies the warfighters in Iraq comes from Kuwait. JTC provides supply support and technical and logistics services to DESC's mission of transporting fuel from Kuwait to the primary distribution hub in Southern Iraq.

Approximately 150 JTC tankers drive north into the war zone daily to provide fuel for Iraq – more than one million gallons each day. The drivers are third country nationals and are an important part of the team in the war on terror. Two hundred five Indian, 180 Phillipino, 13 Sri Lankan, 474 Pakastani, 59 Egyptian, 38 Bangladeshi, 26 Nepali, and 66 Afghani drivers make up their team.

Since March 2005, JTC has loaded 1.1 billion gallons of jet fuel, diesel, and motor gasoline. The company's impressive statistics also include an astounding 6.1 million tankers making the trip between Kuwait and the Cedar II base in Iraq.

Jassim set a target to improve and achieve a zero recordable injury rate. Out of all of those trips, they have only had 75 vehicle accidents, equating to just .021 percent.

"Jassim's exceptional ability to move fuel by the most inefficient way possible is a testament to their success and demonstrates their unfailingly positive approach and tireless work

# major milestone



*Jassim Transportaion and Stevedoring Company trucks marshalled in the parking area in Kuwait.*

ethic,” said DESC Middle East Deputy Commander Chuck Gross.

When Jassim first started out, they had to provide 440 tankers to support this mission into Iraq. This increased to 696 tankers by the end of the contract extension term in July. Jassim has provided additional trucking assets on multiple occasions.

Jassim’s successful performance resulted in the company being nominated by the U.S. government for best newcomer contractor worldwide in 2005. Also Jassim’s exceptional ability to deliver expeditiously, operate large convoys professionally and efficiently in Iraq resulted in re-award of the contract for a second consecutive period.

The company currently maintains 1,061 tankers, operating from a large staging secure area and manages a multitude of diverse sub-contractors.

“Antonio De La Cruz, senior bulk fuels manager, Project Manager Jalal Ayoub, Bill Baker, fleet utilization manager and Joseph Varghese, assistant bulk fuels manager, who are leaders in their individual roles, do a superb job communicating with DESC-ME-Kuwait QAR’s Mike Crutcher and Kevin Williamson on a daily basis, ensuring mission accomplishment,” Gross explained.

Gross attributed the company’s success to strong teamwork. “Jassim’s success can be attributed to strong, productive relationships with DESC and their sub-contractors, in addition to a lot of hard work and dedication. JTC seems prepared to handle anything,” he said.



*Members of the Jassim Transport and Stevedoring Company management team stand in front of a company tanker truck in Kuwait.*

# Energy Convergence:

## *What is it? Why are we doing it?*

By the DESC Energy Convergence Office

The Defense Energy Support Center's Energy Convergence Office is responsible for implementing a plan to integrate DESC's automated fuel management systems with the Defense Logistics Agency's enterprise-wide architecture. This integration, or convergence, is essential to improve the overall supply chain management, corporate visibility of finances, and to reduce costs through a common information technology approach and business system.

When the Defense Logistics Agency developed its Business Systems Modernization strategy in 1998, there was always a vision that the Defense Energy Support Center would be a part of it. The plan was for the DESC-initiated Fuels Automated System and the BSM programs to finish their separate developments through the full operational capability stage and then determine the best path forward.

In December 2003, the Office of the Secretary of Defense mandated that DLA integrate fuels commodity management within the DLA Enterprise, which had the BSM architecture at its core. That architecture is now known as the DLA Enterprise Business System. This "convergence" of two architectures would provide improved corporate visibility of the entire financial status of all the business areas within DLA and improve the overall supply chain management of all DLA products and services. An additional benefit would be a common information technology backbone that would optimize workforce development, system maintenance, and business sustainability through a single integrated business system, thereby reducing overall cost of operations.

The current DLA EBS is based on an SAP© industry solution with a principal component called SAP© for Public Sector. A solution was needed to integrate DESC's business, which represents about 39 percent of the overall DLA revenue, into EBS. Several approaches were studied over the years.

In May 2006, a solution emerged. The recommended alternative was to extend the core EBS software with the use of

the SAP© Oil and Gas module along with the existing SAP© Public Sector software.

The first step in this initiative is for SAP© Public Sector and SAP© Oil and Gas to function as an integrated whole and share common databases pertaining to all of DLA. DLA awarded the contract to make this a reality at the end of fiscal 2007, dubbing the project "Energy Coexistence."

It is important to understand EBS and the processes that guided its development as DESC will be following the same processes for the converged solution.

### The EBS objective

DLA literature describes the objective of EBS, saying it "...allows for the successful integration of business processes with a new enterprise business system based on Commercial Off-the-Shelf Software and best business practices, providing an Information Technology foundation, which allows for both continuous process and technology insertion." This Enterprise application supports Joint Vision 2020, the DOD Force-centric Logistics Enterprise, and the DLA Strategic Plan.

**The first step in this initiative is for SAP© Public Sector and SAP© Oil and Gas to function as an integrated whole**

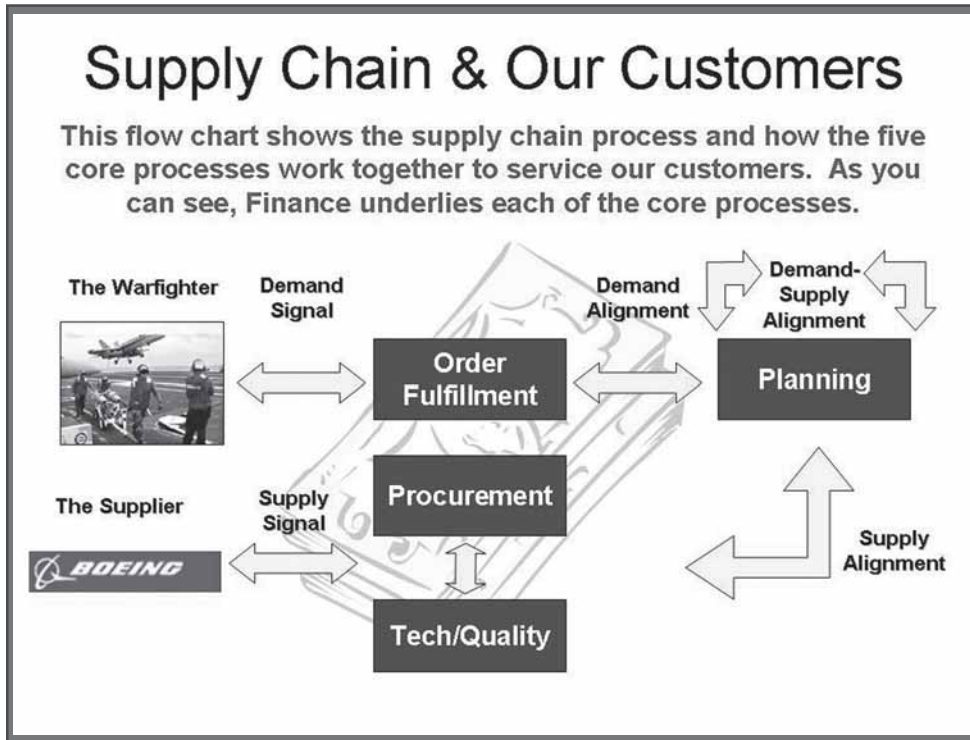
**The following are the expected benefits from a single DLA Enterprise application:**

**Increase in service level  
Decrease in costs  
Decrease in cycle time  
Increase in financial accountability  
Increase in business alignment to the warfighter**

With the convergence of DESC's enterprise applications with those of the rest of DLA, there will be a corresponding convergence of business processes and job models.

## How the DESC business processes will converge with the DLA standard model

The diagram below depicts the core DLA supply chain processes of Planning, Order Fulfillment, Tech/Quality, Procurement, and Finance.



The terms depicted in the graphic are new to most of the DESC workforce; however, the tasks conducted within these processes will be very familiar.

Conversely, the challenge of the DESC Energy Convergence Office will be to identify, define and incorporate differing DESC requirements into the DLA model. These will become more apparent after the coexistence work is completed.

The industry solutions using commercial off-the-shelf software most likely will highlight differences in supply chain management. A give-and-take between standard DLA processes and DESC processes may result in modifications to the current DLA EBS process flows.

As an example, in the technical/quality process, DLA has not incorporated a contract quality assurance sub-process into the business. Yet within the DESC fuels business, this is a core sub-process. Additionally, technical/quality is most likely an underlying core process for DESC, like finance. As we continue on the discovery path, additional items may be identified for resolution.

## The DLA EBS processes

### Planning:

There are two sub-processes within Planning, Demand Planning and Supply Planning. Currently in DESC, these roles are performed for bulk petroleum products by inventory managers located in the Inventory and Requirements Branch of the Inventory and Distribution Division of the Bulk Fuels Commodity Business Unit. Some of this type of work is also

performed in the Requirements Branch of the Logistics Management Division of the Aerospace Energy CBU and among various units in the Direct Delivery Fuels CBU.

- Demand Planning identifies DLA's demand signal from the customer, either as a result of direct communication from the customer or analysis of the customer's historical behavior (demand). It is the process of gathering data, determining how the Demand Plan will be created, generating the Demand Plan, and providing the Demand Plan to the appropriate organization (usually Supply Planning, but on occasion Procurement). DESC's retail model provides full visibility of all fuel stocks as well as daily visibility of actual demand – the daily sales to DESC customers.

- Supply Planning ensures the customer gets the right product at the right place and at the right time. The

Supply Planning process focuses on the development and implementation of inventory plans, which most effectively mirror customer demand patterns by time period and location. These Time Phased Inventory Plans, deployment plans, and constrained operational resource plans are dynamic and short-term. They focus on a short planning horizon and are updated frequently. Supply Planners make the decisions on whether product is delivered Customer Direct or DLA Direct.

### Order Fulfillment:

Order Fulfillment focuses on managing the various processes associated with the "customer": tracking shipments, managing inventory, and managing accounts receivable. The sub-processes within Order Fulfillment are Manage Customer Profile, Capture Customer Order, Manage Customer Order, Manage Customer Relations, Track Shipment, Manage Inventory, and Manage Accounts Receivable. Today, there are analogous roles being performed throughout DESC and the military services within the following job series: 301, 343, 346, 501, 560, 1101, 1102, 2003, 2010, 2030, and 2130.

Continued on page 14.

# Energy Convergence

Cont'd from page 13.

- The Manage Customer Profile and Capture Customer Order functions include create, maintain, and close customer profiles (accounts) and the Customer Master Data Elements. Other functions include conducting credit checks, resolving issues causing unsuccessful transaction processing, validating user information and validating orders. If necessary, it also includes entering customer orders into the system. This process includes the physical receipt of the order through various modes of communications such as traditional legacy systems, fax, phone, and EDI. Finally, these functions include the activity of assigning price and controlling payment risk. Currently, most of these roles are performed by DESC's inventory managers, supply managers, Call Center personnel, and contract specialists.
- The Manage Customer Order and Manage Customer Relations processes encompass all the activities that occur between capturing a customer order and delivering the items. The Manage Customer Order function performs asset availability checks, reserving and releasing items, resolving open orders, and providing customers status on actions being taken against their order. The Manage Customer Relations function receives customer requests, researches the request and determines the appropriate route for resolution. Additionally, this activity processes Emergency Support Requests, requests for the return of excess or discrepant material, requests for product information, and information requests with regard to account status or visibility. Finally, this activity performs customer outreach. Like the customer-focused areas above, most of these roles are performed by DESC's inventory managers, supply managers, Call Center personnel, and contract specialists.
- The Track Shipment function covers the movement and distribution of material from the vendor or the government distribution facility to the customer. Task areas within this function include providing advance shipping notices, receiving notices of shipment from vendors, processing control of receipt acknowledgements from customers, and processing control of shipment and receipt acknowledgements within the internal movements of the DLA supply chains. Finally, this activity is responsible for tracking authorized returns. For DESC, this sub-

process, as well as Manage Inventory, covers the Defense Fuel Support Point distribution network to include movement of inventory between DFSPs as well as sales to customers from DFSPs. Most of these roles are performed by DESC's inventory managers, supply managers, Call Center personnel, contract specialists, and traffic managers.

- The Manage Inventory function is responsible for the processes of receiving inventory, maintaining inventory, and issuing inventory. General workflows associated with this function are processing inventory adjustments, processing receipts, conducting physical inventories, and processing sales and credits. Currently, most of these roles are performed by the military services, contractors, and inventory managers, supply managers, and contract specialists located throughout DESC.
- The Manage Accounts Receivable sub-process supports Finance and the Defense Finance and Accounting Service by conducting customer interface where necessary to resolve accounts receivable issues – that is to say purchases by DESC customers from the DFSPs for sales from stock. These issues include answering customer questions, providing status of obligation files, answering questions on challenge and review in addition to general sale or credit questions. Logistics system, retail supply, and Call Center analysts perform some of these tasks today.

## *Technical /Quality:*

DLA's EBS processes for Tech/Quality provide for the standard activities performed within DESC by the Product Technology & Standardization and Quality Operations Divisions. Cataloging continues as a primary function here with the increased importance of maintaining a Material Master for all items required by the customer. It will be the Material Master that is used to define the product required, identify the standard price, packaging requirements, and hazardous material handling attributes to the customer and supplier and everyone else in between.

Within the Tech/Quality business arena, the EBS solution does not contain a Contract Quality Assurance sub-process. The Energy Convergence team believes this is a core sub-process for us and is working towards having it added to the EBS model. The DLA Tech/Quality sub-processes are Introduce New Items, Process Product Changes, Support Procurement Activity, Assure Product Quality, and Manage End of Life.

- Introduce New Items covers analysis, translation, storage, and utilization of all product content required to begin logistics management of an item. All data relating to the user-defined specification, the procurement specification (which may be different from the user defined specification), packaging instructions, unit of issue, etc. are set within the Material Master. The Material Master is used by procurement to define the purchase specification to offerors. The Material Master assists customers in identifying the correct product that they may need if not known to them.
- Process Product Changes provides the ability to receive,

**Energy Convergence  
will be a long  
journey for DESC but  
one that is well  
worth taking.**

analyze and react to changes in product definitions and is the sub-process that updates current data requirements for items of supply. It is the sub-process that updates and maintains the Material Master.

