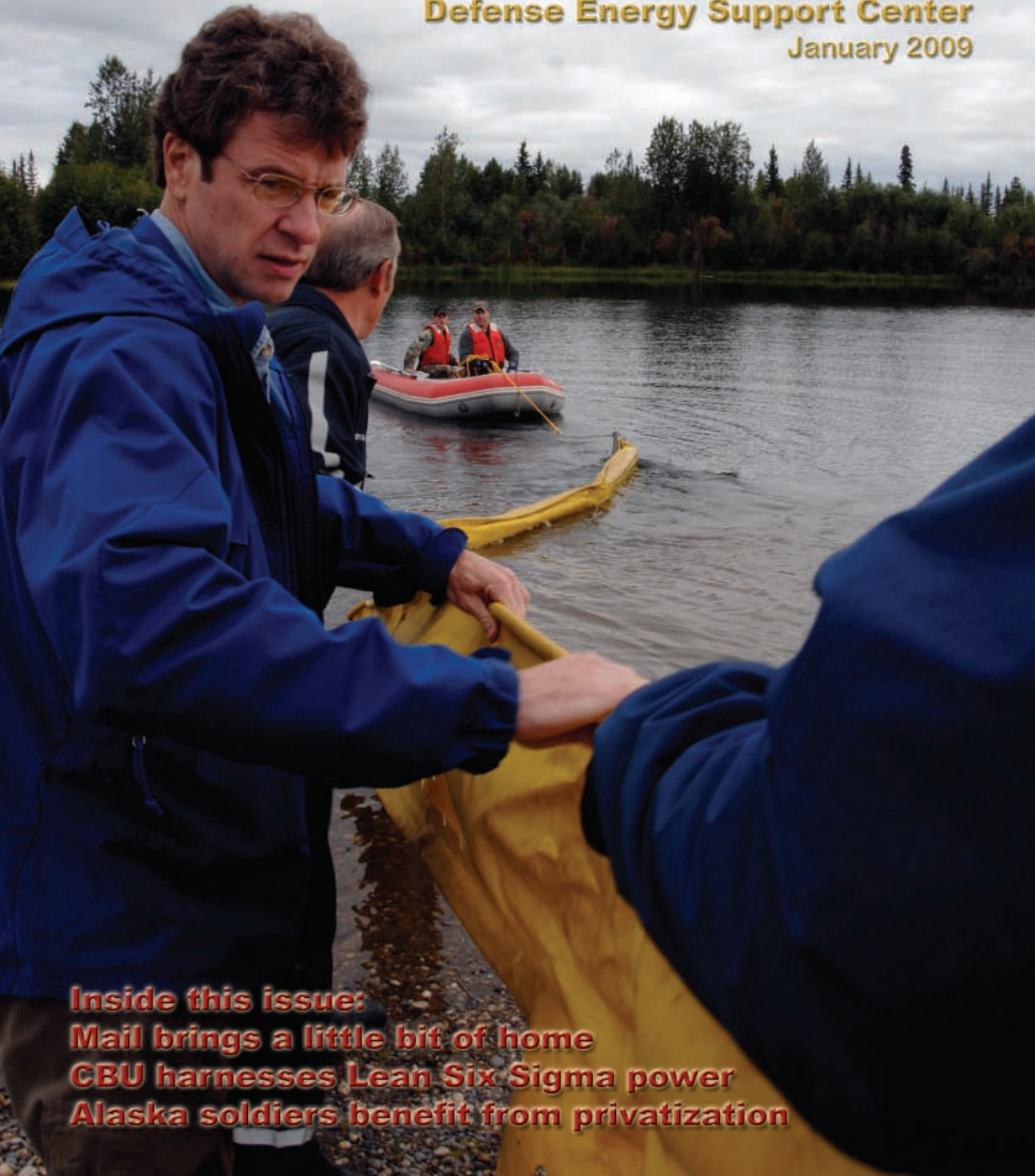


Fuel Line

Defense Energy Support Center

January 2009



Inside this issue:

Mail brings a little bit of home

CBU harnesses Lean Six Sigma power

Alaska soldiers benefit from privatization

From the Director

Leaning forward in DESC's culture



**DESC Director
Kim J Huntley**

**To hear more
from the DESC
Director on the
LSS program,
visit the site
below.**

[http://
www.sixsigmaiq.com/
video.cfm?id=47.](http://www.sixsigmaiq.com/video.cfm?id=47)

Over the past year and heading into 2009, DESC employees remain focused on analyzing and evaluating our business processes and actions. This commitment greatly enhances our ability to determine when and where we need improvements, and it's also where the success of our Lean Six Sigma program is beginning to show.

Though still in its infancy, our Lean program is taking shape and creating repeatable, disciplined processes that ultimately eliminate those non-value added activities and improve our cycle times. We are already seeing successful results in removing unnecessary actions from processes within our customer, supplier and internal areas – great job!

Congratulations to our agency's two black belts and 37 green belts who are LSS trained and ready to support our growing culture for process improvement. While each of you contribute to Lean activities everyday as you examine processes and work to improve them, these specialists bring with them a focused and disciplined method of analyzing selected Lean events. They are a key component to helping us streamline our internal processes and improve the way we do business.

Equally important for our LSS program to be successful are three key objectives: leadership involvement, participation and small beginnings.

Leadership involvement

All senior leaders are attending Lean training to become subject matter experts and possess the ability to oversee selected Lean events directly tied to their areas. This ensures all processes involve review and input by appropriate subject matter experts in support of attaining the best results.

Participation

Each person participating in Lean events must be continually active and engaged throughout the entire process. Even executive leaders are personally involved with each event at some point during the process. Engaged participation equals commitment to the event and support of our overall culture for process improvement.

Small beginnings

Infusing Lean into our culture requires us to crawl, walk and then run when it comes to the complex nature of our mission and actions. At this time, our selected Lean events are comprised primarily of rapid improvement events, allowing us to develop our overall program while focusing initially on less complex processes. Overall, we will continue refining our processes and metrics each time we go through the Lean cycle, ensuring a repeatable, disciplined process with each result. Then, over time, we will move to wider participation, engage in more complex events and even expand into processes outside our own organization.

Ultimately, it is about commitment and culture. Our commitment to the Lean program and its continued successes supports a culture in our agency that looks to not only complete our mission but excel in efficiency as we continue to be our customer's first choice for energy solutions through our values of people, service, excellence, innovation and trust.

Thank you for all you do each day to support the warfighter, our customers and the agency.

Kim J Huntley

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

Fuel Line

In this Issue:

From the Director.....2

Focus on DESC

Improved process brings benefits to Oahu.....	4
Bulk services reach farther in Afghanistan.....	5
Alaskan soldiers benefit from utilities privatization.....	6
Direct Delivery fuels PHIBLEX '09.....	7
CSM service pilot kicks off.....	8
Customer interface essential to mission success.....	9
CBU harnesses power of Lean Six Sigma.....	11
Northern Iraq GLOC at a glance.....	12
AIR Card program dispenses record savings.....	15
DESC delivers love to warfighters.....	16
Mail brings a little piece of home.....	18
DESC-hosted multinational POL conference.....	20
Fuelie discovers USDA leadership course.....	20
DESC solicits fuel for Task Force Bravo.....	23
Collaboration brings success for COG 6.....	24
Executive Agent team identifies AIT benefits.....	26
Army NCOs gain insight into DESC.....	26
Boyle 'sees' beyond disability.....	28
Quantum of Fuel? -- a 007 quiz.....	31
DESC offers high-energy learning.....	32
DESC Small Business Office hosts Illinois conference.....	34
Dail sees bright future for DESC, says farewell.....	35

The Big Picture

DLA and DoD news.....36

In the Limelight

Awards, retirements and milestones.....48

On the cover: Tom Rayburn, an oil and fuel spill clean-up instructor from Spectra Tech Ensafe Joint Venture, under a Defense Energy Support Center contract, helps place a containment boom into Bear Lake during an oil and light fuels spill water contamination clean-up exercise at Eielson Air Force Base, Alaska, July 23. A containment boom provides a barrier between contaminated water and uncontaminated water. This exercise is an annual requirement based on the Oil Pollution Act of 1990. (U.S. Air Force photo by Tech. Sgt. Eric T. Sheler)



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Fuel Line is an official publication distributed by and for the Defense Energy Support Center and fuel-oriented clientele. Contents of this publication are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, the Defense Logistics Agency, or the Defense Energy Support Center. *Fuel Line* is prepared by desktop publishing applications. Address correspondence to: ATTN: DESC-UL, Defense Energy Support Center, 8725 John J. Kingman Rd., Suite 4950, Ft. Belvoir, Va., 22060-6222. Commercial only: 703-325-1293. Address e-mail to: DESC.FuelLine@dla.mil



Improved process brings benefits to Oahu

By Louie Comia
DESC Middle Pacific

The Defense Energy Support Center Middle Pacific region continues to reap the benefits of open market competition in conjunction with the use of the Power Track system that was implemented September 2007 on the island of Oahu, Hawaii.

Over the first year of implementation, the region has achieved a significant cost avoidance of more than \$218,000. That is an approximate 31 percent reduction in truck transportation expenses for 12 million gallons of fuel annually.

But, the most remarkable benefit of this new initiative is the teamwork developed between DESC, the military service customers and multiple commercial truck transport vendors.

In the past, DESC Middle Pacific used a single vendor under a U.S. Army transportation contract to transport fuel between Defense Fuel Support Points and to end users on Oahu. Then came a new worldwide DESC policy to use open market competition among carriers and to hire the lowest bidder. The rest was history; research was completed, Power Track was

implemented, carriers started submitting tenders on a monthly basis, and costs visibly decreased.

Two DESC Middle Pacific team members have been the driving force in this success story. Sheri Miyasato was instrumental in implementing this new process. Luciano “Louie” Comia took over in January 2008 after his arrival in DESC Middle Pacific and continued the drive to greater rewards from this new process improvement.

At first, the commercial carriers were very resistant and disgruntled with the use of Power Track and the new process. So, DESC Middle Pacific hosted a meeting of all vendors to thoroughly explain the new process and the Power Track system as well as to directly address any questions or concerns. As a result, four commercial truck transport companies have now become extremely valued and integral members of the DESC Middle Pacific team.

Each of these small businesses routinely exhibits high levels of commitment, responsiveness, and flexibility in supporting the mission. And, they do this not solely because of money. They are very satisfied with the way DESC Middle Pacific does business with them as well as the transparency of the process and the rapid payments through Power Track. The result is a cohesive team that can ship fuel at anytime.

A prime example of the effectiveness of this teamwork is when the Coast Guard at Barbers Point recently needed emergency resupply during a Friday night and subsequent weekend. One of their helicopters had crashed off the coast of Oahu and they needed fuel for immediate search and recovery missions. All the Coast Guard had to do was make one phone call to Comia and the fuel started arriving at Barbers Point that evening and throughout the rest of the weekend.

And, all of these benefits—cost savings, mission flexibility with multiple transportation providers versus only one, satisfied commercial partners and close working relationships are simply the result of process improvement.



A commercial tank truck takes on DESC-owned fuel at the Fleet and Industrial Supply Center Pearl Harbor for delivery to another Defense Fuel Support Point on Oahu, Hawaii. In the foreground is Steve Peterson, a FISC Pearl Harbor fuel distribution worker. In the background is a commercial truck driver.

Bulk services reach farther with Afghanistan transportation contracts

By Lynda Brown
Bulk Petroleum CBU

The Defense Energy Support Center recently added two forward operating bases in Afghanistan to the list of destinations it supports through fuel transportation contracts.

Forward Operating Bases Sharana and Shank are served by contracts administered by the Bulk Petroleum Overseas Team within DESC's Bulk Fuels Commodity Business Unit. These contracts provide the delivery of government-owned aviation fuel to support troops in Afghanistan.

The CBU began truck deliveries between Defense Fuel Support Points in Afghanistan in August and has expanded delivery to include several FOBs. The Sharana and Shank bases are used to train Afghans in first aid and skilled labor such as masonry and carpentry.

These transportation service contracts were previously administered by the Army Joint Logistics Command. The successful transition to DESC administration was spearheaded by the DESC Middle East team, Inventory Manager Jack Whitaker and Lt. Cmdr. Robert Mozzarella, the local petroleum liaison officer. Three transporters are currently on contract.

In addition to transportation service contracts in the region, the CBU has administered Free-on-Board Destination supply contracts since July 2007, providing aviation, diesel, and gasoline fuels to Afghanistan from locations in Pakistan. Prior to 2007, supply contracts supporting Afghanistan paid the contractors for the fuel at the origin of the delivery chain.

But, since with Free-on-Board Destination contracts, the government doesn't take ownership of the fuel until it is delivered, Free-on-Board Destination contractors must manage the risks of in-transit losses. This risk management position has facilitated greater efficiency in contract management.

The Bulk Petroleum team sees the execution of these contracts as one example of DESC's continued commitment to excellence while supporting the Global War on Terrorism



These contracts provide the delivery of government-owned aviation fuel to support troops in Afghanistan.

through timely delivery of fuel supplies and transportation services.

The members of the Bulk Petroleum Overseas Team are Uniqueka Davis, Michael Bissig, Jeffery Cannon, Natapol Sirikhan and Lynda Brown. They are led by Contracting Officer Tia Ahmed.

Alaskan soldiers benefit from utility privatization

By Brian Koessel

DESC Energy Enterprise CBU

Members of the Defense Energy Support Center's Energy Enterprise Commodity Business Unit, DESC Alaska and DESC Pacific attended ribbon-cutting ceremonies commemorating the transfer of ownership of twelve privatized utility systems across three installations in Alaska from the U.S. Army to Doyon Utilities, LLC, Aug. 15. This was the largest utility privatization effort ever undertaken by the Defense Department.

The transfer of ownership was conducted under the Department of Defense's Utility Privatization program.

Utility privatization consists of two contractual actions: the sale of a federal government-owned utility system to a company or other entity, and a contract with the purchaser for utility distribution services for up to 50 years. The program does not include the procurement of commodity in its contracts. DoD benefits from privatization because the department receives utility services via modernized systems meeting codes/standards at a lower cost than if the government retained and maintained the systems to these same standards. Privatization of utility systems thus allows DoD to refocus its resources on the warfighter.

The Energy Enterprise CBU is the contracting activity for this effort. Three 50-year contracts, one each at Forts Greely, Richardson and Wainwright, were awarded in September 2007 with a combined total value of \$3.9 billion.

Efforts to award the three contracts began in July 2004 when contracting responsibilities were transferred from the Army Contracting Agency's Regional Contracting Office in Alaska to DESC. The CBU issued the solicitation in March 2005. Evaluations and negotiations were then conducted over the next two

and a half years before the contracts were awarded in September 2007.

DESC continues to administer these contracts with support from the DESC Alaska and DESC Pacific offices.

Doyon Utilities is a joint venture between Doyon Properties, Inc., and Fairbanks Sewer and Water and is headquartered in Fairbanks, Alaska. In just over a year since the contract award, DU has invested more than \$40 million in capital projects to upgrade the utility systems it now owns. Total investment over the first five years of the contracts is expected to be around \$100 million, DU officials said.

Included in those upgrades is the construction of a new substation and switchgear at each installation.

"Construction of the new switchgear has provided more reliable power distribution and cleared the way to either reuse or demolish the former central heating and power plant," said Allan Lucht, director of Public Works at Fort Richardson. Utility privatization "has potential to explore and implement energy saving and renewable energy initiatives with the Army and the private sector in a more expedited fashion than the Army in-house operation," he added.

As part of the utility privatization contracts, DU is installing an Advanced Meter Reading System on all three posts. These smart meters will give energy managers the ability to track the use of electricity, natural gas, water and steam, and provide a much-needed database for use in billing and conservation efforts.

Additionally, all three posts are undergoing voltage conversions. Increasing the voltage of the electrical distribution lines decreases power loss along the lines. This reduces the amount of power purchased by the installations.

Historically, installations like these Alaskan Army posts have faced funding constraints and been unable to upgrade and maintain their utility systems. To address this issue, Congress passed 10 U.S.C. § 2688, Utility systems: conveyance authority, in 1997. Transferring ownership and acquiring utility services through a contract under this statutory authority creates a must-fund requirement for the government.

Defense Reform Initiative Directive 21, dated January 1998, directed the Defense Logistics Agency, through DESC, to assist the military services with the privatization of utility-related infrastructure. DESC provides contracting, technical and program management support to the military services and the Office of the Secretary of Defense primarily through the implementation of utility privatization contracts.

DESC has been providing utility privatization support since 1998, and is the provider of choice for DLA, the Army and the Air Force. PBD 704 established a direct product line for the services provided by the Energy Enterprise CBU, which has been in a fee-

As of November, DESC had helped the Army privatize 58 utility systems on 32 installations with projected cost avoidance of \$1.5 billion (excluding residual value) over the 50 years of those contracts.

Direct Delivery fuels PHIBLEX '09

By Linda Ryan

Direct Delivery Fuels CBU

The Defense Energy Support Center's Direct Delivery Fuels Commodity Business Unit supported the Talon Vision and Amphibious Landing Exercise fiscal 2009, called PHIBLEX, in October.

PHIBLEX is a bilateral exercise conducted between the U.S. military and the Filipino armed forces to enhance military interoperability, readiness and warfighting skills. It also serves the community through humanitarian assistance and civil action projects.

Participation in PHIBLEX reinforces the long-term security ties between the United States and the Philippines. It helps sustain readiness while promoting peace. Military members provide medical and dental care to the Filipino

people. They also refurbish schools and construct multipurpose facilities.

The exercise required the delivery of 12,344 gallons of Diesel Fuel #2; 1,272 gallons of premium unleaded gasoline and 12,000 gallons of jet aviation fuel. Fuel deliveries were required from Oct. 5 through Oct. 30.

In previous years, DESC encountered difficulties with the procurement of fuel under the Philippines Posts, Camps, and Station Program. These challenges resulted primarily from a lack of vendor participation and the 120-day lead time required for most acquisition programs.

This year, the process was much smoother. The CBU successfully awarded six line items under the PHIBLEX fiscal 2009 contract. The PHIBLEX contracts were awarded in less

than two weeks — to Petron Corporation and Lubwell Corporation.

Strong team work and coordination enabled the Direct Delivery team to meet the PHIBLEX challenge, said Ditu Kasuyi, contracting officer in the CBU's Ground Fuels Division II.

Kasuyi headed the contracting team, which included Senior Contract Specialist Lisa O'Brien, Contract Specialist Linda Ryan and Inventory Manager Audrey Scott.

The team coordinated closely with Army Lt. Col. David Bennett, the DESC Pacific Operations Officer to insure a successful outcome. Christine Owens, Sarah Catlin, and Suzanne Flippo of the DESC Direct Delivery Technology team also provided valuable assistance with the procurement.

for-service relationship with the military services since fiscal 2006.

As of November, DESC had helped the Army privatize 58 utility systems on 32 installations with projected cost avoidance of \$1.5 billion (excluding residual value) over the 50 years of those contracts.

The Alaska utility privatization effort included twelve systems with projected cost avoidance of \$840 million over 50 years, making it the largest utility privatization effort undertaken by DoD.

This was the largest utility privatization effort ever undertaken by the Defense Department.



Defense Energy Support Center representatives gather at Fort Richardson, Alaska, in August for the ribbon-cutting ceremony commemorating the utility privatization of 12 utility systems on three Army installations in the state. From left to right are Martha Gray, contracting officer and division chief of the Utility Privatization Division, DESC Pacific Commander Navy Capt. Ronald Black, Air Force Maj. John Martin, commander of DESC Alaska, DESC Alaska Deputy Commander J. Randy Banez, and Contract Specialist Brian Koessel.

CSM Service pilot kicks off

By **Therese Muldoon**

DESC Customer/Command Support Office

The Defense Energy Support Center kicked off a 90-day Enterprise Business System Customer Support Management service pilot program Nov. 10. The purpose of the pilot is to educate employees about CSM and related processes, equip them with tools to better serve their customers and demonstrate how the CSM Service tool and processes can be tailored for DESC's use.

Why use EBS CSM?

EBS CSM will help DESC personnel actively engage customers to better understand their needs and fulfill their requirements. It is the Defense Logistics Agency's tool of choice for maintaining and sharing customer information across the enterprise. DESC's Command and Customer Support Office, called DESC-U, is conducting the pilot.

DLA has been moving toward a more structured, unified approach combining all activities into an agency-wide, customer-focused strategy. Nearly five years ago, DLA took a major step in becoming an integrated logistics solution provider by implementing the CSM program, then called Customer Relationship Management, across the enterprise. DLA's CSM program is now the largest of its kind in the Department of Defense and one of the largest in the federal government.

DESC-U, along with support from DLA, BearingPoint and Petroleum Management Consultants, is leveraging the success of DLA's CSM program to effectively plan and execute the CSM Service pilot at DESC. The ultimate goal is to improve structure, discipline and automation in DESC's current business processes. The program will help the center gain visibility, share knowledge and conduct business in ways to more effectively support the warfighter.

"CSM is a benefit to [our] customers and a benefit to us," said DESC Director Kim Huntley.

What drives CSM for DESC?

The fast-paced, dynamic warfighting environment emphasizes the need for DESC to respond effectively to customer issues, resolve issues consistently and accurately and portray a unified face to the warfighter. CSM will empower DESC to do just that – beginning with the Service function.

CSM Service benefits DESC with consistent tracking of customer issues through to resolution, increased visibility to customer issues because employees can see the history of customer issues, and improved access to reports on customer interactions to complete analysis for metrics and trending. The CSM Service tool has more than 5,000 users across DLA; more than 1.4 million service tickets have been created since May 2006.

Huntley champions the benefits of CSM for DESC.