- Support Procurement Activity consists of considering referrals (referrals is the new term for technical/quality exceptions, deviations and waivers) and providing suppliers and potential suppliers' access to data necessary to fulfill existing contracts or bid for new DLA requirements. It includes post-award support to the contracting staff on supplier performance and necessary actions to resolve performance issues.
- Assure Product Quality covers the assignment of test requirements, identification of surveillance testing, complaint processing, certifications, data management, and quality feedback required to ensure customer satisfaction, improve quality, and comply with military service quality requirements.
- Manage End of Life provides DLA the capability to deal with logistic reassignment loss, item closeout, such as cancellations and inactivation, and diminishing manufacturing sources. These issues are identified through changes within the Material Master to preclude orders for these products or continued procurement of items no longer required.

### *Procurement:*

This process covers acquisition and contract administration functions currently performed within DESC. Every facet of the procurement process is covered by this process area. DESC is not currently using the DLA automated procurement system in use at the other DLA inventory control points.

We are participating in the development of the eProcurement solution which will replace the procurement solution at Defense Supply Center Columbus, Defense Supply Center Philadelphia, and Defense Supply Center Richmond. The eProcurement solution will enable the SAP procurement application (Supplier Relationship Management) to function with SAP Public Sector.

This procurement solution fits nicely into EBS and we expect this tool to become DESC's automated solution. How a customer is supplied is defined by the new terms customer-direct (direct sale to the customer's account) and DLA-Direct (provided as a sale to the customer through a depot or DFSP – directly from DLA-owned inventory).

- Customer Direct
  - Vendor holds inventory
  - Materials sent directly to the customer from the supplier
- Originates from Order Fulfillment
  - DLA Direct
  - DLA owns inventory
  - Materials sent directly to DLA
  - DLA then sends materials to customers as necessary

### *Finance:*

Finance underlies all the core processes. It provides for labor and non-labor services and manages the budget. Finance tracks the agency's financial performance against its goals.

Within the finance area, EBS provides for property accountability as a finance sub-process. DLA has defined five sub-processes within Finance: Manage Budget, Track Performance, Property Accountability, Accounting Master Data, and Operational Services.

- Manage Budget formulates and executes the budget, formulates item pricing strategies, establishes item prices, establishes reimbursables for products and/or services and forecasts the agency's cash position.
- Track Performance measures the financial performance against the agency's goals and vision, both short and long-term.
- Property Accountability documents the assets purchased or received from point of DLA acquisition/acceptance through disposal. These are sometimes referred to as the property accountable books.
- Accounting Master Data provides the framework for all the data required to maintain financial records in the General Ledger and the associated hierarchy. It covers not only the financial core process but also all the activity in the other core processes.
- Operational Services provide the labor and non-labor services and records the associated activity.

## **EBS and job titles**

Within EBS, standard job descriptions and titles have evolved. Only approved job titles are permitted and new titles require DLA approval.

## **Learning more about the EBS**

The Energy Convergence Office plans to write future Fuel Line articles to keep employees informed not only of the overall Energy Convergence progress, but also to identify in greater detail specifics of each core process. Each article on a process will include how DESC's current job titles relate to the each of the EBS defined titles. Training is available for the current EBS processes, and we encourage every one to take the on-line training to get a better understanding of where we are headed. Additional information on the existing DLA implementation of EBS is available at the following CAC-enabled website: <https://bsm.hq.dla.mil/Members/ktt/index.htm>

## **The converged solution**

The converged solution - to include an automated solution for procurement, natural gas, electricity, aerospace energy, quality, and transportation - is currently projected to reach full operational capability in fiscal 2012. That will enable DESC to assert having fully auditable business processes by fiscal 2013.

There are many major steps remaining in the overall program after the two SAP© applications – Public Sector and Oil and

*Continued on page 16.*

# Energy Convergence

Cont'd from page 15.

Gas - are merged by December 2008. One such step is to add the DLA's Energy business to the on-going eProcurement effort. The current effort involves making SAP©'s procurement application function with SAP© Public Sector – we need to add to this the capability of the SAP© procurement application to also work with SAP© Oil and Gas and the converged solution. This effort is projected to begin in fiscal 2008.

The next major step is to execute an integration effort to reengineer, design, build, test, train, and implement the converged solution. The first reengineering phase will consist of a blueprinting effort that will reengineer DESC's business processes against the proposed solution set and determine gaps in required functionality. This step is planned for fiscal 2009 and will lead to an initial operating capability in fiscal 2011 followed by fully operational capability in fiscal 2012.

Energy Convergence will be a long journey for DESC but one that is well worth taking. With everyone's participation, in partnership with the DLA Information Technology program management team, DESC will have a world-class capability to fully support the full range of the center's business processes that include built-in internal controls and metrics.

For more information, contact a member of the Energy Convergence Office.

## DESC Worldwide Energy Conference

April 14-16, 2008

For more details:

[www.desc.dla.mil](http://www.desc.dla.mil)

or

[DESC.Worldwide@dla.mil](mailto:DESC.Worldwide@dla.mil)

or

(703) 767-4108



*Above, the HQ Patton gathers in front of the company command post at Al Taqaddum, Iraq. From the left front: Spc. Jessica Pugh, 1st Sgt. Patricia Jones, Capt. Wenqing Su, Sgt. Thomas McDaniel, Pvt. Kamercon Franciso, Staff Sgt. Aroon Revilla, Sgt. 1st Class Cecilia Boatner, 2nd Lt. Dustin Turner, Sgt. 1st Class Michael Fletcher, Spc. Alexander Kickham, Sgt. Cameron Morgenson, Staff Sgt. Jamal McCullers, Staff Sgt. Joshua Sweazy and Sgt. 1st Class Roman Hizon. (Photo courtesy of U.S. Army)*

*Below, Pfc. Travis Butcher fills his radio to prepare for a mission in Al Taqaddam, Iraq. (Photo courtesy of U.S. Army)*

*Bottom far right, the 40th Transportation Company posed for this photo prior to leaving for their 15-month deployment to Iraq. (Photo courtesy of U.S. Army)*





# Deployed ‘Pacemakers’ wield skills honed in DESC exercise

By Army 1st Lt. Carson Petry  
40th Transportation Company

One year ago, soldiers from the 40<sup>th</sup> Transportation Company (Petroleum) teamed up with the Defense Energy Support Center Americas West and adjacent military branches to conduct a joint exercise. The 40th Transportation’s hard work resulted in the successful, safe and on-specification delivery of more than 400,000 gallons of JP8 fuel to DESC customers in Washington and Oregon States. It was a successful team building and joint exercise for both the U.S. Army and defense fuel customers.

This peacetime event allowed the 40th Transportation team to practice the fueling and convoy techniques they would apply if they were deployed in a theater of operations. Today, the valuable training learned from one year ago has turned the 40th Transportation Company into a complex and flexible force capable of completing multiple mission requirements while adapting to a changing operational environment.

The lessons learned from extensive training coupled with the experience of the unit’s three combat tours in Iraq have ensured the unit’s success in supporting Operation Iraqi Freedom and have helped pave the way to peace in the region.

The 40th Transportation Company deployed in the Spring of 2007 for a fifteen-month rotation to support combat operations in the Al Anbar Province, Iraq. This region was once heralded as the most dangerous region in Iraq. The 40th Transportation Company was instrumental in efforts to pacify this area by providing security forces fuel and supplies necessary to conduct combat operations. Today, the Al Anbar province is considered, by some, to be the model of democracy in Iraq.

The 40th Transportation Company has delivered all classes of supply to surrounding units. In only eight months, the

“Pacemakers” of the 40th Transportation have delivered more than 36.8 million gallons of JP8, 8.6 million gallons of diesel fuel and 1.3 million gallons of gasoline to support sustainment operations in Al Anbar.

The 40th Transportation Company has the ability to perform multiple combat missions and supports the capabilities of the M1070 Heavy Equipment Transportation System, the M1074 Palletized Loading System, the M915 Medium Truck, the M1062 7,500-gallon Fuel Tanker, the M872 40-ft Trailer, the M1117 Armored Security Vehicle) and the M984HEMTT Wrecker Recovery Vehicle, making them a dynamic asset to their clients throughout the multi-national forces in Iraq.

The adaptability of the 40th Transportation Company also allowed them to deliver more than 6,000 tons of other classes of supplies and accumulate nearly 482,000 accident-free miles. When different capabilities were needed to support an unpredictable mission, the 40th Transportation Company restructured their assets and acquired new assets to support the new mission.

The unit often maintained command and control of their convoys while simultaneously providing the logistical support needed to build and sustain numerous combat operation posts throughout the area of operation. Whether the unit is called upon to deliver all classes of supply throughout Al Anbar, deliver fuel to neighboring security forces or provide convoy security to combat logistics patrols across the country, the 40th Transportation Company has always answered the call.

The 40th Transportation Company has successfully built upon the lessons learned while exercising with DESC and has applied them in the current war on terror.



# DESC extends enterprise through excellence in fiscal '07

By Mike Broderick  
Deputy Director, Energy Convergence Office

The Defense Energy Support Center had an outstanding fiscal 2007. And, there's plenty of data to show it.

DESC completed fiscal year 2007 with sales in excess of \$13 billion and an end-of-year inventory of approximately 53.8 million barrels of fuel valued at \$5.25 billion at the current DoD standard price. DESC completely turned its worldwide inventory more than twice and accounted for almost 40 percent of the Defense Logistics Agency's total revenue in fiscal 2007.

DESC manages and oversees an extensive network of more than 685 distribution points around the world. Each of these distribution points is in fact a fuels warehouse otherwise known as a Defense Fuels Support Point. Since the overwhelming majority of DOD fuel is owned and managed by DESC, this DESC-managed distribution network is in actuality the entire Defense Department fuels distribution network. There is no military service-owned fuel to speak of, other than what has been purchased by the services for their end use.

Consequently, the military services do not have unique systems to manage fuel – they use the system provided by DESC: Business Systems Modernization - Energy.

DESC has led DLA's Extend the Enterprise strategic thrust for quite some time, beginning in fiscal 2001, to move from a wholesale existence of processing inventory through the military service's warehousing operations to a fully-integrated wholesale and retail network.

DESC purchases fuel worldwide from various suppliers and then moves the fuel to its DFSPs for sale to the ultimate consumer. There are DFSPs on every major and minor military installation around the world and at numerous commercial locations. This creates a robust supply chain that is able to provide fuel to our customers in the same fashion your local airport or gas station does for you.

This extended retail model significantly aids in planning as there is no "hidden/not visible" service-owned inventory, and, for the overwhelming majority of cases, the point of sale is also the point of consumption. Each of these DFSPs also supports military Operations and Maintenance customers assigned to and transiting their installation. Therefore, the O&M fuel bill at the end of the month represents all worldwide purchase locations...one bill, seamless and comprehensive.

DESC processed more than 7.7 million sales transactions at DFSPs using the BSM-Energy system. To move product through the DFSP distribution network, more than 100,000 shipments and receipts were processed. The top three DFSPs in terms of sales volume were all in the Middle East area of responsibility. DFSP Al Udeid (\$671.7M), DFSP Al Asad (\$372.8M), and DFSP Cedar II (\$376.3M) led the pack. The next three were all Air Force bases — DFSP Al Dafra Air Base (\$345.5M), United Arab Emirates; DFSP Ramstein AB (\$233.9M), Germany; and DFSP McGuire AFB (\$229.3M), N.J. Of note for the third straight year were the sales made by "floating" DFSPs such as the USS Abraham Lincoln (CVN-72) (\$6.35M).

It was truly an outstanding year for DESC. The center continued to expand the DFSP distribution network to provide immediate, on-the-spot warfighter support and followed all the financial stewardship requisites. DESC's business model was to work in partnership with the military services to operate some DFSPs, and work with foreign governments for others, and via DESC contract for the rest.

That model has continued to serve the warfighter very well and has held operating costs to a minimum. The robust Class III supply chain has assured the warfighter that whenever he pulls into a DFSP, the fuel will be there – not only the first time, but every time.



*The Defense Fuel Support Point at Craney Island, Va.*

**The robust Class III supply chain has assured the warfighter that whenever he pulls into a DFSP, the fuel will be there – not only the first time, but every time.**

# New course goes global

By Jerry Mohler

## DESC Business Integration Directorate

The Defense Energy Support Center is offering a new course called the Terminal Managers' and Responsible Officers' Course. It is designed for Responsible Officers, Terminal Managers and Property Administrators responsible for our Defense Fuel Support Points.

The course is designed to teach the responsibilities inherent in RO, TM, and PA positions covering the most important aspects of their jobs. An objective of the course is for the students to understand from a "joint perspective" general and specific Fuels Manager Defense and Fuels Enterprise Server applications, interfaces, and process flows. The students also learn how to use FuelsManager and FES for inventory control.

Students are taught how to navigate the Base Level Support Application, FES, and Bulk Paperless, Ordering, Receipt, Transaction Sets (PORTS) interface applications to obtain management information. The course also encourages resolving problems with the Business Systems Modernization-Energy Base Level User Guide, COACH and the BSM-E Help Desk.

The instructors emphasize the RO, TM, and PA roles and responsibilities for overseeing the proper management of Defense Working Capital Funded fuels facilities in accordance with DoD Manual 4140.25M and DESC interim policies and operating instructions. During the one week course regulations, policies and procedures are strongly emphasized.

Some additional topics include environmental responsibilities, fraud prevention, terminal safety procedures, leak detection, required reports that include contingency and capability

reporting in addition to numerous other topics.

"Until attending this class, I didn't fully understand the depth of the duties and responsibilities of a Responsible Officer. I strongly recommend that all Responsible Officer's attend," said a recent Army National Guard graduate.

The course is taught regularly at the Varec, Inc. facility in Norcross, Georgia. This course may also be taught regionally wherever it is required.

Although the course just started in September 2007, it has already been taught in Kuwait, Germany and Ft. Lee, Va. There are future classes scheduled for Afghanistan, Alaska, Hawaii, Korea, Japan and Germany. Additional regional classes are being coordinated for other locations. Anyone requiring regional training should send an email to [DESC-TB@dla.mil](mailto:DESC-TB@dla.mil) requested the regional training.

Students are required to coordinate their attendance through their Service Control Point. For the Air Force, students must go through their major command to the SCP. DESC personnel and DESC contractors must go through their supervisors who email the request for attendance to DESC-TB.

There are prerequisites for the course. Students must have completed the "Responsible Officer/Property Administrator (RO/PA) Training" computer based training module on the DESC Website. They either must be filling or programmed to fill an RO, TM or PA position and have requested access to the FES. Alternates for the positions may also attend on a space available basis.

The course is designed to teach the responsibilities inherent in RO, TM, and PA positions covering the most important aspects of their jobs.



Students listen to the instructor during a fall 2007 class.

# DESC Americas barges in.....

By Randy Cottrell  
DESC Americas East

The Defense Energy Support Center's Americas East region brought two critical contractors and key contract managers together in Houston Aug. 29 to discuss a little-known but critical aspect of DESC Americas' fuel delivery mission.