"By solving one problem in one area of the world, you are better able to solve many related problems worldwide," he explained.

CSM also aligns with DESC's strategic plan to achieve logistics excellence by providing enhanced support to the warfighter.

The CSM tool, an SAP software application, includes four major functions: Customer Outreach, Lead and Opportunity Management, Account Management, and Service. All of these functions enable DESC to provide consistent messages, a comprehensive understanding of DESC capabilities and customized solutions that correspond to each individual situation of the warfighter.

CSM Service comprises the integrated network of self-service tools, the Customer Interaction Center located in Battle Creek, Mich., which is known to most customers by the phone numbers 1-877-DLA-CALL and 1-800 2 TOP OFF, and DLA employees all working to respond to customer issues in a consistent, efficient and effective manner.

Continued on page 10.

The ultimate goal is to improve structure, discipline and automation in DESC's current business processes in order to gain visibility, share knowledge and conduct business in a way to more effectively support the warfighter.



Participants listen as Defense Energy Support Center Director Kim Huntley speaks about the importance of implementing CSM in DESC during a Customer Support Management training session.

Customer interface essential to mission success

By Kelly Widener
DESC Public Affairs

The interface between an organization and its customers is a viable and valuable part of the mission according to the director of the Defense Energy Support Center.

“Customer service is part of what we do and how we do business,” said Kim J Huntley as he addressed a training session Nov. 5 at Fort Belvoir, Va., “and integrating new customer-oriented tools into our workforce has the potential to increase effective relations even more.”

The training session focused on the Customer Relationship Management service processes. These are essentially a customer-oriented business strategy composed of people, processes and automated tools for setting and meeting mutual expectations that optimize value for both DESC and its customers.

“Customer Relationship Management service will allow our business units to reach across the center, including our regions, and apply structure, discipline and automation to our processes,” added Huntley. “This will equal more efficiency in working with our customers and working more effectively to solve any issues.”

CRM training is provided in two parts; an online computer-based session and classroom instruction. Once they complete

the training, employees participate in a 90-day pilot program to establish CRM through their divisions or sections.

“One ability that CRM has is to process service tickets and provide data analysis,” said Huntley. “The automated tool can pull data together from similar tickets, such as customer calls and customer activities, and where you solve one problem, you actually solve many.”

“This CRM training is part of the overall Service Management Business Process that DESC is supporting to develop a systemic approach to reinforce the Enterprise Business System, Customer Support Management workflow standards using the SAP automated tools and CSM re-engineered business process,” said Jannet Gray, CRM champion for DESC. “The way ahead is to then implement the service management processes, including Customer Interaction Management and Resolution Management, as pilot projects.”

“At the end of the training, each [CRM trained representative] goes back to their area and takes what they have learned and develops useful applications with it,” said Huntley. “This is our opportunity to leverage CRM to improve upon our already excellent customer support.”

CSM pilot kicks off

cont'd from page 8.

Customer Outreach	Lead and Opportunity Management	Account Management	Service
<ul style="list-style-type: none">• Provides strong readiness, educational, and informational outreach for Warfighter• Emphasizes integrated Enterprise capabilities to support Warfighter (DLA Brand)• Provides impartial assessment tool to get direct voice of Warfighter to ensure DLA is customer-focused	<ul style="list-style-type: none">• Provides systematic way to capture warfighter needs beyond routine order fulfillment• Assesses capability to support, innovate, and provide based on direct Warfighter requests	<ul style="list-style-type: none">• Harnesses power of Senior Account Executives to bring DLA's full capabilities to the Warfighter• Provides In-depth analysis of Warfighter needs• Aligns accounts with new BRAC focus	<ul style="list-style-type: none">• Serves as reliable one-stop for immediate Warfighter assistance and information• Establishes base customer engagement to document voice of Warfighter 24/7• Builds contact data to support stronger relationships and act on systemic concerns

The Customer Service Management components.

Implementing the pilot and preparing for change

DESC is conducting the pilot in DESC Americas West and most business units at DESC Fort Belvoir. During a September strategy and planning phase, an integrated process team of representatives from DESC commodity business units and regions assembled to define the business rules encompassed in the pilot. Then the DESC CSM team prepared and conducted training throughout October and early November to educate and prepare the pilot audience for the CSM production environment.

DESC Fort Belvoir began the pilot Nov. 10, and Americas West kicked things off Nov. 17.

The DESC CSM team will monitor the progress and quality of the pilot over 90-days. At the conclusion, the CSM team and IPT members will convene to assess the results. They'll determine any necessary adjustments before fully deploying CSM Service throughout DESC.

As with any new program, CSM will bring an element of change. The DESC CSM team developed an extensive change management strategy to help ensure successful implementation. It will help to align DESC leadership, communicate with all involved stakeholders, develop and execute the appropriate training, assess risks and program readiness and plan for

ongoing program support. Each of these areas is essential to create awareness and obtain long-term commitment from DESC employees.

Looking Ahead

The DESC CSM Service pilot aims to improve customer interaction and problem resolution for the warfighter, as well as provide DESC employees better tools to more effectively and efficiently support the warfighter.

This pilot executes only the Service function of CSM; the Customer Outreach, Lead and Opportunity Management and Account Management functions will also be addressed in the near future.

The DESC director and the CSM team are excited about the future for Customer Support Management at DESC. However, the real success of this effort will come from the commitment of each DESC employee to learn and employ CSM to improve communication and support to the warfighter.

For more information, e-mail descrcrm@desc.dla.mil



Sarah Catlin, a member of the Defense Energy Support Center's Direct Delivery Fuels Technology Team, completed the Lean Six Sigma Green Belt training course in October. (Photo by Tyler Parker)

CBU harnesses power of L S S

By Sarah Catlin **Direct Delivery Fuels CBU**

The Defense Energy Support Center's senior leaders have made a commitment to incorporate Lean and Six Sigma methods into the DESC workplace. Lean is a process to reduce waste and streamline operations. Six Sigma is the practice of eliminating defects and improving processes. When combined, these initiatives can result in dramatic improvements across DESC's commodity business units and extend those improvements to its customer base.

The Direct Delivery Fuels Commodity Business Unit is no stranger to Lean Six Sigma techniques. The CBU team participated in a Lean event that reduced the Emergency Fuel Buy process from a 20-day procurement cycle to a four-day cycle. They have also completed another event to identify payment problems with DESC's into-plane contracts. Using Lean, they implemented a new system pay process that reduced missed payments.

To expand Lean Six Sigma opportunities, 19 DESC employees participated in a week-long Lean Six Sigma Green Belt class at the Fort Belvoir Civilian Personnel Advisory Center in October. Participants learned the principles and tools to drive improvements based on facts and data, while

using best industry-standard methodologies. Under the guidance of DESC and Defense Logistics Agency Black Belt trainers, all students passed the Green Belt test.

The Direct Delivery Fuels CBU team is now actively seeking new projects and events. They have identified a few areas to improve and are laying the groundwork for successful improvement events.

One planned event seeks to bring the Middle East contracts on board with the Paperless Ordering & Receipt Transaction Screens application. Using PORTS will greatly reduce the risk of errors caused by manual orders and invoices as well as minimize payment delays. Initially, the CBU will implement this change with one vendor and will use this project as a road map for others.

The Direct Delivery team has learned that by using LSS tools they can significantly improve business processes and customer support. The enthusiasm from senior leaders has given the unit the confidence to know they have the ability to effectively implement knowledge learned in the Green Belt class. They are excited to see these improvement opportunities put into practice.

Northern Iraq GLOC at a glance

By Clancy Duncan
DESC Europe

The Defense Energy Support Center Europe, headquartered in Kaiserslautern, Germany, manages the Northern Iraq Ground Line of Communication, or NIZ GLOC. The NIZ GLOC is also known as the Northern GLOC or Turkey GLOC. This vital supply and distribution chain originates in Turkey and is DESC-EU's top priority.

Four primary types of bulk Class III fuels are provided through the NIZ GLOC to U.S. Army general support and direct support installations in Northern Iraq: JP8, diesel, gasoline and aviation gas.

The NIZ GLOC began operations in early 2004 to support Iraqi humanitarian and reconstruction efforts under Task Force Restore Iraqi Oil. By summer 2004, the NIZ GLOC began to support U.S. military operations simultaneously alongside TF RIO. It had become the U.S. Central Command's reliable third alternative for fuel flow into Iraq. TF RIO ended in fall 2004, but fuel support to Northern Iraq has continued through the NIZ GLOC.

Now, the iterative weekly process begins when fuel requirements are received from the 3rd Expeditionary Sustainment Command, headquartered at Joint Base Balad, Iraq, and validated through the CENTCOM Sub Area Petroleum Office in Camp Arifjan, Kuwait, and the U.S. European Command's Joint

Petroleum Office in Stuttgart, Germany.

Through direct coordination and interface, DESC-EU places validated orders one week before the fuel will be loaded onto trucks.

The Iraq fuel resupply infrastructure is a dynamic environment that facilitates movement throughout the country to where it's needed most. This characteristic enables maximum flexibility for fuel flow into Iraq should the need arise to increase or decrease the requirement based on fuel flow from the Southern and Western GLOCs.

The largest commodity DESC ships through the NIZ GLOC is JP8. This is introduced into the Turkish NATO Pipeline System at Mersin, Turkey, just west of Adana. JP8 flows through the TNPS to the Adana loading facility, which is managed by the Turkish Ministry of Defense.

A transportation tender provider currently held by SHG Kizil Group, carries U.S. government-owned fuel from Adana, our closest location to the Iraqi border, and delivers it to the three general support hubs.

The majority of the tender-provider drivers are independent owner/operators who comprise a small, but growing, fleet maintained under the tender.



The Miss Lucy waits to discharge JP8 jet aviation fuel into the Turkish NATO Pipeline System in Mersin, Turkey.

At the forefront of this effort is DESC-EU Operations Non-commissioned Officer Army Sgt. First Class Juan Nieves. He is augmented by two deployed NCOs from the Air Force: Tech. Sgt. Timothy Hinkle and Tech. Sgt. Clarence Harrison, staging from Incirlik Air Base, Turkey. During fiscal 2008, the team ensured the efficient delivery of more than 78 million gallons of U.S. government-owned JP8 to our supported downrange locations.

The task is arduous and the days long at Adana where Nieves must synchronize the multitude of moving pieces to include availability of tank trucks, facilities, fill stands, tanks, and tank filters, quality assurance inspections, Turkish customs requirements and driver issues. At the same time, he keeps DESC-EU Operations in Kaiserslautern apprised of the latest loading information. This undertaking also necessitates multiple trips to Habur Gate, on the border between Turkey and Iraq, to inspect the supply line before crossing into Iraq.