When you think about bulk fuel deliveries, most people think about truck deliveries or a pipeline shipment. Maybe a few think about a large ocean tanker, but few, if any, think about barges. A barge is simply a flat-bottomed, un-powered boat used to transport freight – in this case fuel. The barge is pushed or towed and maneuvered by a tug boat.

There is never a day out of the year that DESC fuel is not being loaded, discharged or transported somewhere by barge in the eastern United States. Many of DESC's fuel deliveries to Defense Fuel Support Points within the Americas East region are delivered by fuel barges. In fact, millions of gallons of JP8 jet fuel are delivered each week across a vast area of the United States that goes from Texas all the way up the coast to Maine.

To get the job completed DESC-AME personnel work hand-in-glove each day with two barge contractors: Jar Assets, Inc. and Vane Brothers Company.

This contract year, Jar Assets transports fuel for DESC-AME in the Gulf of Mexico. The company loads JP8 from the Shell refinery in Mobile, Ala., or DFSP Houston and delivers to Tyndall Air Force Base, Fla.; Eglin AFB, Fla.; Naval Air Station Pensacola, Pensacola, Fla.; Gulfport Air National Guard base, Gulfport, Miss.; and NAS New Orleans, Miss.

While this is occurring in the Gulf of Mexico, Vane Brothers is simultaneously delivering JP5 and JP8 in the Atlantic region. Vane Brothers loads out of DFSPs Baltimore, Md., Yorktown

Va., Carteret, N.J., and Craney Island, Va., and discharges at Jacksonville, N.J.; Anacostia, Md.; New Haven, Conn.; Portland, Maine; Port Mahon, Del.; Quincy, Mass.; Virginia Beach, Va.; Langley AFB, Va., as well as NAS Patuxent River, Md.

DESC-AME has always kept in close contact with both barge companies and the U.S. Transportation Command. Just prior to the August meeting, a military reorganization switched the oversight of DESC-AME barge contracts from the Surface Deployment and Distribution Command to USTRANSCOM. So when, for the first time since the start of the barge contracts, both barge companies met in one location with DESC-AME, Frank Johnson, the contracting specialist overseeing both of DESC-AME's barge contracts for USTRANSCOM joined them. The meeting took place at DESC-AME's office in downtown Houston.

Johnson flew into Houston from headquarters USTRANSCOM at Scott AFB, Ill. Meanwhile representatives from Vane Brothers made their way to Houston from their home office in Baltimore. These included Operations Manager Don Browning, Marketing Manager Mike Tursi, and Ian Booth of the Marketing office. Operations Scheduler Ron Hull, who is locally assigned in Houston, represented Jar Assets.

The meetings provided a great opportunity for the representatives from each barge company to discuss method of operations and share ideas. Additionally, it was a perfect orientation for Johnson, providing detailed analogies of how each company and DESC-AME contribute to the enormous mission of supplying fuel to our military customers.

"I was incredibly impressed by DESC's professionalism and



From the left, Frank Johnson, U.S. Transportation Command, Ron Hull, Jar Assets, and DESC America's Howard Eaves and Randy Cottrell stand on the deck of Barge 3110 in August.

**Big wheels keep on turning, the Captain Dean and Vane Brothers #21 keep on burning, and they're rolling, rolling, rolling down the river...Gulf of Mexico...Chesapeake Bay or Atlantic Ocean.**

# .....fuel, that is

sheer knowledge of logistics. The seamless efficiency of such a complex operation is truly amazing,” said Johnson.

Representing DESC-AME were East Team Leader Randy; Brett Douglass, Vane Brother’s contracting officer’s representative and inventory/traffic manager over DFSP’s Baltimore, Port Mahon, and Quincy; Cynthia deGrom, inventory/traffic manager over DFSP Anacostia; Sam Watson, inventory/traffic manager over DFSPs Craney Island and Virginia Beach, and NAS Patuxent River; Allen Merritt, inventory/traffic manager over DFSP Yorktown and Langley AFB; and Howard Eaves, Jar Asset’s contracting officer’s representative and inventory/traffic manager over DFSP Pensacola and other Gulf of Mexico military bases.

The meeting started with general introductions and quickly led to an overview of DESC-AME’s fuel distribution and site location capabilities presented by Cottrell. Next, Booth demonstrated the newly-perfected Vane Brothers Website, which includes general barge scheduling, GPX barge location tracking, and weather details, just to name a few capabilities. Hull concluded the day by providing a tour of Jar Assets’ Captain Dean tug and a barge while the crew performed a Valero JP8 discharge at DFSP Houston.

Participants lauded the meeting.

“I was very impressed with the amount of preparation [the DESC-AME team] put into making our meeting a success. We covered a great deal of material in a short time,” said Hull.



*From the left, Frank Johnson, U.S. Transportation Command, and Ron Hull, Jar Assets, stand before the Captain Dean tug in August during a demonstration of barge fuel operations.*

“As a marine transporter, I walked away with a better understanding of the intricacies of maintaining such an infrastructure,” said Browning. “I look forward to continuing the team effort,” he added.

Johnson said he would like to have similar gatherings on an annual basis.

So the next time you happen to see the Captain Dean or the VB21 passing by, give a friendly wave to the tug captain. He’s providing a very valuable service to DESC and the military services as he keeps rolling, rolling, rolling down the river.



*Participants of the August barge meeting gather at DESC Americas East headquarters in Houston. From the left: Frank Johnson, U.S. Transportation Command; Ron Hull, Jar Assets; Ian Booth, Vane Brothers; Howard Eaves and Donna Robertson, DESC; Mike Tursi, Vane Brothers; Allen Merritt, Cynthia deGrom, Sam Watson, Randy Cottrell, Brett Douglass, Don Browning and Rudy Hession, all of DESC.*

# British partner shares views



*Director of the United Kingdom's Defence Fuels Group Brig. Gen. Ian Abbott responds to Defense Energy Support Center Director Sandy Sanders' gift of a copy of the Declaration of Independence signed by the DESC key staff. "As an outsourcing, you guys have really done very well," Abbott responded.*

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

Brigadier General Ian Abbott, Officer of the Order of the British Empire, and director of the United Kingdom's Defence Fuels Group, visited the Defense Energy Support Center Fort Belvoir Nov. 6-7 to learn more about DESC programs and services. The Defence Fuels Group is the British counterpart to DESC.

Abbott received briefings on the standard price, synthetic fuel issues and the fuel card programs in addition to receiving the DESC overview briefing. He said there is much that DESC and the DFG can learn from each other in terms of best services. For example, the British Navy has been reluctant to put any type of "bio" in their tanks, he said, commending DESC on the progress being made on synthetic and bio-based fuels.

After the briefings, DESC Director Sandy Sanders invited Abbott to share some of his insights and perspectives with some of the DESC staff.

Abbott commented on the similarities between the British and U.S. fuels operations and said, "The more we can unite, the better."

"We are all facing a similar situation," he said. "In the grammar of our work, the nouns may be different, but the verbs are the same," he explained. For examples of similar challenges, he cited small business concerns, direct delivery issues and diverse challenges around the globe.

"As the business models change, the government's ability and methods to manage must also change," Abbott said, sharing an example of how the DFG has had to learn to deal differently with transportation issues in the U.K. after recent changes in the transportation industry.

The general spoke about the tendency of customers to be vocal about problems, even when they are rare, but to quietly accept excellence. He shared an anecdote about a German boy

who didn't speak for 18 years, despite years of effort on the part of his parents and doctors. But, when asked one day if he'd like more soup, the boy replied, "No thanks." "His family was gob-smacked," said Abbott. The family couldn't understand why the boy hadn't spoken for so long and why he had been motivated to speak for the first time now. When asked, the boy said, "Because until now, everything has been fine; but I found the soup rather tepid tonight."

The moral of the story, said the general, is that "They love you, but you have to remind them that they love you."

Abbott also commented on the appropriateness of DESC having the word energy in its name. "It's not just Class III [petroleum products] that is important," he explained. Abbott said that as the world becomes more and more interlinked, society also becomes more vulnerable in many ways – and many of those ways involve energy. As an example, he talked about a command assignment in Bosnia-Herzegovina where he developed a unique way to measure progress in restoring normalcy to the society. Each night he would send troops out to count the number of light bulbs, or lighted windows, they could see. "More light bulbs meant people were coming back because there was security and reliable energy in the city," he explained.

Energy is critical to society, and the reliance on it makes society more vulnerable to shock and disruption. The experiences of "9-11" taught logisticians that, he said. Abbott described the experience of being immediately called into planning sessions, in response to learning of the '9-11' attacks, to identify vulnerabilities in Britain. He said that the U.S. and U.K. need to integrate their knowledge, expertise and forces to successfully combat the terrorist threat.

Sanders thanked the general for his comments and for "the extraordinary partnership we share." It is that partnership and dedication that are critical to fighting the global war on terrorism, he said.

# DESC Pacific stays on track with powerful new system

By Sheri Myasato

DESC Pacific

The Defense Energy Support Center Pacific began using the PowerTrack program in Hawaii Sept. 1. It is the first Defense Department organization in Hawaii to use PowerTrack for its transportation services.

PowerTrack is an online business-to-business freight system that expedites financial payments. This system is a Surface Deployment and Distribution Command recommended program through US Bank. It streamlines the ordering, receiving, invoicing, management and payment process to vendors transporting DESC-owned fuel products.

Prior to this, DESC Pacific used an Army transportation contract with a single vendor. It cost \$636,000 to \$1.1 million per year, but averaged about \$68,000 per month.

Once DESC Pacific implemented the new program, they could begin open competition among trucking companies throughout the island of Oahu. The result was at least four different trucking companies tendering for services for the government.

The first batch of tenders received from the vendors was 50-75 percent lower than the existing single vendor contract.

In the first month, PowerTrack has shown a savings of \$35,000 and potential annual savings of more than \$400,000.

DESC supports the transportation of more than 15 million gallons of jet fuel yearly to various Defense Fuel Support Points on the island of Oahu, as well as for the United States Coast Guard. The JP5 fuel DESC transports for the Coast Guard is essential to the service's Search and Rescue mission.

PowerTrack supports multi-service transportation involving the Army, Navy, Marine Corps and Coast Guard, and trucking companies.

DESC Pacific has transitioned to the PowerTrack system and implemented it without any interruption in service to its customers.

The DESC Pacific PowerTrack implementation team helped achieve the smooth transition by providing Defense Freight Management rates, soliciting commer-

cial trucking companies, and assisting them in the registration process to become PowerTrack certified. They also trained local customers and other DoD PowerTrack users in the process.

"The implementation team embodies high standards of professionalism and warfighter focus as they work their way through all the challenges of implementing a change to a better DLA business model," said a recent award citation. "The most difficult part of bringing an idea to life is execution. To execute a new way of doing business takes a sincere and dedicated team effort," the citation continued.

Through the team's in-depth research, there has also been a determination that costs for controllable schedule changes could be passed to the customer if the customer were at fault.



*The PowerTrack implementation team: from the left, Air Force Lt. Col. Doug Bugado, DESC Middle Pacific; Annette Cravalho, DESC Pacific; Cliff Bartek, DESC Pacific; Bob Krouse, DESC Middle Pacific; Sheri Miyasato and Ron Bell, DESC Middle Pacific. The Defense Energy Support Center Pacific began using the system in September.*

# DFSP Grand Forks closes after nearly 50 years in operation

By Susan Declercq Brown  
DESC Public Affairs

The Defense Fuel Support Point Grand Forks closed in November after 49 years of service to military installations in Minnesota and the Great Plains states. The site was shut down after a “tricky” final pipeline delivery was completed Oct. 3.

Several teams within the Defense Energy Support Center, as well as Doss Aviation, the terminal operation contractor at the DFSP, La Pier Oil Company, a sub-contractor hired to conduct closure operations, and others worked together to prepare this North Dakota site for closure.

DESC made the decision to close the DFSP after determining the center could more efficiently and economically supply the customers in that region through truck deliveries from other sites.

The DFSP received its fuel through the Williams Pipeline Terminal via a mile-long pipeline. The fuel was stored in four tanks at the DFSP.

When the DFSP was in its heyday, it supplied nearby Grand

Forks Air Force Base fuel through a 14-mile-long pipeline, and supplied nine other military installations via truck deliveries. However, by the fall of 2006, Grand Forks AFB was practically the sole customer for the terminal, said Mac McIntosh, a distribution facilities management specialist in DESC’s Facilities and Distribution Management Commodity Business Unit. The other installations were now receiving their deliveries from other terminals.

“It just made sense to close her down,” he said.

When McIntosh received notice in November 2006 that the facility was scheduled for closure, he knew there would be a lot of work to do to facilitate a successful, on-time closure. He began working closely with Will Moore, the DESC Americas-East region’s quality assurance representative handling the DFSP Grand Forks account, to build the deactivation plan and prepare the facility for closure.

An environmental assessment was conducted, and Steve Deatherage, a DESC environmental protection specialist, is coordinating the environmental issues necessary to transfer the facility back to the Air Force.

One of the challenges was to prepare to transfer all the fuel out of the facility while simultaneously maintaining normal operations, McIntosh said. All normal maintenance procedures had to continue because the government-owned facility and equipment were to be preserved for storage and possible use

*Continued on page 26.*



*The pipeline inspection gauge is loaded at Defense Fuel Support Point Grand Forks in preparation for the last pipeline delivery to Grand Forks Air Force Base Oct. 3.*

**BACKRONYM** The term pipeline inspection gauge was actually created after the term ‘pig’ was in wide-scale use within the pipeline industry. Pigs got their name from the noise they made traveling through the pipelines. The first pigs were made of straw and wire and were used to clean the pipes. They “squealed” as they traveled through the pipeline. Operators had to hold a hollow rod to their ear to listen and locate the pig in the pipeline. Now radio frequency technology is used to locate a pig.



**He’s got it coming and going** Bill Pulley, a former employee at the DFSP, opens a valve at the DFSP to start the final delivery of fuel to the air base Oct.3. As a young airman at Grand Forks AFB in 1959, Pulley received the first pipeline delivery from DFSP Grand Forks.



# Baby, it's cold outside....

## *DFSP family worked in unique climate*

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

The Defense Fuel Support Point Grand Forks team has been braving the elements to supply fuel to Grand Forks Air Force Base and other customers in the region since 1959. As the facility was being readied for closure this fall, Bill Pulley, Dave Kovar and Mac McIntosh reminisced about the joys and challenges of working at the critical Northern Tier fuel facility.

McIntosh has been the Defense Energy Support Center's distribution facilities management specialist for the DFSP since 1993. Kovar began working at the DFSP as a security guard 25 years ago and rose to become superintendent of the operation before it was closed. Pulley spent 43 years in the fuels business, much of it for DESC, where he was the 1992 QSR of the Year, and at the DFSP.