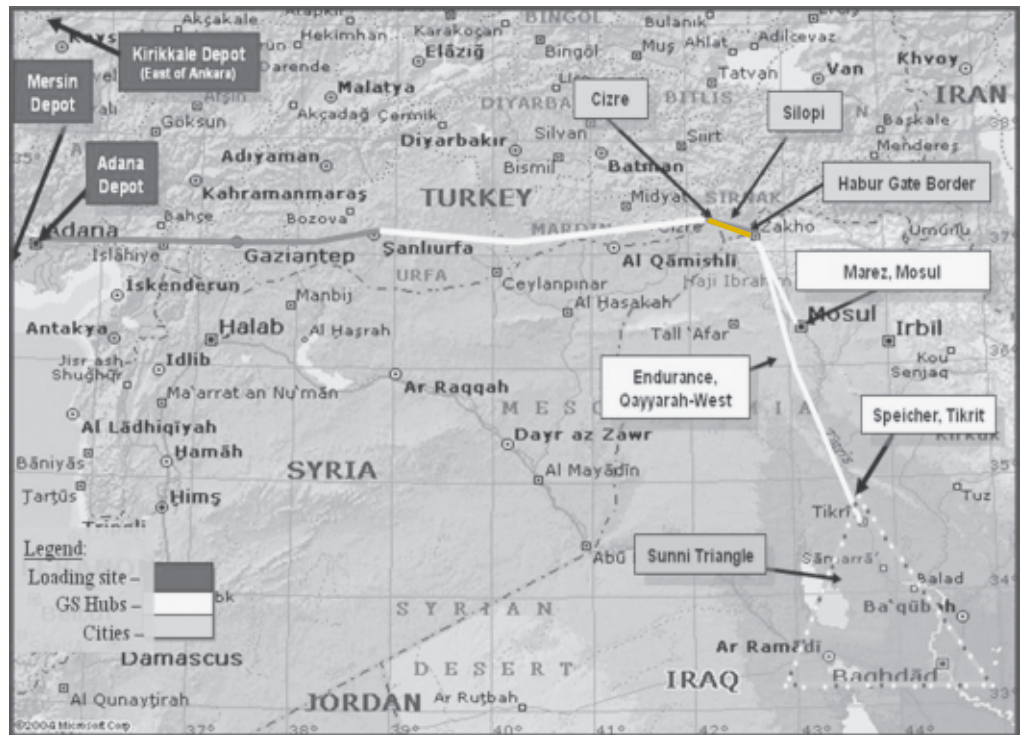
The Air Force augmentees' primary mission is to validate tank truck suitability and prevent pilferage by rigorously inspecting tank trucks and certifying the trucks before loading. The focus on pilferage results from knowledge of foiled past attempts, which employed hidden storage compartments, drain valves and additional tanks to name a few. Recently, a few attempts were thwarted due to the keen eyes of these NCOs.

Adana, the closest loading location to the border, is 490 miles west of Habur Gate. Road conditions along the NIZ GLOC, which range from super-highway to narrow, two-lane choke points, are illustrated on the accompanying map.

In accordance with Turkish customs law, once loaded, a tank truck has a maximum of three days to travel from Adana to the



Trucks pull in to the JP8 truck-loading facility in Adana, Turkey.



The map pictures the Northern Iraq Ground Line of Communication. The dark gray line depicts the condition of the roads leading east, which are modern super-highways. East of Sanliurfa, the road narrows into a poorly maintained two-lane road. East of Cizre, the roads become very congested. This choke point is highlighted in yellow.

Turkish customs yard, which is also known as TIR Park in Silopi, Turkey, a few miles from the Turkish and Iraqi border at Habur Gate. [TIR, in Turkish, is short for tractor trailer.] Upon

continued on page 14.

NIZ GLOC at a glance

Cont'd from page 13.

entry into the TIR Park, trucks are queued for departure, much like a barber shop, first-come, first-served. While in the TIR park, the trucks are re-inspected by Turkish Customs to ensure the load and documentation are correct before they are permitted to cross the border. There, they check in with the Habur Gate U.S. Army Movement Control Team and stage for further movement south to DESC's customer locations.



An aerial view of the Habur Gate facility.

DESC-EU's diesel provider, Golteks Group, loads out of Mersin, Turkey under a Free-on-Board Destination contract. In fiscal 2008, Golteks shipped 29 million gallons of diesel downrange.

Gasoline provider Ram, came under contract with DESC in September. Under an FOB Destination contract, loading at the Kirikkale Depot, east of Ankara, Ram had delivered 521,000 gallons of gasoline by mid-November.

Petrol Ofisi, DESC-EU's aviation gasoline provider, delivers to five downrange locations on an FOB Destination contract.

Critical quality assurance support is provided by DESC-EU Quality Assurance Representatives Thomas Mount and Quentin Ayers. They must routinely travel to the contractor loading facilities across Western Turkey to ensure fuel is on-specification prior to loading. They are called upon at any time to address quality issues, including those at Habur Gate. They also supervise the JP8 tanker discharges into the TNPS.

DESC-EU also stations a liaison officer in Ankara, Turkey, to work with the Turkish Ministry of Defense. Liaison Officer David Sanders provides essential interface to the Turkish

government to ensure mission success and to apprise the region headquarters in Kaiserslautern of issues or events in Turkey that may impact DESC-EU personnel or the NIZ GLOC.

For example, during summer 2007, Turkey suffered a drought, and the available pool of tank trucks was diverted by the Turkish government to haul water. At the same time downrange, the troop surge was underway accompanied with increased summertime consumption, creating a challenging situation requiring significant effort to deliver product.

DESC-EU and its contract providers must also compete with independent businesses in Turkey for a limited pool of available tank trucks, tankers and drivers. A majority of the drivers are either sub-contracted or independent owner/operators who migrate where there's business during periods when the NIZ GLOC requirements are low. Interestingly, several trucks can remove their tanks from the truckbed and haul dry cargo. The DESC-EU team works closely with the 3rd Sustainment Command (Expeditionary) and Sub Area Petroleum Office in order to gradually increase or decrease the requirement and provide consistency to the contractors.

A hazardous material license is required for fuel trucks to transit Turkey. Currently, one license can accompany three trucks, but because

drivers and trucks come and go, contractors must continually purchase new licenses from the Turkish government, in addition to those licenses previously purchased for their organic fleets.

DESC-EU and the EUCOM JPO closely monitor the border crossings between Iraq and Turkey. During peak demand, slow crossings indicate slow retrograde and a smaller pool of available trucks will be available to meet the following week's requirements. At times, it is necessary to engage the Turkish Office of Defense Cooperation to address the issue and keep trucks flowing north and south across the border. The team also monitors how long tank trucks have been at any one location in the chain. Trucks sitting too long can slow the velocity and have caused drivers to strike in the past.

With consumption varying at the general support hubs, tank trucks may be diverted at Habur Gate to support another location. DESC-EU Inventory Management closely tracks this with the truck holding yards downrange to make sure all the necessary paperwork is in order and reflects any changes to ensure providers are paid.

AIR Card program dispenses record savings

By Jeanne Binder
Fuel Card Program Office

While the Aviation Into-plane Reimbursement Card, called AIR Card, is the primary means for government aircrews to purchase fuel at worldwide commercial airport locations, most users may not be aware just how much they are helping the “bottom line.”

Total savings for fiscal 2008 were an astounding \$21,057,868. This set a new record for the AIR Card program.

How are the savings achieved?

When a government-sponsored aircraft lands at a commercial airport and needs refueling, the aircrew’s first preference is to lift fuel from a Defense Energy Support Center into-plane contract. Into-plane contracts provide aviation fuels at the lowest negotiated price to military and federal civilian aircraft at commercial airports worldwide.

But, what happens if the location does not have an into-plane contract? That’s where the AIR Card program really kicks in.

The AIR Card program has established a network of merchant agreements for just such situations.

DESC’s business partner, Multi-Service Corporation, the AIR Card program credit card processor, coordinates with fuel providers at commercial locations without DESC into-plane contracts and establishes merchant agreements for AIR Card acceptance. Through MSC, DESC increases acceptance of the AIR Card, expanding fuel support for the warfighter to more than 7,000 commercial airport locations worldwide.

MSC also works with the providers to obtain discounts off



posted airport prices, and these Air Card fuel price discounts add up to big savings.

Fuel cost avoidance for DESC and the defense working capital fund has paid huge dividends over the life of the program. In the fourth quarter of fiscal 2008 alone, non-contract fuel savings on more than 6,000 non-contract into-plane refuelings was \$5.8 million.

All the savings realized are passed on to the warfighter through a lower standard price for the fuel.

The AIR Card program’s team continues to improve support for the warfighter by expanding the number of locations available for lifting fuel and reducing fuel costs.

DESC-EU relies upon and appreciates the hard work of its contract providers and drivers. Truck drivers in Turkey are very close knit, and many friends and family members operate trucking businesses together. There have been times when a driver was fired for actual or perceived misconduct, and as many as 10 other drivers quit in retaliation. Also, the loss of a friend or family member due to natural causes, an accident, or enemy action can impact the pool of drivers as friends and families take time to mourn the loss or are reluctant to return

downrange.

The NIZ GLOC is DESC-EU’s biggest effort. In fiscal 2008, the DESC-EU team delivered through the NIZ GLOC 113 million gallons of commodities valued at more than \$360 million dollars. To achieve this result in such a dynamic environment requires an integrated, synchronized team of members from DESC Fort Belvoir, Europe, Turkey, Iraq, CENTCOM and EUCOM, as well as contractors, Turkish government and a multitude of drivers.

DESC delivers warfighters love

By Susan Declercq Brown
DESC Public Affairs

When Defense Energy Support Center Japan Commander Air Force Lt. Col. Carmen Goyette deployed to Southwest Asia three years ago, “snail mail” was a vital link to home.

“E-mail keeps the regular communication going, but it doesn’t beat a written letter or a gift that you can hold in your hands and feel the love that comes through,” she explained.

How does all that “love come through” to service members



and Defense Department civilians overseas? Well, if you hadn’t guessed, part of the process is fueled by DESC.

Military mail moves under the auspices of the Military Postal Service Agency, which was created in 1980. Prior to this, each of the military services managed its own postal system. The MPSA follows a complex set of rules, federal laws and various international laws and agreements to deliver military mail to more than 85 countries.

According to an MPSA Web site, “The ultimate goal of the MPSA is to provide a level of service equal to that provided by the United States Postal Service to the civilian population of the United States.” As a result, military mail costs no more to mail anywhere MPSA can deliver than the same envelope or package would cost to mail within the United States.

Where does it all begin?

When Americans drop a stamped envelope in the mailbox or bring a package to the post office, the USPS transports the package to one of two USPS gateways – New York or San Francisco. This can take three to four days more if the package is shipped Parcel Post.

There the mail is sorted, bagged and tagged to arrive at a military postal unit overseas.

How does it move overseas? Here is where the DESC connection may first arise. The shipment method depends on the type of postage. First Class, Priority or Express Mail moves by commercial or military air. Due to a lack of timely sealift to some countries, mail is often upgraded to space available airlift.



Mail posted at the standard rates will move by ship from seaports in the U.S. to seaports overseas. Again, this can be commercial or military sealift. Military transporters are fueled through DESC.

Whether the mail travels by military or commercial transportation, the Defense Department subsidizes the additional shipping costs to hold the cost down for the sender.

From the overseas gateways, mail moves by land, air or sea through a series of military post offices. Again, the fuel is provided through DESC contracts. Mail headed to sailors or Marines at sea generally arrives by air or sea in conjunction with a scheduled supply mission or is held at port until the ship docks.

While commercial aircraft are very consistent, there could be a large variation in transit times due to military aircraft schedules, weather, transportation and military operations in theater, or movement of a service member’s unit.

Mail intended for recipients in Iraq is received and sorted by soldiers at Baghdad International Airport then shipped by convoy to the appropriate base by the appropriate military service. The mail passes through several checkpoints and hands along the way. At each step, the mail is further sorted by base, unit, office or group, and finally by the military member’s name.

“On the average day, we bring in roughly 8,000 pounds of mail, sending out nearly 1,000 pounds from the soldiers,” said Army Sgt. Lamond Jackson, a mail handler deployed with the 1st Armored Division in Iraq, in a Defense Department news release in July.

Before the mail passes into the hands of the addressee, it goes through the final link in the chain, the mail clerk.

Then it’s into the hands of service members like Goyette, who can’t wait to feel the love.



Photo credits

Far left, Army Sgt. Charles Kowalski makes a list of mail recipients to post outside the headquarters mail room while Army Sgt. Frederick Gregory sorts mail in the 4th Infantry Division's 1st Brigade Combat Team mailroom, Forward Operating Base Falcon, Iraq. They are certified mail handlers. (Photo by Sgt. David Hodge)

Left, Marines gather in the mailroom of the Marine Aviation Logistics Squadron 16.

Above, Christmas in Yong Son, Korea, 1970. Pfc. Glen Zachery, 19th Army Postal Unit, brings in Christmas mail for sorting.

Top right, U. S. Navy sailors sort mail at Fleet Mail Center Yokohama.

Bottom right, Army Sgt. Charles Kowalski, a certified mail handler, carries packages to the headquarters mailroom Dec. 10, 2008, at Forward Operating Base Falcon, Iraq. (Photo by Sgt. David Hodge)

Below, a deployed soldier poses with a U. S. mail truck during the Vietnam Conflict.



Mail brings little piece of home

By Susan Declercq Brown
DESC Public Affairs

Mail call has always played an important part in troop morale.

U.S. airmen flying bomber missions out of Suffolk in World War II, soldiers hunkered in snowy camps near the 38th Parallel in Korea, sailors patrolling the waterways of Vietnam, and Marines crossing the hot sands of Kuwait and Iraq during Desert Storm – all shared the anticipation and elation of mail call that today’s soldiers, sailors, airmen and Marines stationed and deployed around the globe experience. Letters of encouragement, love and support from family and friends connect the Defense team to loved ones back home.

Today, service members and Defense Department civilians in the heat of Iraq’s deserts and the rocky terrain of Afghanistan



A deployed soldier reads mail during the Vietnam Conflict.

also have access to e-mail, telephone and satellite communications; but, there still seems to be something special about holding a letter or package in hand.

“While we were apart, e-mail kept the regular communication flowing,” said Air Force Lt. Col. Carmen Goyette, Defense Energy Support Center Japan commander, “but it was always a treat to get ‘snail mail.’” Goyette deployed to a remote location in the United Arab Emirates from July 2005 to July 2006.

E-mail “doesn’t beat a written letter or a gift that you can hold in your hand and feel the love that comes through,” she added. One of Goyette’s prized possessions in the U.A.R. was a T-shirt with her twin three-year-olds’ hand and footprints on it. After she received the shirt in the mail, she hung it on her wall where she could see it every day.

Bill Gibson, a retired Air Force officer and member of DESC’s Executive Agent Office team, spent a lot of time abroad, including deployments to Southwest Asia during Operations Desert Storm and Iraqi Freedom and Bosnia during Operation Joint Endeavor.

“No matter where I was or how long I was there, nothing



Lincoln Andrew Weaver, grandson of Army Lt. Col. Steve Porter, a reservist on a one-year deployment to Bahrain with Defense Energy Support Center Middle East, opens a holiday package from Grandpa.

eased the pain of being away from home like receiving a card or letter. And like the millions of men and women before me, and the countless numbers who will surely follow, the longing I felt to stay connected with my family and friends was best satisfied by nothing more than a postage stamp, a piece of paper and heartfelt words,” Gibson said.

“Our unit had several sponsors who always sent packages full of items we needed in the field as well as magazines, letters from elementary schools and notes from supporters,” recalled DESC Europe’s Air Force Lt. Col. John Waggoner who deployed to Iraq from 2005 to 2006.

“It was a welcomed escape from the rigors and monotony of life deployed in conditions not as convenient as those of home. Members of the unit would read the letters, notes and magazines, responding to some and discussing what they read.

“Like many of the deployed forces, whenever I communicated with friends and family, the open offer was always reinforced, ‘Is there anything you need?’

“My response was always, ‘I’m good, thanks!’”

“Practically everything you needed was available down-range, but not necessarily everything you wanted,” Waggoner continued.

“After four months deployed, I found I craved a GooGoo Cluster candy bar produced in my home state.” Within two weeks of mentioning the craving to a friend, the Tennessean “had cases of it to share with my unit and new friends and reminisce about home and childhood.”

E-mail can’t do that.

Nor can e-mail deliver frankincense and myrrh from Southwest Asia to school children in Nebraska. That’s what Goyette used the mail service to do during her stay at Al Dhafra Air Base.

“One occasion that stands out involved my sister-in-law who works at a school in Nebraska,” Goyette related. “She had a class ‘adopt’ me. The students would send letters asking me

questions and telling me about their lives, and I would write back, answering their questions and telling them about what I was doing. Around Christmas time, they sent me a box of handmade felt Christmas ornaments. They brightened up my trailer significantly.

“I was able to find some frankincense and myrrh and sent them each a tiny amount, telling them what it was and why it was significant over the Christmas holidays,” she continued.

“The kids were in awe of their gifts. They had only ever heard about the spices and had never seen, held or smelled them. They apparently lorded it over the school for the next couple of days.”

“It brightened my days to see their gifts and to know that I could give them something back that was extremely unusual for the ‘wilds of Nebraska,’” Goyette explained.

Skip Giesecking, an employee in the Sustainment, Restoration and Modernization Division of DESC’s Bulk Petroleum Commodity Business Unit, has enjoyed mail support from both sides – sender and receiver.

While conducting tactical operations in Thailand, Vietnam and Laos during the Vietnam Conflict, Giesecking shared pictures, jokes, cookies, newspapers and what he called “the personal stuff” with fellow soldiers. “The mail was the only entertainment for all,” he explained.

“The absolute best mail I ever received was the red, blue or green fabric bags we sometimes found on our bunks,” he reminisced. “These bags had been sent by unknown, but caring, individuals from all over the United States. The bags had a letter, candy, cookies, envelopes, pens, tooth brush, comb and a variety of living essentials in them,” he explained.

“Many years later when I worked in Kuwait as a government contractor, I looked forward to the mail because I knew I had a package coming from my sister, aunt, spouse or friend.”

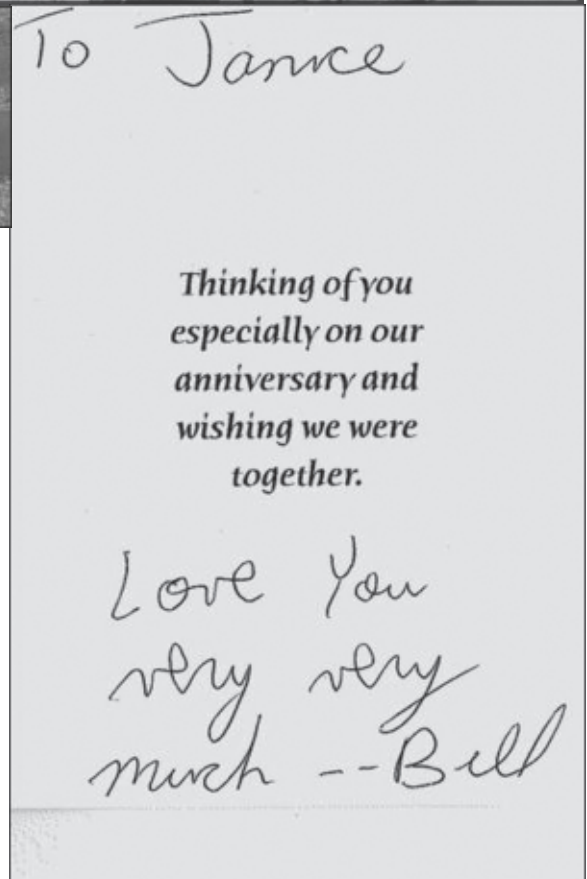
At home now, Giesecking collects videos at yard sales and thrift shops and sends them to his deployed neighbor who shares the videos with his fellow firefighters and services personnel. In the last shipment, 255 videotapes and DVDs were delivered to Iraq.

Giesecking encourages everyone to write to a service member or unit and spread a little of the cheer he and others received while stationed or deployed overseas.

Photo credits

Above right, Bill Gibson, a member of the Defense Energy Support Center’s Executive Agent Office team, poses for a photo while deployed to the Middle East. Also pictured is a note Gibson sent to his wife while deployed and a photo of his wife Janice.

Bottom right, two Vietnam era soldiers read mail and eat popcorn.



DESC-hosted multi-national POL

By Air Force Capt. Antonio Salazar
DESC Europe

The Defense Energy Support Center Europe hosted a two-day multi-national petroleum, oil and lubricants conference in Kaiserslautern, Germany, Oct. 28-29.

Speakers from France's Service des Essences des Armées, United Kingdom's Defence Fuels Group, U.S. Africa Command's Joint Petroleum Office, U.S. European Command's JPO and the NATO Maintenance/Supply Agency presented information on the opportunities and challenges of POL operations in Africa and Europe.

DESC realizes the importance of including its European partners in discussions on overcoming POL support challenges in Africa, so this conference is the first of several planned. The meetings are designed to help identify redundancies and improve relationships with European partners and to better understand the capabilities and challenges of those partners as DESC-EU moves forward in support of AFRICOM

DESC-EU Commander Army Col. Steve Walker opened the conference and presented an introduction to DESC.

EUCOM

Then EUCOM's JPO Army Lt. Col. James Sears introduced the attendees to EUCOM. He explained the command's two-fold mission of synchronizing bulk fuel support to all services in EUCOM as well as ensuring fuel is available when and where it is needed by the warfighters. Some of EUCOM JPO's challenges include:

- Northern Ground Line of Communication in support of U.S. Central Command
- Afghanistan options for POL sources in Europe
- Communication and Visibility
- Joint operations and interoperability
- Linking the business and tactical POL lanes

AFRICOM JPO Navy Lt. Cmdr. James Thomas also has a two-fold mission. It requires synchronizing bulk fuel support in the AFRICOM area of responsibility and ensuring fuel availability. However, Africa's size and diversity make accomplishing the AFRICOM JPO mission very different from that of the EUCOM JPO.