When Pulley first heard the DFSP would be closing, he knew he had to be there.

Back in 1959, when NASA was selecting seven astronauts for Project Mercury, and the Strategic Air Command was retiring its last propeller-driven bomber, Bill Pulley was an airman assigned to the 478th Supply Squadron at the recently established Grand Forks AFB, N.D. He was working for Staff Sgt. Dick Evans, learning his trade and learning from Evan's example how to supervise. And, it was Pulley who was on duty in September 1959 to receive the first shipment of aviation fuel to be delivered via a pipeline from the DFSP.

Forty-seven years later, it was Pulley who opened a valve at the DFSP to send the final shipment of aviation fuel to the air base through that same pipeline.

"It was a really touching moment for me when I turned that valve. It was real closure. A milestone," said Pulley.

All three men talked about the tight-knit community, what one called a family, of workers at the DFSP. "They did a lot of hard work in a tough, environment," said Pulley. "But no one ever complained."

Winters in Grand Forks are brutal and long. "There are only two seasons in Grand Forks: winter and road repair," Pulley joked. Temperatures dip to 4 degrees below on many days and have reached 43 below. And, Grand Forks residents know those "winds go sweepin' down the plain." Maximum sustained winds of up to 63 knots have create dangerous wind chills — 100 below at times — and "some impressive snow drifts," Kovar said.

Before the geodomes were added to the facility's four storage tanks in 1991, the staff had to shovel snow off the tank roofs at least once a day and often once an hour said Pulley.

Because the roofs were floating on the fuel, the employees had to transfer fuel back and forth between the tanks to raise each roof to the highest level before the snow could be shoveled from it, McIntosh explained.



*A 319th Air Refueling Wing KC-135 emerges from a fog of snow at Grand Forks Air Force Base. On this day, the wind chill index was minus 22. (U.S. Air Force photo by Senior Airman J. Paul Croxon)*



*In the inset, note the ice accumulated on the dark beard of a LaPier Oil Company employee.*



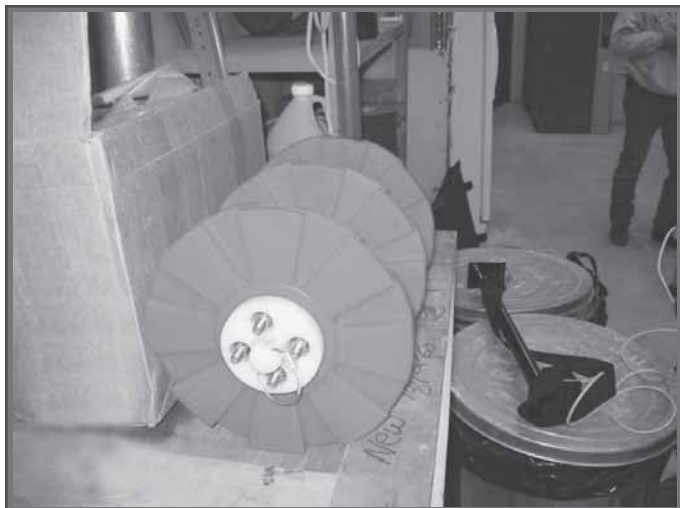
*Crews work in sub-zero temperatures to free a stuck 'pig' from the pipeline at DFSP Grand Forks in 1996. Mac McIntosh is standing center; Dave Kovar is out of view. (Photo by Bill Pulley)*

Pulley recalled how employees would often have to dig out five feet of snow to clean valves and reach electrical pumps just to be able to pump the fuel. "No one ever grumbled about it," said Pulley, but employees were relieved when new construction created a covered area for the pumps in 1996.

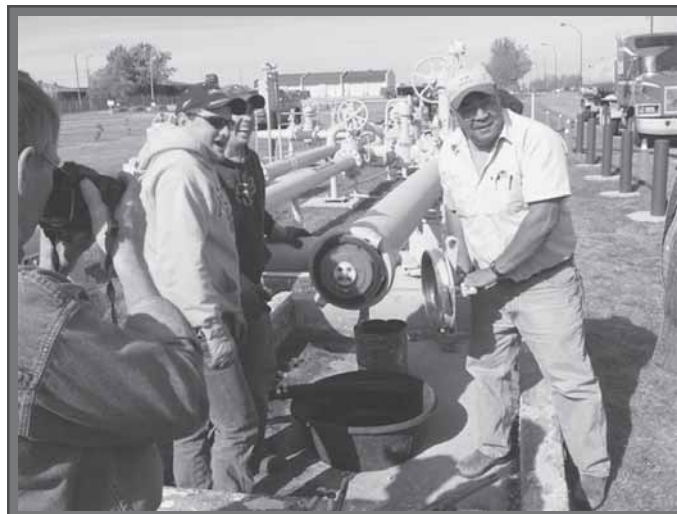
Even the simplest jobs can be a challenge in the extreme weather conditions. Hoses are stiff, and valves are hard to

*Continued on page 28.*

## Nearly 50 years *Cont'd from page 24.*



*The pipeline inspection gauge designed specifically for the last pipeline delivery from DFSP Grand Forks to Grand Forks Air Force Base Oct. 3.*



*The pipeline inspection gauge is recovered from the trap at Grand Forks Air Force Base after traveling 14 miles to complete the last pipeline delivery of JP8 Oct. 3.*

elsewhere, or at the Grand Forks location in the future, he explained.

Forks AFB. The final pipeline delivery was complete.

But, there was still more to be done to close the facility.

All of the tanks were emptied, cleaned and skilleted off from the pipeline. And, any remaining product was salvaged or disposed of, saving the government \$150,000, said Moore. Finally, all the water separators and diesel engines were cleaned and pickled.

Inside the terminal, the generators had to be drained and fogged to prevent condensation and preserve the equipment. Hazardous materials such as laboratory stocks and cleaning and paint supplies were collected and prepared for removal. Fuel sample bottles were emptied and returned to the fuels lab by LaPier Oil.

The team inventoried all the government property on site and stored it or shipped it elsewhere for use.

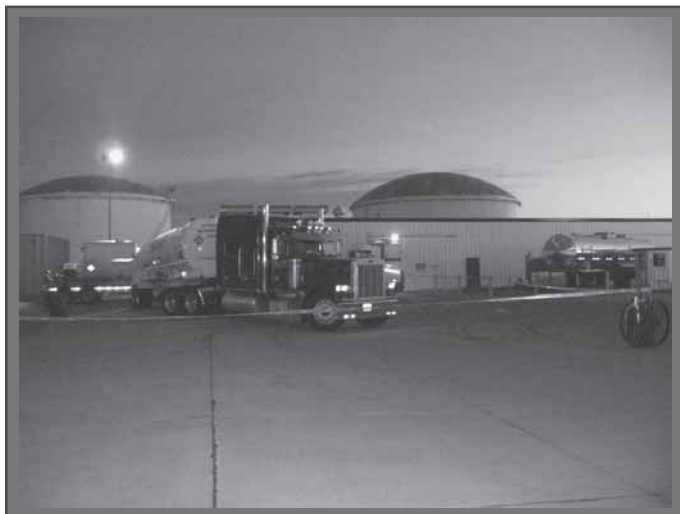
All of the files, blueprints, maintenance records and the like

were boxed and shipped to DESC team members for disposition and archiving. The environmental records were rat and climate proofed and retained at the DFSP, McIntosh said.

But, not everything ran as smoothly as the pig delivery, Moore said. One of the last requirements in closing the facility was to shut off the water supply. When it came time for that, Moore discovered the shut off valve was 12 feet under ground and across the county road outside the DFSP gates. Though the situation was resolved when the City of Grand Forks was called in, it was “a little hairy” near the end, Moore chuckled.

Thanks to the hard work of all involved, the main gates to the facility were locked right on schedule Nov. 1, signaling the end of an era for DFSP Grand Forks.

Before the closure was truly complete, DESC still needed to turn over the completed closure plan and describe in detail how each tank was closed and each action completed. In addition, the team needed to provide copies of permits and state whether any environmental remediation work would be required.



*Nitrogen trucks set up at Defense Fuel Support Point Grand Forks in the early morning of Oct. 3.*



*An employee checks the safety valves on the nitrogen hookups used to propel the “pig” and “pickle” the pipeline Oct. 3.*

# Direct Fuels supports Phiblex '07 in Philippines

By Luis Beza-Cay  
Direct Delivery Fuels

The Defense Energy Support Center's Direct Delivery Fuels Commodity Business Unit rapidly responded to short notice fuel requirements in September to support Talon Vision and Amphibious Landing Exercise (PHIBLEX) 2007 in the Philippines.

PHIBLEX is an annual bilateral exercise, involving the U.S. and Philippine military, designed to improve interoperability, combat readiness and enhance professional relationships between the two armed forces. The exercise also featured a humanitarian component.

The military personnel provided a comprehensive community service program that included the construction of multipurpose facilities, provided schools supplies, medical/dental civic action projects at schools, renewal of school buildings, and donations of supplies such as ambulances and lots of community service.

The PHIBLEX exercise required the delivery of 61,875 gallons of Fuel Oil Diesel #2, and 165 gallons of Premium Unleaded Gasoline. Mission logistics required the fuel support to be provided by truck and drum deliveries. Fuel deliveries were required Oct. 5-31. That provided just 14-days for procurement and only a 20-day lead time before the first delivery.

Typically, under such unknown conditions as those that exist in the Philippines, DESC requires a 120-day lead time in order to establish a contract for mission support. Additional conditions added to the procurement challenges. These included the limited number of suppliers in the Philippines who support the posts, camps and stations requirements; the small quantities required; and the limited commercial use of in-drum deliveries in the Philippine market place. Additionally, past procurements in the Philippines PC&S program indicated that vendors typically require a two-week order lead time for fuel in drum, and the vendor is often reluctant to guarantee delivery.

So, the DESC team had several challenges to overcome to help participants successfully fuel the exercise.

The CBU's contracting team (Chief of the CBU's Ground Fuels Division II Tyler Parker, Contracting Officer Ditu Kasuyi, Contracting Specialist Luis Beza-Cay, and Inventory Manager Audrey Scott) collaborated with DESC Pacific's Army Capt. John Smith, Army Maj. David Bennett, Dave Douglas, Chief Warrant Officer Robert Warnick, and Chief Warrant Officer Paul Gill.

Chris Barnett, chief of the DESC Technology Team, and Procurement Analysts Christine Owens and Elizabeth Perkinson helped expedite loading the contracts in the system. They also expedited getting military personnel access to the Paperless Ordering and Receipts System and teaching the personnel how  
*January 2008*



*Ditu Kasuyi and Luis Beza-Cay appear in a collage of the Defense Energy Support Center logo and Phiblex '07 humanitarian activities. (Graphic by Tyler Parker)*

to use the PORTS system. The team often worked nights and weekends because of time zone differences. They kept an open line of communication between the customer and the supplier.

The DESC team awarded a contract in under two weeks to Petron Corporation in support of the PHIBLEX exercises. And, the DESC-PLB team negotiated an expedited delivery for the drummed fuel requirements identified in the award.

Some say TEAM is an acronym for Together Everyone Achieves More. But, the DESC team believes TEAM means Together Everyone Achieves their Mission.

**The team had just 14-days for procurement and only a 20-day lead time before the first delivery. They awarded a contract in under two weeks and negotiated for expedited delivery.**

Cont'd from page 25.

open and close, Pulley recalled.

For truck-fill operations, the hoses were pre-heated in the maintenance shop and positioned on a hose rack. The warm hoses were bent to the manifold of the truck. Thirty minutes later, when the truck was full, the hose was frozen in place – and sometimes the truck was frozen too. When the hose was disconnected, employees had to move the trucks instead of the hose to switch to the next vehicle, McIntosh explained. More recently, the DFSP began using arctic hoses with swivel joints to alleviate the problem.

Kovar said additive injection was a challenge as well. Normal oil was too thick and synthetic oil had to be used during the winter months. In addition, heat tape had to be applied to each injector. Three hours before fuel movement, the night security guard would have to plug in the heat tape allowing the injectors to warm.

Sometimes it's so cold employees can only work outside for 10 to 15 minutes at a time. Then they need to go inside to warm up before going back out into the cold. Often employees monitored fuel transfers at the filters, sampling for particulates, checking the pressure gauges, etc., and traveled back and forth to the Williams Pipeline terminal in the cruelest weather conditions.

Pulley recalled a visit in January 1997 from then-Col. Loren Reno, the Defense Fuel Supply Center (now DESC) commander. "He walked the lines with our employees in the middle of the night. He was out there a long time getting to know what we do and the conditions we worked under. We had a lot of respect for him for doing that. And we never heard any more [negative] comments from folks at headquarters who didn't understand how tough the simplest things could be here," he said.

All three gentlemen recalled the time in winter of 1996 when a "pig" [pipeline inspection gauge] got stuck in the line, impeding fuel flow, and workers had to separate the line to get the pig out. It was the kind of "hard times" that binds the participants

together in a brotherhood of sorts.

But, winter wasn't the only challenge. When snow melted in the "road repair" season, the dirt became mud, and the truck-fill areas weren't paved until 1996. "We used to have to move the transfer trucks out with [bull]dozers," Kovar laughed.

"Things were pretty bleak to start," said Kovar. But the updates in the 1990s were a great improvement, he said.

The facility's security guards were responsible for safety as well as security. They walked the perimeter and the pipeline hourly. Often they were the only ones on site. And, as in the case of the fuel injection process Kovar described, sometimes they were responsible for fuel operations as well.

Pulley praised the security guards, noting they had discovered problems like leaks and railcar fires during their night rounds and had averted environmental and safety mishaps through their conscientious and swift action.

"We never had any mishaps in all those years," said Pulley.

"Once people got hired at the terminal, they stayed," McIntosh explained. "We were like family. Everyone had a good attitude. We had the right equipment and took safety seriously. People wanted to be there."

Pulley lauded the government and contractor employees who had worked at the DFSP over the years. "They were on top of things 24 hours a day, no matter what the weather conditions were," he said.

Will Moore, DESC Americas-East quality assurance representative, called the DFSP Grand Forks "the most well-kept DFSP I've ever seen" and the employees of Doss Aviation, the contractor operating the facility, "dedicated professionals."

Pulley concurred the day he came to Grand Forks to open the valve for the final transfer: "These pipes aren't even dirty," he exclaimed.

Pulley is retired and keeps busy driving a Zamboni in Dickinson, N.D. McIntosh is still overseeing other fuel facilities for DESC, and Kovar is now working at Grand Forks AFB under a modification to the Doss Aviation government-owned, contractor-operated contract.