The Defense Energy Support Center's Luis Beza-Cay, far left, gathers with fellow USDA Executive Leadership Program classmates.

Fuelie discovers USDA cultivates

By Luis Beza-Cay
Direct Delivery Fuels CBU

Defense Energy Support Center team members interested in pursuing leadership training shouldn't limit their horizons to Defense Department programs. Other federal agencies also offer leadership training, and DESC members may be eligible to participate. I recently completed a Department of Agriculture course, and I strongly recommend it.

In February, I received an email from Contracting Officer Ditu Kasuyi who encouraged me to explore USDA's Executive Leadership Program, also known as ELP.

As I reviewed the program description, I discovered this program seemed to be tailored just for me. The description read in part: "Ensure your future as a manager by enrolling in the Executive Leadership Program, a nine-month nationwide program for individuals at the GS 11-13 levels who have little or no supervisory experience. ELP provides residential training, developmental work experiences, needs assessment and career planning tailored to the federal environment, providing you the skills, experience and

conference focuses on Africa

Some of the AFRICOM's challenges include:

- Providing bunker fuel for Military Sealift Command vessels circumnavigating Africa with large volumes of munitions
- Replenishment At Sea for on-station naval forces in the Gulfs of Guinea and Aden
- Providing military specification fuel on the West Coast of Africa with competition for limited resources

SEA

Col. Remi Weber, Lt. Col. Jean-Nicolas Noviant and Lt. Col. Bernard Pic, from France's SEA, started the second day of the conference by providing a briefing about SEA's principles and organization. The four principles of SEA are:

- Joint fuel supply
- Sea deployments under force commander
- Single fuel policy
- Provide fuel close to the forces

Currently, SEA has storage facilities in Chad, Cote d'Ivoire, Djibouti, Gabon and Senegal. In Chad, SEA currently provides fuel support to N'Djamena, Abeche, Faya-Largeau and Sarh, making it the largest SEA-supported operations in Africa. Part of SEA's success in Africa is having organic ground transportation embedded in their operations. This allows them control of all aspects of delivering quality products to customers in the field.

DFG

Maj. Dick Greathead and Sq. Ldr. Mike Young gave an overview of the United Kingdom's DFG mission. This agency is responsible for procurement, storage, worldwide supply chain for support to British forces, fuel policy and safety including inspection and licensing, international standards and support to operations. Although DFG has been operational for only nine years, it has already optimized the end-to-end support chains for fuels, lubricants and gases in order to deliver quality products. British armed forces are transitioning to a single fuel and phasing out all other fuels on the battlefield. Because it is less volatile than petrol or gasoline, F34/JP8/Jet A1 is the single fuel used in NATO.

NATO's NAMSA

American Gary Salava provided an informational briefing on NAMSA's mission and role in NATO.

NAMSA's mission is two fold:

- Provide logistical support to NATO or to its member states individually and collectively
- Maximize the efficiency of logistics to armed forces of NATO at minimized cost

NAMSA's role in NATO is to close the gap between national and multinational logistics chains through contracting through industry

Portuguese Francisco Bernardo provided the audiences an outstanding understanding of NAMSA's Port Services Support Conference. The PSSC mission is to provide cost-effective and timely services to NATO and Partnership for Peace ships in foreign ports. NAMSA arranges fuel, tugs, pilots, trash removal, food and water services to member nations of PSSC. PSSC has agreements with ports in 66 countries in the following areas: North America (East Coast), Africa (North, East and West Coasts), Caribbean Sea, Europe, Baltic Sea, Black Sea, East Mediterranean Sea and Arabian Peninsula.

PSSC member nations are Belgium, Estonia, Greece, Italy, Norway, Poland, Portugal, Spain and Turkey. PSSC trial nations are Bulgaria, Latvia, Romania and the U.K. Finland, Sweden, Ukraine and United States are currently observer nations of the

leadership

exposure to help you move to a higher level."

This program focuses on the Executive Core Qualifications. ECQs define the competencies needed to build a federal corporate culture that drives for results, serves customers and builds successful teams and coalitions within and outside the organization.

Employees appointed to the Senior Executive Service must demonstrate mastery of ECQs, and many federal departments and agencies use ECQs to evaluate and select applicants, manage performance and develop leadership competencies for management and executive positions.

I urge members of the DESC team to evaluate their desire to become future leaders. This program can help realize those desires. It provides all the necessary tools to become a great leader.

For more information on the USDA ELP, visit <http://www.grad.usda.gov>.

Continued on page 22.

DESC- EU POL conference



Army Col. Stephen Walker, center, commander of Defense Energy Support Center Europe, joins with others to cut a cake during a multi-national fuels conference in Kaiserslautern, Germany, in October. From the left, Royal Air Force Maj. Mike Young of the Defence Fuels Group, Army Lt. Col. Thomas Sears, the U.S. European Command joint petroleum officer, Gary Salava of the NATO Maintenance and Supply Agency, Walker, Lt. Cmdr. Dave Friedler, commander of the Navy Region Europe Regional Fuels Office, Col. Remi Weber of France's Service des Essences des Armées, Lt. Cmdr. James Thomas, U.S. Africa Command's joint petroleum officer, and Warrant Officer Chris Sewell of the Royal Air Force.



cont'd from page 21

program. According to Bernardo, the PSSC provides its customers:

- Common NAMSAs benefits
- Consolidated contracts
- Negotiated firm, fixed prices
- Low administrative costs
- High quality services
- Fast reaction time
- Service availability
- NAMSAs centralized payment

French footprint

The French liaison officer to AFRICOM, Col. Marc Rudkiewicz, was the conference's final presenter. He spoke about France's military footprint in Africa, including France's armed forces command architecture and process for requesting logistics support.

This was the first of many meetings to find new approaches to new challenges in supporting operations in Africa and Europe. This conference has helped to strengthen the bonds between vital partners and has led to a better understanding of each other's operations.

Conference attendees gather at the Defense Energy Support Center Europe-hosted multinational petroleum, oil and lubricants conference in Kaiserslautern, Germany, October 28-29. In the front row, from the right are Warrant Officer Chris Sewell of the Royal Air Force, . Francisco Bernardo of the NATO Maintenance and Supply Agency, Lt. Cmdr. James Thomas, the U.S. Africa Command joint petroleum officer, Army Col. Stephen Walker, commander of DESC-EU, and Lt. Col. Thomas Sears, the U.S. European Command joint petroleum officer.



DESC solicits fuel for Task Force Bravo

By Chris Kidwell
Direct Delivery Fuels CBU

The Defense Energy Support Center's Direct Delivery Fuels Commodity Business Unit, Ground Fuels Division II - PLC, issued a solicitation for fuel requirements supporting the Honduras Posts, Camps, and Station program in November.

DESC will fill requirements for Jet A1 aviation jet fuel, HS2 high-sulfur diesel fuel and regular unleaded gasoline. The existing contracts were valued at more than \$34 million for 16 million gallons of fuel distributed over 11 line items.

In December, DESC-PLC Contract Specialists Chris Kidwell and Marty Pratt said the performance period for the new contracts will begin Jan. 1.

Issuing the solicitation for fuel requirements in Honduras required coordination between the DESC-PLC contracting team, DESC's Liaison to U.S. Southern Command Leo Bryant and Senior Master Sgt. William LaFoy of the SOUTHCOM Joint Petroleum Office. Solid coordination helped DESC ensure vendors had all the correct information concerning quantities, locations and line items. The hard work put in by the DESC team and the support from SOUTHCOM, will ensure Joint Task Force Bravo receives uninterrupted fuel support, allowing U.S. forces to focus on critical missions in Central America.

The Honduras PCS program is in place to support JTF-Bravo, which is America's southernmost forward-deployed unit.

The task force conducts joint, combined, and interagency operations, including a host of contingency and humanitarian operations.

JTF-Bravo supports many SOUTHCOM exercises each year, including the annual Panamex and Iguana Baladora.

Each year, more than a half million pounds of humanitarian aid are transported to the needy, including clothing, food and medical supplies. After the devastation caused by Hurricane Felix in 2007, JTF-Bravo transported 118 tons of relief supplies and flew 124.5 hours over 11 days in support of Operation Felix. DESC-PLC ensured the task force had the necessary fuel around the clock to perform these missions.

The task force also supports two Med Readies each year. These are humanitarian medical missions to remote villages. Task force members participating in Med Readies perform dental care, physicals and surgical consultations for the poor and underprivileged.

Above, the team responsible for the Defense Energy Support Center's Honduras Posts, Camps and Station contract. From the left, DESC liaison to U.S. Southern Command Leo Bryant, Contract Specialist Chris Kidwell and Contracting Officer Marty Pratt. (Photo by Tyler Parker)

Collaboration

By Gerald Tinner
Direct Delivery Fuels CBU

“I think your DESC support staff is among the most helpful government workers I’ve ever met – you have a great team!” wrote an attendee of one of the Defense Energy Support Center’s recent pre-proposal conference for Customer Organized Group 6.

The solid success of the conferences stems from increased commitment to collaboration within DESC, said Tyler Parker, chief of the Ground Fuels Division of DESC’s Direct Delivery Fuels Commodity Business Unit. DESC-PLB, a branch within Parker’s division, is responsible for the COG 6 program.

The renewed emphasis on collaboration began in April when DESC-PLB held a kickoff meeting to lay out a plan for the COG 6 procurement. Representatives from DESC’s Direct Delivery Tech Team, offices of Policy, Market Research, Counsel, Quality Assurance, and Small Business participated. In addition, the Air Force Petroleum Agency and the Army Petroleum Center also sent representatives.

After meeting for two hours, this newly formed team reached an agreement that during this COG 6 procurement, they would collaborate with each other to decrease errors and strive to increase small business participation. A focus on customer service would be the catalyst to team success.

The group adjourned with the understanding that participation throughout the entire procurement process was the only way the team would achieve its goals.

Many one-on-one and group meetings were held over the next several months. These provided status updates and opportunities for suggestions.

The team achieved several milestones, and around the half-way point, they began planning for the solicitation issuance and pre-proposal conferences. They held a planning meeting to generate final input regarding the conferences and determined which DESC offices would provide presentations at the conferences.

The COG 6 procurement team hosted a pre-proposal conference in Dallas Oct.



brings success

28 and another in Denver Oct. 30. Dana Davidson, from DESC's Quality/Technical Support Office, discussed product quality and fuel specifications. DESC-PLB's Lisa O'Brien explained the ins and outs of the Offeror Submission Package. Lula Manley and Sheila McClain from DESC's Office of Small Business Programs provided information on small business programs and the support available through their office. Attorney Justin Finn spoke on procurement integrity and applicable state taxes when doing business with DESC. Candy Cross, the lead buyer for the COG 6 8(a) solicitation, discussed the COG 6 8(a) solicitation procedures. Gerald Tinner, the lead buyer for the COG 6 solicitation, discussed the pre-award and post-award clauses and provided an overview of doing business with DESC-PLB.