## The Doss Aviation team at DFSP Grand Forks, Oct. 29. (In

parentheses are the number of years each employee has worked at the DFSP and a PT for part time.) **Back row from left:** Master Sgt. Dan Berry (PT 10), Dave Hubbard (16), Rick Hamrick (4), Master Sgt. Brian Walters (PT 2), Master Sgt. Greg McDonald (PT 3) and Winston Johnson (25). **Front row from left:** Jason Hayes (PT 2), Jim Jones (7), Brenda Voorhees (2), Dave Voorhees (PT 8), Superintendent Dave Kovar (25), Tim Ness (27), Wayne Kendle (15) and Jack Carter (PT 20). Doss' contract to operate the DFSP was modified to provide four employees to off-load fuel at Grand Fork's Air Force Base's truck fill stations until a new bulk fuel contract is in place later this year.

# Aerospace Energy hosts hypergol container meeting

**By Director Sharon Murphy  
Aerospace Energy Commodity Business Unit**

The Defense Energy Support Center's Aerospace Energy Commodity Business Unit hosted the annual hypergol container meeting with many customers in San Antonio Oct. 17.

This annual meeting provides a forum for the hypergol community to meet and discuss various issues involved with the production, transportation and handling of hypergolic rocket propellants. Hypergol is a term used to characterize rocket propellants (fuel and oxidizers) which spontaneously ignite upon contact with each other. The hypergolic propellants managed by the Aerospace Energy CBU are extremely hazardous. They include several hydrazine fuels and various grades of dinitrogen tetroxide safely shipped around the world in specialized containers.

The hypergol community includes representatives from the Department of Defense, NASA, the commercial space launch industry, propellant producers, container manufacturers and other supporting businesses.

Through the efforts of the entire CBU, this community is brought together every year to meet and share experiences and issues involved with the handling of the propellants and the containers. Participants also discuss new technologies, equipment, laws and regulations pertaining to the transportation, handling and production and other issues of concern.

Since its inception in 1994, the meeting has proven extremely successful because it allows personal interface between the CBU and its customers and suppliers to address and resolve important issues surrounding the production and shipment of

these extremely hazardous products – both critical to national defense and the U.S. space program.

At this year's meeting, held at the CBU's offices, discussions topics included the results of tests involving several proposed modifications to the cylinders to make them safer, and the plan for which modifications will be implemented and what further testing should be conducted. The topics also included recently implemented changes to the product specifications and proposed changes for future revisions.

The afternoon session began with a briefing on the new dinitrogen tetroxide supplier contract with Terra Mississippi Nitrogen of Yazoo City, Miss., and their schedule of service line items. The sessions ended with a briefing about accountability on Defense Working Capital Fund-owned inventory, property, plant and equipment managed by the CBU. In addition to these presentations, participants received answers to questions regarding issues such as the development of the standard price for each commodity and annual customer forecasts.

The hypergol container meeting continues to be an excellent forum which provides accessibility and great networking opportunities for everyone in the hypergol community. This face-to-face arena makes it possible for DESC customers to communicate openly on major or minor container or product issues. It also allows for government and industry to discuss and develop better solutions to the mutual benefit of the United States space industry and the Defense Logistics Agency, DESC's parent organization.



*Standing on the left is Director Sharon Murphy as she addresses attendees on standard prices. Also standing are Joe Beach, contracting division chief, at the podium and Andy Avila, chief of the Material Support Branch.*

# Two DESC teams win David Packard Award

By Susan Declercq Brown  
DESC Public Affairs

Two Defense Logistics Agency teams, both in the Defense Energy Support Center, received the 2007 David Packard Excellence in Acquisition Award Nov. 7 from Deputy Undersecretary of Defense for Acquisition and Technology James I. Finley at the Fort Belvoir, Va., Officers' Club. The Operation Iraqi Freedom Bulk Helium Support Team, part of the Aerospace Energy Commodity Business Unit; and the Government Fuel Card Program Team, spearheaded by the Fuel Card Program Office, were selected for the honor.

The award honors superior Department of Defense acquisition teams. It is named for the late David Packard, founder and chairman of the Hewlett-Packard Company and later, deputy secretary of defense.

"This is our most prestigious team award for acquisition excellence," said Acting Undersecretary of Defense John J. Young Jr. "It recognizes teams that demonstrated exemplary innovation and best acquisition, technology or logistics practices."

"This year as we have four teams being recognized; not so much for what they did alone, but for what they accomplished together. The winning teams before you today each used new and innovative ways to expand the talents of their people, to extend the life of our materiel, and to stretch the purchasing power of scarce dollars. They also used innovative ways to work with industry and to manage their projects," said Findley in presenting the awards.

The Government Fuel Card Team was recognized for making the acquisition system more efficient, responsive and timely. The team demonstrated a consistent pattern of warfighter support, fiscal stewardship and proactive action, according to the nomination package.

The OIF Bulk Helium Support Team was lauded for re-engineering the delivery of bulk helium to Iraq in support of two U.S. Army aerostat programs. The team established an efficient end-to-end supply chain and a responsive customer-support structure, according to the nomination package.

"The fact that two DESC teams have won this award is a tribute to the leadership and excellence of every member [of the DESC team]," said DESC Director Sandy Sanders in announcing the awards to the workforce.

## The Government Fuel Card Program Management Office

The fuel card team manages and operates three fuel card program which enable government customers to purchase fuel

conveniently from participating suppliers. The Aviation Intoplane Reimbursement Card or AIR<sup>SM</sup> Card is used by every aircraft in the Defense Department inventory, as well as by many other federal agencies, to purchase fuel at civilian airports. The DoD Fleet Card<sup>SM</sup> is used at commercial service stations to refuel all Defense Department owned or leased vehicles. And, the Ships bunkers Easy Acquisition (SEA) Card Order Management System, or SCOMS<sup>SM</sup> provides a secure on-line order management system to fuel Navy, Military Sealift Command, U.S. Coast Guard and Army vessels. Users can order, receipt and pay for fuel electronically at commercial ship refueling merchants world wide.

Jointly, the three programs process around 900,000 transactions yearly for approximately \$750 million of services.

In selecting the team for this honor, Finley said the team had directly and positively impacted that support to aircraft, tactical vehicles and warships, extending the logistical lifeline and enhancing operational readiness.

When the Government Fuel Card Program Office was formed in 2006, the AIR and Fleet Card programs had been active for ten years, but the SEA Card was still just a concept. Since that time, the office launched the SEA<sup>SM</sup> Card, continuously improved the system and expanded the customer base to include the Coast Guard and the Army, in addition to the U.S. Navy and Military Sealift Command. SCOMS electronically links ships' supply officers to DESC, contract merchants, and the Defense Finance Accounting Service.

"Team efforts on the SCOMS dramatically improved support to ships underway, providing a simple yet secure auditable process for ordering over \$200 million annually in ships' bunker fuel," the award program said.

Strategic sourcing accomplishments on the AIR Card program allowed the military services to maximize the cost and quality benefits of DESC into-plane contracts, and leveraging the AIR Card also led to more than \$12 million in DoD savings from posted airport prices when non-contract airport locations were used.

The fuel card team was also lauded for developing computer-based training for customers and vendors; implementing Office of Management and Budget and DoD policies which dramatically improved auditability; and fiscal stewardship initiatives.

"Each of these accomplishments provides further testament to the professionalism, innovation, and best acquisition practices that made the fuel team worthy of this prestigious award," Finley said.

"One of the things I'm proudest about," said Frank Pane, director of the fuel card program management office, "is that

the team that was recognized contained not only the fuel card office, but representatives from DESC's Direct Delivery CBU, and the resources and legal teams that support our mission, as well as key representatives from the military services."

"By using the collective strength of the team, we not only can facilitate continual improvement on our two mature programs — AIR and DoD Fleet — to meet the needs of the warfighter and maximize stewardship, but also wrestle with the complexities and nuances of fielding a new system like the SEA Card Order Management System," Pane explained. He also contributed two fuel card contractors — Multi Service Corporation and Voyage — with providing excellent partnership support.

Pane said the team's biggest challenge was supporting the diverse processes and needs of the SCOMS users. "At the end of the day, the vessels might all consume the same type of fuel, but the internal processes of each service to place and process the order might vary greatly," he explained. "Merging and melding these unique requirements within the technical capabilities that framed the requirement was a real challenge.

Some of the internal team meetings were not pretty — kind of like the 'making sausage' analogy, but keeping all eyes on the end objective and trying to use commonality as starting points was key."

Team legal counsel Dani Irvine said keeping up with the technology was the most challenging aspect of her role on the team. "I'm a lawyer, not a computer programmer, so I had to learn fast," she explained. "There's an enormous amount of creative problem solving that has taken place in order to meet the customer's needs while still complying with various regulations and policies."

"As an attorney, there's an additional layer of gratification for me in having my clients see me as a part of their team. That's huge," Irvine said.

"We pull hard everyday because the aircrews, vehicle drivers, and ships we directly support deserve no less. However, everyone likes a pat on the back, and I'm proud that the efforts of the team to support the warfighter were recognized," Pane concluded.



*The Government Fuel Card Program team and well-wishers pose with the newly awarded 2007 David Packard Excellence in Acquisition Award. In the front row, from the left, are Frank Anderson Jr., president of the Defense Acquisition University; Defense Energy Support Center Director Sandy Sanders; Government Fuel Card Program Management Office Deputy Deborah VanKleef, GFC PMO Director Frank Pane; Scottie Knott, Defense Logistics Agency component acquisition executive; Debora Wood, DESC Direct Delivery Commodity Business Unit; and James I. Finley, Deputy Under Secretary of Defense for Acquisition and Technology. In the back, from the left are Stephanie Lewis-Vance, Liz Baines, Don Williams, Rene Kinsey, Rudy Cruz-Olmo, Linda Sherrod, Mary Culbreth, and Ann Sielaty, all of the GFC PMO.*

*Continued on page 32.*

## The Operation Iraqi Freedom Bulk Helium Support Team

The bulk helium team re-engineered the concept of operations to deliver helium to two critical force protection and intelligence gathering programs in the Iraqi theater of operations – the Army's Rapid Aerostat Initial Deployment program and the Persistent Threat Detection System program. Both aerostats rely on timely and secure delivery from DESC of the helium used for lift and flotation.

The team had previously provided helium in contractor-provided "quads," four cylinders enclosed in a metal frame connected by a single manifold. They were delivered to the theater by boat and then convoyed from a commercial helium fill plant in Dubai, United Arab Emirates. Because requirements didn't usually emerge until an Aerostat was damaged, the re-supply response time from the time of customer ordering was two to three weeks. The CBU determined re-engineering was needed to dramatically shorten the delivery time, said Aerospace Energy CBU Director Sharon Murphy.

"We tackled this challenge like we do everything else in our CBU – brainstorming with continuous process improvement," Murphy explained. "When you get a lot of smart people who are experts at what they do in a room, identify the goal, and then work to improve the process from an overall program management perspective, you'll get great results every time."

"It was Helium Team's dedication to supporting the DoD warfighter to which I attribute our success," said contracting officer and team member Rose Dominguez.

The team's work dramatically reduced the delivery down to two-three hours, Finley noted.

"In addition, the team saved more than \$6.7 million by refurbishing out-of-service government-owned trailers gathered from numerous customers CONUS [continental United States]-wide," noted the award certificate. These trailers, which had previously been destined for disposal were used in lieu of purchasing new trailers to be delivered to Iraq.

The trailers required repairs before departure, as well as repairs enroute to the contractor's refurbishment facility. So, the team employed a unique acquisition strategy; their multiple indefinite delivery, indefinite quantity refurbishment contracts covered planned work as well as enroute emergent repairs being completed on the trailers.

DESC refurbished 48 such trailers. Once refurbished, the trailers were filled with helium and airlifted to Iraq. Because the team also switched from a cylinder-rack delivery system to a tube-bank trailer, the trailers could carry more helium in each delivery. This lessened the burden and cost on the overstressed logistics system in Iraq, the award nomination

packaged stated.

The helium team also established a Defense Fuel Support Point for helium in Iraq where helium could be stored and issued closer to the warfighter. There, customers could exchange an empty trailer for a full trailer, "much as a Lowe's or Home Depot customer exchanges an empty butane canister for a full one," Murphy explained.

A DESC bulk helium transportation specialist also deployed to Iraq to augment the DLA Contingency Support Team in order to establish accounting procedures and ensure a smooth supply chain process at the DFSP.

The team derives great satisfaction from knowing that they are supporting the men and women in uniform, said Dominguez.

Their innovation and exceptional efforts in support of the warfighter make them worthy of this prestigious award, stated the certificate.

Murphy says the team plans to celebrate later this year when Sanders will present the award in San Antonio where most of the helium team is located.

Murphy said she is proud of the team's accomplishments, "however, until I stepped back and put pen to paper to actually write up the nomination package this year, I didn't realize just how monumental our achievements were," she explained.

"I tend to drive folks pretty hard on a day-in, day-out basis to support customers to the max, to think outside the box, get more done, improve the process, — to not be satisfied with 'this is how we've always done it,'" she said. "Re-thinking how we support our customers and revising the acquisition strategy accordingly is routine here - a way of life, if you will, for folks in the CBU. We live continuous process improvement every day."

"I'm really pleased they've been recognized this way for all that hard work and commitment," she said.

This is the second year in a row the CBU has won the Packard Award. Last year, the Hydrazine Acquisition Team was also honored for its innovation strategies that saved millions of dollars and obtained a competitive contracting process for hydrazine, a product that had been supplied by a sole source for more than two decades.

"It's just incredibly rewarding that we're being recognized for both efforts - back to back. Of course, we're going for a three-peat next year!" said Murphy.

The Mobile Electric Power Integrated Product Team of Marine Corps Systems Command and the Navy's OHIO Class SSGN Conversion, Delivery, Modernization and Test Team also received the award this year.





*The Operation Iraqi Freedom Bulk Helium Support Team and well-wishers pose with the newly awarded 2007 David Packard Excellence in Acquisition Award. In the front row, from the left, are Frank Anderson Jr., president of the Defense Acquisition University; Army Col. James Meyer, director of Operations for the Defense Energy Support Center; DESC Director Sandy Sanders; Aerospace Energy Commodity Business Unit Director Sharon Murphy; Scottie Knott, Defense Logistics Agency component acquisition executive; and James I. Finley, Deputy Under Secretary of Defense for Acquisition and Technology. In the back, from the left, are from the Aerospace Energy CBU Robert Gloria, transportation specialist; Betty Hoge, contract specialist; Bulk Helium Lead Item Manager Liliana Pyle; and Sylvia Urias-Vallejo, contracting officer; and Director of the DESC Small Business Office Lula Manley and DESC Quality Assurance Specialist Rod Fischer.*

## Vehicle operators praised



*For four months, three vehicle operators have exceptionally supported DESC's bulk helium program for two Army aerostat programs in Iraq, says Capt. Josh Strakos, DLA Contingency Support Team Iraq. From the left, Staff Sgt. Brian Klinger, Tech. Sgt. Doug Wood, and Senior Airman Manuel Alba, 447th ELRS Vehicle Operations Unit, take a break from the DLA-owned trailer they operate at the Baghdad airport. The trailer is destined for Al Dhafra Air Base where it will be picked up and refilled by Global Gases, the Aerospace Energy Commodity Business Unit's helium supplier in Dubai, U.A.E.*



# *The Big Picture*

## **DESC schedules Worldwide Energy Conference**

*April 14 - 16, 2008*

*Defense Energy Support Center  
Worldwide Conference*

*Hyatt Regency, Crystal City*

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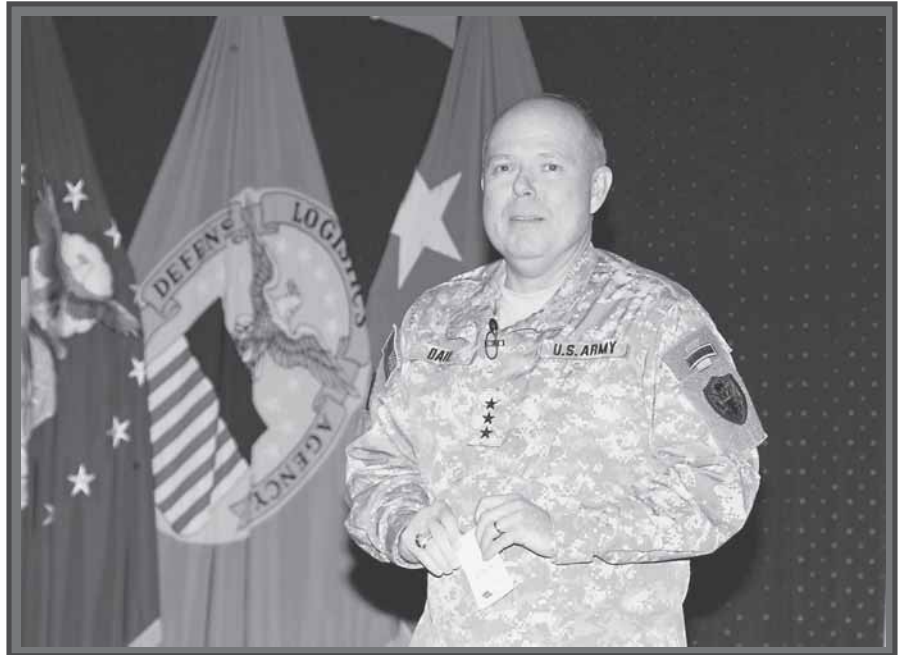
# DLA Director outlines priorities, thanks service members

By Christine Born  
DLA Public Affairs

From fuel, to spare parts to medical supplies, and everything in between, the Defense Logistics Agency is delivering supplies to the far reaches of the globe.

DLA Director Army Lt. Gen. Robert Dail said he is proud of the work force and outlined his priorities for fiscal 2008 at his Director's Call Oct. 30 in the Headquarters Complex McNamara Auditorium, Fort Belvoir, Va.

"Is our service worthy of our Armed Forces' service and sacrifice to the nation?" Dail asked. "I am proud to be part of DLA. We deliver the goods to these kids in uniform that makes them want to keep serving this country. Service members thank you for what you are doing."



*DLA Director Army Lt. Gen. Robert Dail said he is proud of the work force and outlined his priorities for fiscal 2008 at his Director's Call yesterday in the Headquarters Complex McNamara Auditorium. (Photo by Thomas Wilkins)*

## *Dail's priorities for 2008 are:*

- Warfighter support
- Base Realignment and Closure 2005 Implementation
- Joint Regional Inventory and Materiel Management
- Defense Transportation Coordination Initiative
- Integrated Data Environment/Global Transportation Network Convergence

"I want to personalize these [priorities] for everyone," he said.

For BRAC, DLA is supporting the Air Force in its implementation and making future plans to work with the Navy and Army in the same capacity.

The JRIMM initiative will produce a single distribution hub at Pearl Harbor, Hawaii, to support all the supply points in Hawaii. Approximately 8,800 national stock numbered items will be absorbed into one hub in Honolulu, Hawaii, and that hub will eliminate redundant supply stocks maintained by the individual services, as well as utilize ground shipping sources to lower costs and improve DLA's response time, he said. Dail hopes to expand this system to the rest of the Pacific Rim after the project proves successful at Pearl Harbor.

Scheduled for roll out in the spring, DTCI involves U.S. Transportation Command transporting continental U.S. freight from DLA distribution centers using a third party logistics provider.

"I'm proud of the way New Cumberland, Pa., San Diego, San Joaquin, Calif., and Oklahoma City, Okla., have embraced this concept," Dail said.

DLA wants to put a system into the hands of its customers to give them the ability to log onto a global support center and track their stuff so they can get information on where it is and when it will be delivered. That is what IDE/GTN is about, Dail said.

"This is about empowering the work force to get solutions, get data and solve peoples' problems," he said.

# C-17 makes first flight with synthetic fuel

By Senior Airman Jason Hernandez  
Air Mobility Command News

The Global Reach Combined Test Force began testing a C-17 Globemaster III using a Fischer-Tropsch synthetic fuel blend at Edwards Air Force Base, Calif., Oct. 18. The Defense Energy Support Center's Bulk Fuels Commodity Business Unit contracted for the fuel with Shell Malaysia after leading a competitive solicitation.

Flight tests began the following day, and this was the first time a C-17 was flown using the F-T fuel blend. Another test flight was conducted Oct. 22 as part of the Air Force's plans to certify the C-17 with F-T blended fuel and develop an overall process to certify all aircraft in the Air Force inventory with F-T fuel.

The Air Force certified its first F-T blend fueled aircraft, the B-52H, at Edwards AFB Aug. 8, after a series of tests.

"Our goal was to prove that the F-T fuel blend operates the same as JP8 fuel with no adverse effects," said Maj. Scott Sullivan, 418th Flight Test Squadron, experimental C-17 test pilot. "We started out with ground testing, which involved running the auxiliary power unit and the running engines up to maximum take-off power. We then proceeded to flight tests and

*C-17 begins first synthetic fuel test flight*



performed throttle transients at varying altitudes and air speeds."

The natural gas blend of F-T fuel was mixed with JP8, he said. It was essentially the same fuel blend used in the B-52H tests except the manufacturer was different. The C-17 used a Shell blend, while the B-52 used a blend from Syntroleum Corporation.

"The C-17 has engines that are very similar to those used in multiple commercial aircraft, which is an important reason to certify the C-17 with the F-T fuel blend, said Lt. Col. Bob Poremski, C-17 Integrated Test Team director, said.

"Certifying F-T fuel blends on the C-17 creates the potential that commercial carriers will look at alternative and synthetic fuels to burn in their fleet," he said. "This will ultimately reduce the amount of imported oil we burn in the United States and open up venues for other synthetic fuels."

The Air Force plans to test and certify every airframe to fly on a domestically-produced synthetic fuel blend by early 2011.

## Air Force runs synthetic fuel tests

By Philip Lorenz III  
Air Force News Service

The Secretary of the Air Force viewed the first ground testing of the General Electric F101 engine using a 50-50 mix of Fischer-Tropsch synthetic fuel and JP8 jet fuel Nov. 27 at Arnold Air Force Base, Tenn.

Secretary Michael W. Wynne witnessed the first series to qualify a high-performance, afterburning engine with FT fuel for a combat aircraft at the Arnold Engineering Development Center.

The Air Force's synthetic fuel initiative has already reached some significant milestones this year, including successful flight certification of the B-52 Stratofortress and successful qualification ground testing of the engine that powers both the C-17 Globemaster III and the Boeing 757, Wynne said.

The ground testing of the B-1B Lancer engine is the next step toward certifying the second bomber aircraft.

"This test that we're going to do today, on a two-stage engine, the F101, is the first reach into the supersonic," he said. "Once we do the qualification on the ground, then we'll mount that engine back into an airplane, and we'll fly the B-1B on a supersonic flight (using synthetic fuel)."

Secretary Wynne, who was at Arnold AFB to observe the FT engine ground test and certification process, said alternative fuel is not currently being commercially produced on a large scale in the United States. He hopes the current testing will help to change that.

"We know that we're being watched by all of our colleagues

# Fuel contractors charged

## Department of Justice Press Release

Two Department of Defense contractors were arrested in New York City on Jan. 6, 2008, and charged with conspiring to steal information relating to U.S. Department of Defense contracts to supply fuel to DOD aircraft worldwide, the Department of Justice announced today. Two contractor firms and a third individual are also charged with participating in the conspiracies.

In a three-count indictment returned on Dec. 5, 2007, and unsealed today in U.S. District Court in Baltimore, Christopher Cartwright and Paul Wilkinson were charged for their roles in the conspiracies. Along with Cartwright and Wilkinson, two affiliated companies — Prague, Czech Republic-based Far East Russia Aircraft Services Inc. and the Isle of Man-based Aerocontrol LTD — were also charged in the indictment. FERAS also has an office in Houston. Cartwright and Wilkinson are U.S. citizens who have been living in Prague. A separate charge was filed today in U.S. District Court in Baltimore against a third individual, Matthew Bittenbender, alleging the same criminal conduct. Bittenbender resides in Baltimore. The Department said the conspiracies took place from about February 2005 to about July 2006.

“These cases demonstrate that we will aggressively investigate and prosecute those who attempt to derail the efforts of the Department of Defense to obtain essential goods and services, such as aviation fuel, at competitive prices,” said Thomas O. Barnett, Assistant Attorney General in charge of the Department’s Antitrust Division.

According to the indictment, Cartwright, Wilkinson, FERAS

and Aerocontrol conspired with Bittenbender to defraud the United States, commit wire fraud and steal trade secrets. Bittenbender was a former senior contract fuel manager at Avcard, a division of Kropp Holdings LLC, a Hunt Valley, Md., company which provides fuel and fuel services to commercial and government aircraft. Bittenbender is charged with taking confidential bid data and other proprietary information related to fuel supply contracts with DOD from Avcard, and selling that information to competitors Cartwright, Wilkinson, FERAS and Aerocontrol. In return, Bittenbender received cash payments and a percentage of the profit earned on the resulting fuel supply contracts awarded by DOD. According to the charges, Cartwright, Wilkinson, FERAS and Aerocontrol subsequently used that illegally obtained information to bid against Avcard at every location where the companies were bidding head-to-head, thereby subverting DOD’s competitive bidding procedures for fuel supply contracts. Ultimately, the indictment alleges, Avcard lost each of the contested bids, and DOD was deprived of its right to competitive bids.

Aviation fuel is obtained by the DOD through the Defense Energy Support Center which lets contracts for a variety of products including aviation fuel. Aviation fuel procured by the DESC is delivered worldwide to locations, including Croatia, Bulgaria, and Bagram, Afghanistan.

“Investigating corruption within the Defense Department and fraudulent contracting practices directed at the DOD is a priority for the Defense Criminal Investigative Service, and this case demonstrates that DCIS will expend the resources to investigate these sorts of allegations, no matter if the subjects are in the United States or abroad,” said C.R. Gillum, Resident Agent in Charge for DCIS in Baltimore.

A violation of defrauding the United States carries a maximum sentence of five years of imprisonment and a fine of \$250,000 for an individual, and a fine of \$500,000 for a corporation. A violation of conspiracy to commit wire fraud carries a maximum sentence of 20 years of imprisonment and a fine of \$250,000 for an individual, and a fine of \$500,000 for a corporation. A violation of conspiring to steal trade secrets carries a maximum sentence of 10 years of imprisonment and a fine of \$250,000 for an individual, and a fine of \$5 million for a corporation. The maximum fines may be increased to twice the gain derived from the crime or twice the loss suffered by the victims of the crime, if either of those amounts is greater than the statutory maximum fine.

Today’s charge is an example of the Department’s commitment to protect U.S. taxpayers from public procurement fraud through its creation of the National Procurement Fraud Task Force. The National Procurement Fraud Initiative announced in October 2006 is designed to promote the early detection, identification, prevention and prosecution of procurement fraud associated with the increase in contracting activity for national security and other government programs.

## on afterburner

throughout the aviation industry,” he said. “We hope the fuel becomes a free-market commodity. If that happens, then we will have done what we set out to do — reduce our dependency on foreign oil and increase our choices for fuel.”

He said synthetic fuel production has been done successfully before in Germany, Japan and South Africa, but the Air Force wants to go beyond what has been achieved in the past.

“We would like to qualify our engines, not to a particular synthetic fuel, but instead to an improved process and to achieve a chemical standard,” he said. “We are now well aware of our contribution to carbon. We also well know that as part of the manufacturing process, we will have to reduce our carbon footprint and be a little kinder to the environment.”

# DLA strives to eclipse customers' expectations

By Booker Chambers  
DSCR Public Affairs

The Defense Logistics Agency is implementing goals to help the Navy by extending forward its employees, inventories and logistics capabilities beyond traditional borders.

In October, all five of DLA's forward deployed employees working with Navy customers in San Diego began reporting to DLA's aviation supply and demand chain manager, Defense Supply Center Richmond, Va. In all, 26 DLA-forward presence employees will begin reporting directly to DSCR starting Oct. 1, to capitalize on best value opportunities to improve warfighter readiness.

"The value to this customer of being permanently forward at their site as a customer support representative is to bring a name and face to DLA and DSCR," said Paula Chavez, DLA customer support representative at Fleet Readiness Center Southwest, San Diego. "This customer knows I am available to answer any DLA issue or to elevate their concerns when it is required. I bring 27 years of logistics experience to this job and have established a relationship of mutual respect with the customer. I want them to know that they can depend on me, and trust that I will always try to provide accurate information and guidance when they have a DLA concern."



Workers at Fleet Readiness Center Southwest, San Diego, install Defense Logistics Agency-provided parts in a Navy aircraft. (Courtesy photo)

DLA is extending the enterprise, and the most visible areas are customer support representatives, customer account specialists and demand planners at service locations, according to Air Force Col. Victor Wager III, director of Aviation Customer Operations. "It allows us to be actively engaged with the services and will help us know we are working the right issues with the correct priorities."