More than twenty-five new small businesses – those that have not done business with DESC in the past or have no current contracts with DESC – attended the conferences. The procurement team anticipates the high participation level will result in an increased number of offerors. The previous COG 6 solicitation received forty-two offers.

The team of presenters not only provided valuable information; they committed to spending the time necessary to build positive working relationships. As a result, the greatest success of the pre-proposal conferences was not the attendance – it was the satisfaction attendees expressed after the conference.

Here is a sample of what attendees had to say:

—*"This team truly wants to help to make the offer acceptable and workable for both sides."*

—*"I was impressed with the knowledge and eagerness for everyone to work with COG 6."*

—*"This was a great program and one of the most informative that I have ever been to."*

—*"Every question I had was answered!"*



Conference participants,

counterclockwise from the left, are Sheila McClain of the Defense Energy Support Center Office of Small Business, Candy Cross of Customer Organized Group 6, Dallas conference attendees and Justin Finn of the Office of Counsel.



EA identifies AIT benefits

By Randy Beltran and Jim Sweeney
DESC Executive Agent Office

Late in October, before the frost settled in and the Halloween trick-or-treaters came knocking on doors, the Defense Energy Support Center Executive Agent office team hosted a two-day workshop that was more treat than trick. The workshop focused on Automatic Identification Technology devices as a way to improve fuel accountability and in-transit visibility processes by capturing, aggregating and transferring data to automated information systems.

The EA team brought together bulk petroleum experts from throughout the bulk community to discuss AIT opportunities in bulk operations. Participants came from DESC Fort Belvoir and regions, military services, Joint Staff, Office of the Secretary of Defense, Defense Logistics Agency AIT Program Office, and Department of Defense Program Management office for AIT.

DESC Executive Director Patrick Dulin kicked things off the first day with some welcoming comments, motivational words and some trivia. All were designed to get the attendees thinking about AIT, what it means and what it could mean to the bulk fuels community. He handed out several highly sought-after DESC coins to those who correctly answered some of the trivia questions. Like “What is an ait?” (See answer below.)

AIT is probably not new to you. You may not realize it, but you probably use AIT every day. When you swipe your ID card to enter a government facility or sign on to your computer, that’s AIT in action. When you buy gas with a credit or debit card, that’s AIT in action. When you sit in an office and receive the bulk storage tank fuel quantity readings from the Automatic Tank Gauges technology installed in the tanks, that’s AIT in action. But, those aren’t the only applications for AIT.

When they hear AIT, many people immediately think of the Radio Frequency Identification bar codes and RF tags that get put on so many products and shipments these days. But, it really goes much further than that.

How can AIT improve bulk petroleum management?

Let’s face it; it’s hard to put an RFID tag on bulk fuel rushing through a pipeline. But, did you know AIT can also include sensors, meters, Global Positioning System for vehicles and other containers, and other technologies being developed?

Workshop attendees came together to discuss these and other possibilities. The attendees represented the needs of fuels professionals in the field by identifying the requirements and many options and applications that exist. First, of course, they heard several briefings from experts in the AIT field and spent some time discussing various scenarios in which AIT could serve as a tool toward a solution to improve performance, enhance safety or minimize manual data collection and entry.

Then the brainstorming caps went on and the group really got down to business. They used their own experiences and those of others to say, “There’s a situation that I think could really benefit from using AIT.”

Though participants agreed ATG was a good thing, they believe AIT could enhance it. Linking it to an automated information system, or providing an enhanced AIT capability to check ATG readings remotely, would be a better thing. It would allow them to use manpower dedicated to monitoring the gauges more effectively elsewhere in the operation.

New instances where AIT could be used were discussed too.

AIT could be used to provide more information on truck

Army NCOs gain insight into

By Kelly Widener
DESC Public Affairs

The U.S. Army Quartermaster Noncommissioned Officers Academy at Fort Lee, Va., added a new discussion topic to its training agenda Nov. 3 highlighting the logistical facet of fueling military missions worldwide.

Training developers for the academy invited representatives from the Defense Energy Support Center to discuss DESC’s mission and activities as the Department of Defense’s Executive Agent for Bulk Petroleum.

The class included 78 NCO students ranging in rank from

sergeant to sergeant first class and representing fields in the areas of fuels, water and laboratory operations.

Previous students attending the NCO courses were not exposed to the strategic and operations end of DoD bulk petroleum, indicated William Carmichael, the academy’s training developer. However, students in the current classes had their eyes opened to the logistical depth of the defense fuels world.

DESC’s Executive Agent Office, called DESC-X, has consistently advocated the collaborative tenets of the Executive Agent for Bulk

Conference attendees represented bulk petroleum interests across the Department of Defense.



deliveries. No one would have to climb on top and “stick” the truck for a quantity check, which can be unsafe.

Installing AIT at a base entrance to detect when a fuel truck passes by would alert the fuels specialists so they could prepare for the trucks arrival just-in-time. This way, managers wouldn’t waste team man-hours waiting for a delivery to arrive.

These are just a few of the ideas currently being discussed; there are many more. At the end of the workshop, the group had compiled a list of possible opportunities for AIT application. Some of these were Automated Point of Sale/Custody Transfer automation, sensors for quality measurement, and meters to measure quantities delivered into fuel bladders.

So, now you may be thinking to yourself, “Great, they’ve got another list at headquarters. What does that do for me?” Well, developing the list was the next major step down the path to move DESC further into the technological age. One of the next steps is for a working group to address this list of opportunities. The group will prioritize and study which potential uses provide the greatest mission support at the best value.

To fully maximize the potential for AIT to improve bulk fuel tracking, inventory and safety will be a neat trick indeed. Although the final solution is a way down the road, DESC has started the journey, and the fuels community is moving ahead. *(Trivia answer: An “ait” is a small island usually in a river.)*

DESC mission

Petroleum by aggressively partnering with the military services, combatant commands and the Joint Staff. DESC-X coordinates with DoD components to expand joint bulk petroleum training capabilities for DoD civilian and military personnel using common terminology, industry and DoD best practices, and a common curriculum for interoperability. In that coordinating role, DESC regularly provides briefings and conducts seminars in various forums such as the military services’ fuels equipment acquisition activities, DESC’s Worldwide Energy Conference and the Army War College.

Following briefings with the NCO students, DESC-X representatives visited the United States Army Combined Arms Support Command and the Army’s Petroleum and Water Department to discuss current EA initiatives.

DESC-X plans to work with other DESC directorates and the Army Petroleum Center to establish recurring arrangements for future visits.

Boyle 'sees'



Defense Energy Support Center employee Frank Boyle hasn't let near blindness or a heart transplant keep him from his goals. (Photo by Beth Reece)

**Story and photos by Beth Reece
DLA Public Affairs**

Francis Boyle sees life like a smeared painting.

The Defense Energy Support Center employee has just five percent vision in his right eye and only light perception in his left.

"I see shapes. If I didn't know you were sitting there in front of me, I'd think you were a bookcase or a shelf. I know there's something there; I just don't know what it is," Boyle said.

Blindness has not darkened all of Boyle's 64 years. Until age 27, he could drive a car and read the newspaper with near-perfect eyesight. After a tumor was removed from his optic chiasm – the part of the brain where the optic nerves partially cross – Boyle began dodging darkness with determination.

"I just had to overcome it," he said.

Boyle celebrated 30 years with the Defense Logistics Agency in October. Along the way, he's taught management classes and served as deputy director for the Army's bulk fuel distribution in Europe. He is now a program manager for the Defense Energy Support Center at Fort Belvoir, Va., where he oversees fuel management and distribution changes mandated by the 2005 Base Realignment and Closure legislation.

Diagnosis

Boyle was attending college in Pennsylvania when incessant headaches drove him to seek medical care. In one year he saw more than 27 doctors, a mix of neurologists and ophthalmologists – all of them confused by Boyle's pain. He was eventually diagnosed with optic neuritis, a reoccurring inflammation of the optic nerve, which his doctors were mildly concerned about. But Boyle sensed something more was wrong.

Finally, he was referred to Dr. Norman Schatz, one of only 10 neuro-ophthalmologists in the United States then. A neuro-ophthalmologist specializes in diseases that originate in the nervous system and affect vision. Schatz diagnosed Boyle on the first visit with Leber's hereditary optic neuropathy, a rare syndrome found predominately in young adult males.

Leber's affects the optic nerve, which in turn affects the eyes. Typically, there is acute vision loss in one eye, then loss in the other eye within a few weeks or months. Boyle's vision was fine, however, until about a year after the headaches began.

While diagnosing Boyle with Leber's, Schatz also discovered a tumor on the chiasm of his optic nerve.

beyond disability

“For years no one could figure out what was going on. Then suddenly I had this doctor telling me, ‘We’re going to have to do some tests as soon as possible,’” Boyle said.

Within two weeks, he was admitted to the hospital for exams. After numerous tests, a neurosurgeon removed most of the tumor. Boyle’s family was told that what remained of the tumor was malignant, and he had little time left. A second biopsy revealed it was benign.

Boyle’s vision quickly deteriorated after that. He now has 20/5000 vision. A person with 20/20 vision can see a building from 5,000 feet away, for example, but Boyle must be within 20 feet of a building to see it.

“And what I would see would have no clarity or depth. I would see the building shape, but not the windows or the differentiation between the brick, steel and glass,” he explained.

Surgery and glasses cannot correct Boyle’s vision.

Inspiration from a stranger

Boyle had never met a blind man before losing most of his own eyesight. Months after his 1971 surgery, he walked to the neighborhood bank using a cane to feel his way. Inside, he bumped into another man, and when the two exchanged “excuse me’s” Boyle realized the other man was also blind.

“I said to him, ‘Gosh, I just lost my vision in the last six months. I don’t know whether to go back to graduate school or go out and sell pencils in the street in Philadelphia. What do you do?’” Boyle asked the man.

The answer was a revelation.

“My wife works, and I don’t do nothin’. Why should I?” the man said. “I play cards at the firehouse with the boys, and I drink beer.”

Boyle was incensed by the man’s attitude.

“This was one of the most inspirational people I’ve met in my life because when I walked away from that bank I said to myself, ‘That will not be me in 20 years.’”

The stranger’s negativity drove Boyle to finish school, and he graduated from the University of Pennsylvania with a Master of International Studies degree in 1976.

The long job search

Proud of his Ivy League education and ready to prove that limited eyesight did not define him, Boyle began looking for work just before graduation. He received rejection letters and a few interviews but no offers.

Then he interviewed for a position as an inventory manager with what was the Defense Logistics Agency’s Industrial Supply Center in Philadelphia, but the employer expected Boyle to read ledgers with small print. The hunt continued.

Boyle estimates he mailed out more than 250 applications for federal employment and nearly 500 resumes to private sector

companies in two and a half years.

“Every day I went out and knocked on doors trying to find a job,” he said. “A lot of the problem was that they didn’t want to take a chance with someone with a disability. They didn’t know what to do with me, but they also didn’t bother to ask me how I thought I could contribute.”