Chavez said that DLA and DSCR benefit by the insight the forward team at Fleet Readiness Center Southwest provides the customer regarding DLA issues. "As a CSR, we are invited to a wide variety of customer meetings and work right alongside the customer," she said. "We can immediately provide 'intel' to the right DLA agency or entity and resolve issues affecting the customer or issues that might have impact to DLA."

Being on site not only saves the customer valuable time in resolving difficult logistics issues but also helps DLA and DSCR to enhance the support provided to their customers, according to Chavez.

"You guys are out here actively engaged and breaking all of the rumors about DLA," said Roy Johnson, Fleet and Industrial Supply Center San Diego branch manager. "Paula helps us with the forecasting, identifying which ones are on contract and which ones are not so we can know how to develop our long-range plans. She also helps us ensure that the proper levels are available based on our long-range forecasting."

"We recently did a project on the radar domes and wanted to go out and piece part this process out," Johnson said. "What Paula did was say, 'No Roy, there is another way to do this.' She said let's set this up as a kitting process. We didn't know DLA did kitting. She brought in the kitting person from Richmond; he did his analysis and told us which ones he could and which ones he couldn't do. Those were the options that we didn't know were open to us in our efforts to attack these problems."

According to Johnson, one of the key things that have improved through their relationship with the DLA/DSCR representatives is communication. "Once you are out there with your customers you really begin to feel their pain," Johnson said. "Your representatives that are here truly feel our pain. They get to understand just how important it is to get that part/component to the customer in the field."

"Paula is the belly button," said Steve Manganelli, FISC engineering liaison to the component program. "Basically, anything that starts with DLA at all I go to her. She is my contact, my way in."



*A painter from Fleet Readiness Center Southwest, San Diego, prepares an air intake on an FA-18 Hornet for painting. (Courtesy photo)*

As with any major distribution chain, a percentage of material requires manual intervention to make sure it is going to arrive in a timely manner. The DLA people who are already forward deployed have been able to receive those requests directly eliminating the need to contact DSCR directly, according to Navy Lt. Cmdr. Shawn Henning, readiness officer at Fleet Readiness Center Southwest. “The DLA/DSCR people here are able to do things immediately and get a response back in relatively real time. This improves our ability to serve our customers and also improves feedback into DLA/DSCR.

“The FRCS has created a list of all material requirements for these aircraft that are here,” Henning said. “There used to be a weekly phone call with DSCR discussing the status and updates on line item by line item for every piece part that was on order for these aircraft. Now that Larry [Smith], customer account specialist, is here they are working on transitioning it so basically it is just a meeting with Larry. So it should increase the speed with which the information is coming back and how recent the data are.”

In addition to providing customer feedback to DLA and DSCR, the customer service representatives educate the customers on DLA processes and procedures.

“As a customer support representative I am located directly at the customer site and act as an interface between the operational customers in the San Diego area and DLA,” said Ute Sorrell, DLA customer support representative. “I can reach back across the enterprise, and coordinate and provide the customer with answers to their questions and resolutions to their logistics issues. Not only do CSRs resolve customers’ issues with DLA, they also provide training and education on DLA systems,

processes and procedures to ultimately foster a better partnership and greater understanding between DLA and the services.”

Mike Parnell, deputy for ashore training, policy and inspections, said the training Sorrell ends up providing is invaluable. “Although it is the same supply system big picture-wise, DLA works a little differently,” Parnell said. “Keeping up with all the changes in DLA from a headquarters perspective is important, and we rely on Ute to provide that knowledge to us.”

“Feel my pain. That’s what Ute has done,” said Navy Cmdr. Robert Hammond, supply officer. “She sees the passion in me and she can sense the pain that some of the actions or some of the non-actions of DLA has caused. I think that probably without a doubt is the number one thing that putting people here at the pointy end of the stick ... has enabled them to do. She has been able, I think, to go back and in DLA speak, speak with her shipmates back in Richmond and say no kidding, North Island really is in a lot of pain because of A and B and C.”



*Romeo Almerol from Fleet Readiness Center Southwest, San Diego, and Petty Officer 1st Class Adam Burlington, assigned to Helicopter Combat Squadron 21, review technical information on a portable laptop computer before installing Defense Logistics Agency-provided parts on an SH-60 helicopter. (Courtesy photo)*

# DLA-Warner Robins shop humming along after transition

By Amy Clement  
Air Force Print News

At a glance, you can't differentiate between Defense Logistics Agency employees and Air Force civilians in the F-15 Eagle wing shop at Robins Air Force Base, Ga.

Yet work continues to run smoothly following the mid-October activation of DLA-Warner Robins in which DLA gained 240 employees from the Air Force.

The new aviation supply chain detachment is part of 2005 Base Realignment and Closure supply and storage mandate. New DLA employees provide supply, storage and distribution support to the maintenance activities for Warner Robins Air Logistics Center. DLA-Warner Robins employees are located throughout the air logistics center in areas of support for aircraft flight, electronics product support, commodities product support and depot product support.

The BRAC 2005 decision called for the Department of Defense to reconfigure its supply, storage and distribution infrastructure into one integrated provider — DLA. The activation of DLA-Warner Robins marks Air Force Materiel Command's first air logistics center to implement the BRAC mandate, with Air Force positions in the 702nd Maintenance Support Squadron transferring in place to DLA.

DLA-Warner Robins is the first of 13 such supply, storage and distribution activations scheduled to take place during the next several years at Air Force air logistics centers and aviation

depots of other services. Similar transitions will take place in February 2008 at Tinker Air Force Base, Okla., and in April at Hill AFB, Utah.

The F-15 wing shop has eight cells set up where DLA and Air Force employees work jointly. The wings are brought into the shop on trailers to the cells where robotic machinery removes the screws so the skin of the panels can be opened.

Once the panels are opened, an Air Force maintainer removes the old foam and does a shakedown, which includes examining the wing to see what needs to be replaced, and compiles a shakedown parts list, said Mike Abbott, director of the materiel control unit and newly transferred DLA employee.

"The Air Force portion is located on the bottom floor where orders are placed. DLA's portion of the materiel inventory center, or MIC, is located upstairs," Abbott said. "DLA works with its contractor, Lockheed, to keep stock bins with DLA consumables in the production area full with items requested."

Once the wing panel is open, it goes out to be steam cleaned. This gives DLA employees a short-time period, or build-up phase, in which they can get the items into the bins before repair work begins. The shakedown list gives DLA lead time to get the part ordered from Richmond, Va., or New Cumberland, Pa., if it's not in stock in the materiel inventory center.

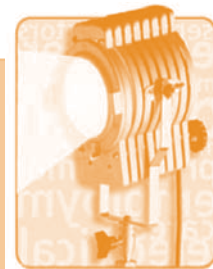
The shakedown parts list is sent electronically from the Air Force people to DLA employees on the second floor. DLA employees pull the lists, called print stuffer lists, and then go to the stock bins area and pull the parts and materials. The items are collected in carts and sent down to an Air Force expediter on the first floor who then takes the items to the requesting maintainer. If the items are not in stock, DLA orders the parts.



*Mitch Faraone, aircraft mechanic, demonstrates how accessible to an engine he can be on the under wing maintenance platform. (U.S. Air Force photo by Sue Sap)*



# In the Limelight



## Eaves named Employee of the Quarter (4<sup>th</sup> Qtr)

By Susan Declercq Brown  
DESC Public Affairs

Howard Eaves, an inventory and traffic management specialist from the Defense Energy Support Center Americas East office, was named the DESC Employee of the Quarter for the fourth quarter of fiscal 2007. DESC Director Sandy Sanders announced the award in a November e-mail praising Eaves as a valuable employee and a community activist.

“Howard is one of the best!” Sanders wrote.

DESC Americas East Commander Army Lt. Col. Phill Von Holtz echoed that praise. “Howard is a great employee. He’s been with us only about two and a half years, but you’d never know that from his level of commitment and competence. You’d think he’s a 15-year veteran,” Von Holtz explained.

“During this timeframe, he completed the jobs of two people,” Von Holtz said.

Eaves manages what Von Holtz called a massive workload. This includes distribution by transport tanker ships and the Gulf of Mexico barge Defense Fuel Support Points. The barge distribution pattern includes six major bases, two JP8 producing refineries and one intermediate level DFSP with five additional base-level locations supplied by tanker truck. On the East Coast, he manages inventory for six key DFSPs in the continental United States and two more overseas. These DFSPs service 24 base-level locations through pipe, rail, and tanker truck. Eaves also arranges for two barge deliveries per month of JP5 and F76 from DFSP Jacksonville, Fla., to service Marine Corps Air Station Beaufort, S.C., and DFSP Mayport, Fla.

Eaves ensures optimum levels of bulk JP8, JP5, F76, and fuel additives at all these locations. He oversaw the movement of many hundreds of thousands of barrels in just this quarter. To be successful, he must keep in constant communication with the Surface Deployment and Distribution Command, the DESC Bulk Fuels Commodity Business Unit’s Tanker Operations Branch of the Inventory and Distribution Division, refineries, DFSP personnel and base customers.

Eaves volunteered for this workload. Prior to this quarter, he was only responsible for the East Coast tanker locations. But, when a co-worker was transferred, eaves volunteered to take on the additional workload until a replacement could be found.

“Howard demonstrated he was a true team player,” said Von Holtz. “And while this would have been plenty to bite off for most people, Howard also volunteered numerous times to fill in for co-workers who were ill or on administrative leave.”

Eaves’ explanation for volunteering is simple. “I know that

the mission to support our customers has to go on,” he said. “The most challenging aspect is learning a new area,” and learning to accept that some mistakes will be inevitable, explained the self-proclaimed perfectionist.

When asked how he manages to handle the heavy workload, Eaves cited his personal mission statement: “Serve others through caring, providing, listening, my actions and teaching or training, with the freedom to spend quality time with my family.” The mission statement helps keep him grounded and focused.

Eaves was also praised for his ability to “think outside the box” and hone operations. This resulted in a far more efficient use of facilities to store DESC-owned fuel, said Randy Cottrell, Eaves’ team leader.

When Eaves noticed a decreasing volume of JP5 issued from Naval Air Station Pensacola, he envisioned a way to increase crucial JP8 storage in the Gulf Coast area vulnerable to hurricanes. He sold his solution to regional managers by gathering and presenting data from BSM Energy.

Eaves was instrumental in convincing two customers to switch from JP5 to the cheaper and more readily available JP8. And, he worked closely with officials at NAS Pensacola, DESC Bulk Fuels Commodity Business Unit, and the NOLSC, to convert two storage tanks at the naval air station from JP5 to JP8 storage facilities.

He also worked with the remaining JP5 customers to arrange supplies through DFSP Jacksonville and commercial truckers.

“Howard’s aggressiveness to tackle DESC priority audit concerns such as in-transit losses led to numerous movements being reconciled,” Von Holtz added.

Eaves is also active in the community as a minister and as a basketball coach for at-risk youth.

“We had a record eleven nominees this quarter,” said Sanders. “And the great work accomplished by all made this an especially difficult selection process. But Mr. Eaves’ superior performance and outstanding community service make him well deserving of this award.”



# Colbert Assumes Command of Mediterranean Region office

By Air Force Capt. Tim Voruz  
DESC Europe Mediterranean

The Defense Energy Support Center Mediterranean welcomed a new leader Oct. 25, as Navy Cmdr. Charles W. Colbert assumed command of the unit from Navy Cmdr. Andrea L. Lemon during a ceremony at U.S. Army Garrison Livorno, Italy. The ceremony was officiated by Army Col. Mike Foster, commander of DESC-Europe.

Colbert's wife, Carrie, and 20-month-old daughter, Cheyenne, were on hand for the ceremony.

Colbert comes to the new command from Mechanicsburg, Pa., where he was director of Inventory Modeling for the Naval Inventory Control Point. Previous tours include: sales officer and assistant services officer, USS George Washington (CVN 73), Norfolk, Va.; supply officer, USS Frederick (LST 1184), Pearl Harbor, Hawaii; and petroleum logistics officer, DESC Middle

East in Manama, Bahrain; budget officer, Bureau of Naval Personnel, Arlington, Va.; and Bulk Petroleum Oils and Lubricants intern, Navy Petroleum Office, Fort Belvoir, Va. This is Colbert's second tour with DESC, and he is accompanied by his family.

"It is truly an honor to be standing here today as the commander of DESC Mediterranean ... an organization with talented professionals who recognize that the warfighter is the ultimate customer ... where a call from higher headquarters, the field, the flightline or the fleet is not seen as a disruption of daily routine but serves as a reminder of the very purpose of our existence and mission," said Colbert.

"My objective for the first 60 days will be to listen to my staff, learn the area of operations and lead my organization," Colbert explained.

DESC is a field activity of the Defense Logistics Agency. The Mediterranean office is under the command of DESC Europe, headquartered at Wiesbaden, Germany. DESC-EU is commanded by Army Col. Mike Foster and is staffed with U.S. Navy, Army and Air Force military members, Department of Defense civilians and local national employees.

The DESC Mediterranean unit's mission is to provide energy solutions to meet customer requirements in a professional, efficient and economical manner throughout the Mediterranean region. The command enjoys strong partnerships with many U.S. and several foreign military agencies in Italy, Greece, Spain and Portugal. This teamwork ensures that fuel flows through various fuel depots and pipelines to support U.S. and NATO forces in the Mediterranean.



*Army Col. Mike Foster, commander of DESC Europe, passes the colors to Navy Cmdr. Charles Colbert as Colbert takes command of the DESC Mediterranean team.*

## Lemon leaves Livorno

*DESC Europe Commander Army Col. James Foster presents Cmdr. Andrea Lemon with a Defense Meritorious Service Medal for her three years of outstanding performance as commander of DESC Europe-Mediterranean. After leading the DESC Mediterranean team to work extensively with foreign and U.S. militaries to ensure customer service and delivery of fuel for installations in Portugal, Spain, Italy and Greece, Lemon bid farewell Oct. 25. Lemon headed to the Naval Inventory Control Point, Philadelphia. There she will be the director of Integrated Logistics Support.*



*Defense Energy Support Center Director Maynard "Sandy" Sanders greets retired Army Brig. Gen. Barb Doornick as she passes through a reception line Jan. 11. Sanders was promoted to major general in the U.S. Army Reserve in a ceremony moments before. Doornick is a former commander of the Defense Logistics Agency's Defense Distribution Center. The ceremony was officiated by Army Lt. Gen. Ann E. Dunwoody and was held in the McNamara Headquarters Complex on Fort Belvoir, Va. The Sheriff, as Sanders is sometimes known, invited all DESC employees to the ceremony and reception.*

## "Sheriff" adds second star

# Five fuelies win DLA-level recognition

By Susan Declercq Brown  
DESC Public Affairs

Five Defense Energy Support Center employees received Defense Logistics Agency awards in a ceremony Dec. 6 on Fort Belvoir, Va. The agency announced winners of the 2007 DLA Recognition Program awards, naming DESC employees Maria Ng, Linda Lorillard and Tia Ahmed as Personnel of the Year and DESC's William (Mike) Cochran and George Atwood as Leaders of the Year.

The personnel awards recognize performance that has been highly exemplary and inspirational to others, and that has contributed significantly to the success of the overall DLA mission. The leadership award recognizes leaders at all levels whose outstanding accomplishments and commitment to leadership merit special recognition.



Ng

Ng was selected as a winner in the GS7-12 category. As the contract specialist for the DESC Aerospace Energy Commodity Business Unit's Hypergols Team, she conducted an intensive program review when it was time to initiate the re-procurement for transportation services and determined that opportunities existed to streamline or re-engineer the requirement and potentially cut contract costs. The Hypergols Team developed a Business Case Analysis approach for the evaluation of proposals. The BCA projected more than \$4.2 million in savings over the contract terms for dinitrogen tetroxide (N204) and hydrazine transportation services.

"I believe the biggest challenge in awarding the transportation services contract was making sure we did not compromise the customers' needs while streamlining the existing process," said Ng.

Ng was also assigned as the contract specialist on the follow-on procurement for N204 estimated at a value of approximately \$117 million. This procurement was for production of N204 and related ancillary services in support of national defense and the U.S. Space Program. The decision to assign this acquisition to Ng was based on her proven positive

attitude, skills and capabilities, according to the award citation summary.



Lorillard

Lorillard was also selected as a winner in the GS7-12 category. She is assigned to the Aerospace Energy CBU where she is the sole contract specialist for the procurement of Gaseous nitrogen (GN2) for DESC's customers at Vandenberg Air Force Base, Calif. – Lockheed Martin's Atlas 5 rocket and Boeings's Delta 4 rocket. Both carry defense payloads into space.

Air Liquide is the sole source contractor and has supplied GN2 at the air force base via the contractor-owned-and-operated infrastructure built by Air Liquide in 1997.

During the course of awarding Air Liquide's follow-on contract, the customers' requirement changed many times.

"One [challenge] was in being able to define the "high flow" requirement and to create contract line items to adequately support the definition. Trying to bring all parties together in agreement was challenging as efforts had to be coordinated with commercial customers, the program office at Vandenberg, the contractor, and DESC requirements and technical personnel," said Lorillard.

Lorillard devised a pricing structure to ensure that pricing specific to "high flow events" was separate from both customers' day-to-day requirements. She negotiated a .5 percent reduction between Air Liquide's initial offer and its final revision. As a result of her negotiation skills, the award citation summary said, she personally saved the government more than \$254,000. Lorillard also ensured the contract was awarded on time, precluding mission failure.



**Ahmed**

Ahmed was selected as a winner in the GS13-15 category. She is a supervisory contract specialist in the Bulk Fuels CBU, responsible for what the award citation summary called the most demanding supply chain in DLA – providing fuel support to U.S. forces in Afghanistan.

She traveled to Islamabad, Pakistan, to host a conference with potential suppliers to address concerns and to ensure bidders understood the criticality of the mission and the associated risks of conducting business in Afghanistan. Ahmed also conducted a market survey for transportation services in Pakistan and Afghanistan and traveled to Dubai, United Arab Emirates, to hold a conference with companies that responded to the survey.

Ahmed was also the DESC representative to NATO for the Kandahar Air Field Transfer of Authority mission. She traveled to the Joint Force Command Brunssum, Netherlands, to identify potential obstacles affecting the transfer of the air field from U.S. to NATO control. Due to her expertise and experience in reviewing offers, NATO representatives requested her “by name” to return to JFC Brunssum to serve the U.S. representative on the panel reviewing the offers received under NATO’s bulk fuel solicitation for the air field.

“This award is a symbol of the great work that can be accomplished as a team. My team of buyers are high performers, and my management team are very supportive,” said Ahmed.



**Cochran**

Cochran was selected as a leader in the first line supervisor category. He is a quality manager in the DESC Europe region where, the award citation summary said, he supervises the largest segment of the region’s workforce – nine military, 16 U.S. civilians and one German local national.

The citation lauds Cochran for instilling a sound work ethic and setting high standards for performance which led to

superior efforts and achievements in providing high-level of quality service to the warfighter. Immediately after DESC awarded annual bulk fuel contracts for 2007, Cochran personally contacted the individual suppliers and requested the post-award meetings be arranged to discuss the contract requirements, address any and all concerns, and ensure complete understanding of the expectations of all parties prior to the beginning of the performance.

“I believe in taking care of the people I supervise. This means providing them support, listening to their needs and recognizing their achievements and contributions. This is my first priority,” said Cochran.

He maintains a multi-dimensional focus; he understands the military, U.S. civilian and German National performance systems. In supporting high standards and establishing an achievable work ethic, Cochran has trained and researched the regulations of each system in order to afford his employees the most effective and efficient working environment.



**Atwood**

Atwood was selected as a leader in the manager category. He is the deputy director of the Direct Delivery Fuels CBU. When the CBU was without a formal deputy director, Atwood, who was currently a division chief responsible for the award and administration of contracts, volunteered to take on the additional responsibilities without any additional pay or formal promotion.

He continued to perform the division chief duties, leading his team to accomplish many of its goals including developing a solicitation strategy for a follow-on contract, and participating in key negotiation strategies to ensure uninterrupted fuel support to critical locations in Afghanistan, Kyrgystan and Iraq.

As the deputy director and division chief, Atwood was responsible for several of DESC’s high-level acquisition programs. Among these was the DLA partnership with the Federal Emergency Management Agency to provide different classes of supply in the event of a natural or man-made disaster. The FEMA acquisition team consists of DESC senior leadership, FEMA representatives, contracting personnel and the contractor.

According to the award citation summary, Atwood has kept his team focused on DLA’s strategic direction – to provide fuel at the right time, to the right place, and at the right price to its customers.

# DESC Alaska volunteers



Working, from the left, Darlene Rosario, Commander Lt. Col. Bruce Bartholomew, Andrew Banez, Kaitlyn Collums, Tara Bartholomew, unknown, Marie Rodriguez and Annika Stang.

*DESC Alaska's staff and their families cooked, served and cleaned up, preparing lunch for more than 270 people when they volunteered at the Beans Cafe soup kitchen Dec. 15. (Photos by Kathleen Collums)*



*Army Sergeant 1st Class Robert Tate, quality assurance representative operations non-commissioned officer, discovers with a lot of food comes a lot of dishes.*



*Manning the serving line, from the left, are Bulk Fuel Specialist Jean Bennett, Darlene Rosario, Budget Analyst Cathy Lareau, Andrew Banez, Kaitlyn Collums, Annika Stang, Bulk Fuel Specialist Marie Rodriguez, and QAR Sgt. 1st Class Robert Tate. Deputy Commander Randy Banez looks on.*



*Quality Assurance Representative Jose Rosario chops.*



*Darlene Rosario, Bulk Fuel Specialist Jean Bennett and Jean Payne are the DESC Alaska "lunch ladies."*

# at local soup kitchen



Deputy Commander Randy Banez, retired Bulk Fuel Specialist Jack Payne and Jean Payne chip in.



Bulk Fuel Specialist Marie Rodriguez and Budget Analyst Cathy Lareau take a break from the action.

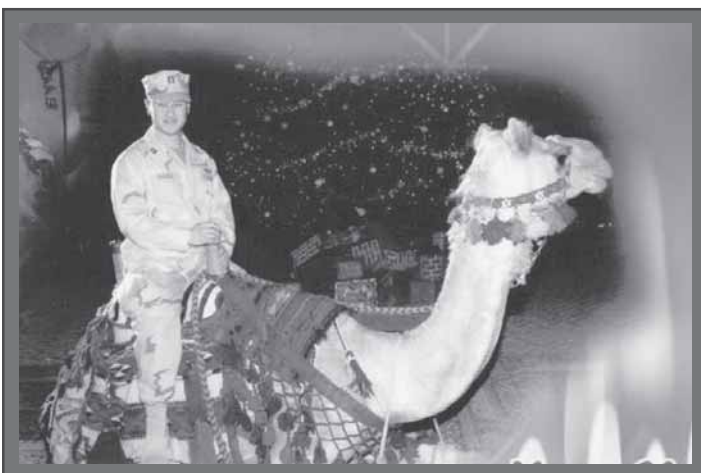
## DESC Middle East celebrates



Left: The DESC Kuwait team dresses for the holidays. From left, Quality Assurance Representative Mike Crutcher; Quality Assurance Representative Kevin Williamson; the unit commander; and Information Manager Lee Green. Camel Jassim looks on.

Bottom left: Navy Lt. Tony Nguyen, operations officer for DESC Middle East, rides in to the new year in Bahrain.

Below: The DESC Middle East team poses for a holiday greeting in Bahrain. From left back, William Hendricks, Ann Wilson, Jeff Feltner, Mark Firmani, Max Young, James Robinson and Maj. Timothy Haylett. From left front, Senior Chief Petty Officer Frank Floresca, Jack Whitaker, Col. Mark Olinger, John Smith and Carrie Alfalaj. Not pictured: Cmdr. James Harris, Andy Vallance and Roger Torgeson.



# Aerospace Energy's helium team bakes holiday cookies

*The Aerospace Energy Commodity Business Unit's helium team baked more than 25 dozen cookies for a "goodie box" to be sent to Capt. Josh Strakos, DESC's representative to the Defense Logistics Agency Contingency Support Team-Iraq. The helium team also included beef jerky, assorted candies, magazines, popcorn and the latest Pirates of the Caribbean movie.*

*The box was shipped Dec. 4, and when the box arrived in Iraq a week later, Strakos took some photos to show the helium team just how much their "goodies" were appreciated.*

**Bottom left:** *Cmdr. Michael Funnye, executive officer for the Defense Logistics Agency Contingency Support Team - Iraq, samples a cookie.*

**Bottom right:** *The Defense Logistics Agency Contingency Support Team - Iraq. From the left front, DESC's representative to the team Capt. Josh Strakos, Col. Gary Andrews, Maj. Dave Troutman, Tim Nourse, and Lt. Damon Allen. From the left rear, Petty Officer 2nd Class Chris Banning, Col. Keith Kodalen, Gloria Bowman, Mary Legeret, Ken Brown, Cmdr. Michael Funnye, Manuel Aceo and Cmdr. Michael Harr. In the back is Lt. Frank Solorzano. Not pictured: Lt. Bob Kurkjian.*

**Below:** *Col. Gary Andrews, incoming commander to DLA Contingency Support Team- Iraq, displays the homemade cookies they received. Two members of his team go through the rest of the goodie box.*





# Fort Belvoir fuelies gather for holiday festivities

*Fort Belvoir units of the Defense Energy Support Center and the military services' control points gathered Dec. 6 for dinner and dancing at the annual holiday party and "after party."*

**Top left: Break time** *Taking a break from the festivities at the Fort Belvoir party are, from left, Barbara Thompson, Ray Ortiz, Lindsey Hicks (front and center), Noemi Ortiz, Genny Morrow, Cassie DiSalvo, Cindy Smith and Chris Smith. (Photo by Robbie Robinson)*



**Top right: The diners club** *Pictured at the Fort Belvoir party, from the left, are Monica Moss, Annie Gordon, Pat Littlejohn, Waleska Pierantoni-Monge, and Nikki Gardner. (Photo by Robbie Robinson.)*



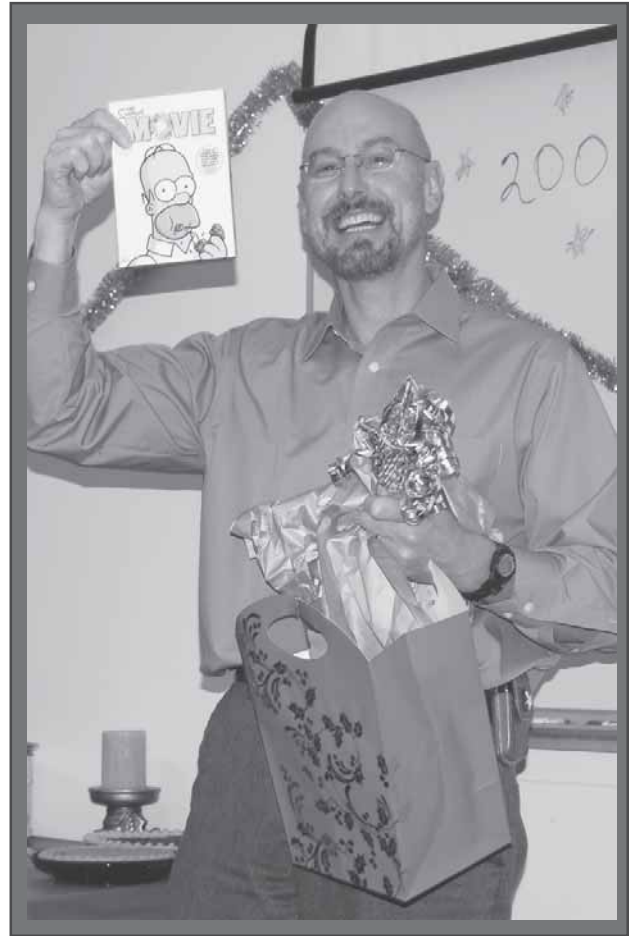
**Left: A star-filled event** *A bevy of stars entertained at the DESC Fort Belvoir holiday party: Ike Turner/Tom Jones, James Brown, Santa, the Ikettes, Elvis, and Tina Turner.*

*Channeling their inner celebrities, from the left, are Bill Middleton, Lindsey Hicks, Sam Bartenhagen, Tracey Williams, Sandy Sanders, Kenya McCants, Lori Graziano, and Melinda Hill. (Photo by Robbie Robinson)*

# DESC Americas sings in the holiday season

The Defense Energy Support Center Americas region and the Americas East sub-region joined forces to celebrate the holidays in Houston.

*Right: Randy Cottrell, DESC Americas East team leader for the Eastern Distribution teams, opens a gift during the Americas/Americas East holiday party. “Is someone trying to send me a message?” he asks.*



*Left: Lynn Gunnell, the J6-F information technology specialist, and Amy Dominguez, secretary for DESC Americas, accept accolades for their amazing karaoke rendition of “Rudolph the Red-nosed Reindeer” during the Americas/Americas East holiday party.*

Save the dates.  
Register today.  
See you there.

*April 14 - 16, 2008*

*Defense Energy Support Center  
Worldwide Conference*

*Hyatt Regency, Crystal City*

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