Fed up with getting nowhere, Boyle boldly sent a letter to President Jimmy Carter, chronicling his effort to find work and the subsequent rejections.

“I said to the president, ‘What they’re doing is sending me back my resume and telling me to take the steps I’ve already taken. I’m just curious: Is there anything out there? Am I doing something wrong? Can you give me some direction,’” Boyle said.

He didn’t expect a response.

Three weeks later at 7 a.m., Boyle received a call from the White House liaison to the Office of Personnel Management asking if he could be available for a 9 a.m. phone interview.

“I shaved and showered, got all dressed up like it was a face-to-face interview,” he said.

Two interviews and two weeks later, the Defense Logistics Agency offered Boyle a GS-7/9/11 position. He spent the next seven years working to overcome his disability and was promoted to the rank of GS-14.

“I worked hard. The Agency gave me an opportunity, and I was willing to take it and run,” he said. “And because I couldn’t drive and was still single, I would take my work home with me. I’d take a nap, have my dinner and work until 2:00 in the morning.”

DLA supervisors believed in him, Boyle said. He was put in leadership positions and served six years in DLA Europe. So he would have equal access to e-mail, word processing and the Internet, the Agency provided assistive technology such as screen-reading software.

“If I ever wanted to go to training, it was never a problem. They’ve trusted me because I’ve built a level of credibility and I’ve been willing to put in the extra time and effort,” he said. “Also, I have a positive attitude – that’s really critical in anyone’s life.”

Heartbreak

In 1996, Boyle left Germany and returned to Fort Belvoir for a position with the DESC’s International Logistics Division. Later he became the deputy director of facilities, responsible for the maintenance, repair and environmental work of DLA-owned fuel tanks. Boyle had long since accepted life with limited vision, and by then he had a wife and four young children.

Continued on page 30.



Beyond disability

cont'd from page 29

As the next two years passed, Boyle became sleepless. His body grew larger, rounder.

"I went up to almost 300 pounds, gaining about 94 pounds in those two years. The doctor just kept telling me I needed to stay in bed longer and eat less. But having enough time in bed wasn't the problem, and I was eating only vegetables and salads for breakfast, lunch and dinner – no dressing," he said.

Through his wife's intercession, Boyle went to a cardiologist in North Carolina while visiting his mother-in-law in July 1998.

"The reason you've gained so much weight is one-third of your heart is dead. It's dysfunctional," the doctor told Boyle and his wife, instructing them to find a cardiologist close to home.

On Aug. 12, 1998, Boyle felt a sudden pain in his chest while grabbing coffee from the kitchen in his office suite. It was jolting, and he yelled, clutching his chest. His then-coworker, Air Force Lt. Col. Nancy Combs, guided Boyle to a chair, asking if he had any medication.

"In my coat, there was nitroglycerin from the doctor my wife had taken me to. Nancy gave me three, and that's the last thing I remember," he said. "Basically, I died."

Combs gave orders for someone to call 911 and sent others to find anyone who knew heart resuscitation. One person guarded the elevator; another, the front door.

When Fort Belvoir emergency officials received the call for help at DLA headquarters that morning, paramedics were already out testing a new ambulance equipped with resuscitation gear. To Boyle's good fortune, it was driving by the headquarters complex along John J. Kingman Road when the call was made.

"So all they had to do was back up to the door for me," Boyle said.

With almost 12 minutes gone since Boyle stopped breathing, Fort Belvoir paramedics doubted they could revive him.

"But they put me on the machine and brought me back to life."

Boyle woke up three weeks later in a Fairfax, Va., hospital, wired to machines and needing a new heart. Doctors told Boyle he'd have to wait at least six months for a transplant.

"You can't leave the hospital because you won't survive outside this \$6 million equipment we've got keeping you alive," doctors said.

But things changed.

"Four days later they woke me up at 3:00 in the morning, saying, 'We've found a heart,'" Boyle said, tears glazing his blue eyes.

"God was with me. The miracle of it was ... I got a 15-year-old heart. Several boys were drinking and driving at the beach on Labor Day weekend. They all died, and one boy's parents donated his organs."

Stretching a positive attitude

Boyle said that while recovering from his heart transplant, he drew from the same determination and optimism that helped him overcome his blindness. And having faced things most people fear – being handicapped, unemployed and near death – has convinced him that most people are capable of far more than they suspect.

"It's not an easy adjustment to wake up one morning and say, 'Hell, I can't drive anymore. I can't even read the newspaper,'" he said. "But the truth is, most people would probably make out a lot better than they think they would, once they overcome their fears."

Doctors tell Boyle he still has more than 20 years to live so long as he avoids infections. Enough time, he said, to understand Einstein's Theory of Relativity.

Quantum of Fuel?

By Richard Knapp
DESC Japan

The latest James Bond film is now in theaters showcasing its own kind of continuous improvement, and his mission features some fuel-related activity (no spoilers here). The previous 21 films also took on energy-connected themes and situations. Let's see how well you've been paying attention.

What early film opens with 007 infiltrating (and blowing up) a fuel tank farm? The above ground storage tanks actually conceal the bad guys' operations center and heroin stocks.

Goldfinger (1964), Sean Connery as Bond. The film opens in Mexico.

Name the film in which a supertanker doesn't hold product or crude, but is used by the villain to swallow submarines at sea.

The Spy Who Loved Me (1977), Roger Moore.

Name the film in which Bond taxis his Acro Star mini-jet up to a gas service station and remarks, "Fill'er up."

Octopussy (1983), Moore. Cuba opener.

Name one of three Bond films that feature a fuel pipeline.

Three films: Diamonds Are Forever (1971), Connery. Pipeline construction in the desert near Las Vegas. The villain's lair is an oil platform off the west coast. The Living Daylights (1987), Timothy Dalton. Trans-Siberian (gas) Pipeline between Czechoslovakia and Austria. And, The World Is Not Enough (1999), Pierce Brosnan. Fictional pipeline to connect Azerbaijan to Turkey.

Name a film that features Bond himself traveling through a pipeline. [There are two, and no confined-space safety concerns are expressed.]

Two films: Diamonds Are Forever and The World Is Not Enough.



Name the film in which Bond drives a fuel tanker filled with gasoline. He destroys it and all the others of the convoy in the process, of course.

Licence to Kill (1989), Dalton. Convoy through the desert of the fictional Latin American country of Republic of Isthmus.

Name the film in which Bond does the equivalent of an into-plane servicing contract pre-award survey (for security). In this sequence, the bad guy drives a Jet A-1 refueling truck on a wild chase through an airport and performs a Jim Rockford/bootlegger reverse maneuver.

Casino Royale (2006), Daniel Craig. Miami International Airport.

DESC offers high-energy learning

By John Bartenhagen
Workforce Planning Office

1. What colonel drilled the first oil well in the United States?
 - a) Drake
 - b) Olinger
 - c) Larvick
 - d) Jarvis
2. Approximately how many gallons of refined product can be extracted from a 42-gallon barrel of crude oil?
 - a) 45 gallons
 - b) 33 gallons
 - c) 42 gallons
 - d) 25 gallons
3. Why has the Defense Energy Support Center reorganized so many times in the past few years?
4. Why is DESC moving to call Commodity Business Units just Business Units?

DESC's in-house training can help you answer these questions and more.

If you find some of these questions intriguing, or you don't

know the answers, then you might be ready to sign up for a series of training offerings from the Workforce Planning Office. In this office is a small cadre of personnel with more than 130 years collective experience in the petroleum and energy business at DESC and in the military services. They provide meaningful, interactive, interesting and often fun training to the DESC workforce and customers.

What kind of courses do they offer?

Foundation courses – DESC Overview Course and Energy Indoctrination Trip

Do you want to know about the commercial and military energy business, how and why DESC operates, and all about our customers? If so, then the DESC Overview Course is the one for you! This two-day course is offered monthly and covers a wide array of topics, all brought together to give you a “big picture” understanding of our business. The course is packed with information. And, even if you've been around for a long time, you'll still learn things you didn't know or maybe had forgotten.

Follow the Overview Course with the Energy Indoctrination Field Trip and see firsthand the facilities and customers discussed in the Overview Course. This three-day trip to the Virginia Tidewater area is offered twice a year. You'll see

operations at facilities such as the only refinery in the Commonwealth of Virginia and Craney Island, the largest Navy marine bulk fuel terminal in the continental United States. And retail fuel terminals at Langley Air Force Base, Va., a new natural gas power plant at Little Creek Naval Amphibious Base, Navy oilers, and tactical petroleum training facilities at Fort Lee, Va. Not only is the trip a great learning experience, but you will also discover a legendary barbecue joint near Williamsburg, Va.

Detailed commodity business unit courses

Now you're ready to take one or more of the detailed two-to-three-day CBU courses. Offered quarterly are the Bulk Petroleum Fuel Acquisition Course, the Bulk Petroleum Facilities Management Course, stand-alone Direct Delivery Courses covering



Participants in one of the Defense Energy Support Center's high-energy courses. Courses are open to DESC employees, contractors and Department of Defense employees who could benefit.

Posts, Camps and Station, Into-plane, and Bunkers Processes, and two stand-alone courses in Installation Energy — Natural Gas and Electricity. There is also a stand-alone Installation Energy Course covering Coal, which is offered annually.

If you're in one of these CBU's or support one of these CBU's, you should take one of these courses. You might also want to see how other CBU's processes are different from your own by taking a different course. This is a great opportunity to learn more about DESC and perhaps improve operations in your own business unit.

Customer and supplier courses

DESC hasn't forgotten its customers and suppliers. The Workforce Planning Office also offers courses to improve your understanding of how DESC operates. The team can tailor the DESC Overview Course for an organization's unique needs.

In addition, selective training targets the needs of particular customer and supplier groups. These include a two-day Natural Gas Customer Seminar and a week-long Joint Petroleum Seminar. Courses have also been designed to improve engineering and environmental project awareness, provide oil spill prevention and Hazardous Waste and Emergency Response, or HAZWOPER training, and assorted safety training. Contact the team to discuss your needs.

On-line computer-based training

DESC also offers several online courses for people who prefer distance learning. These include training for accountable officials, joint petroleum training, safety training, a DESC customer course, a primer on Lean Six Sigma, an overview of DESC's Business Systems Modernization—Energy initiative, and computer tutorials on E85, biodiesel, synthetic fuels, and alternative fuels logistics.

Want to find out more?

The DESC Home page provides a detailed course description and schedule for all the different courses offered in-house by



Participants in the Energy Indoctrination Course visit the Army's petroleum training facility at Fort Lee, Va.



Participants in the Energy Indoctrination Course visit the marine bulk fuel terminal at Craney Island, Va.

the Workforce Planning Office. Access this site at <http://www.desc.dla.mil/DCM/DCMPage.asp?PageID=486> or by clicking on the "About DESC" tab and the "Training Opportunities" tab. Or, if you're at Fort Belvoir, Va., just stop by the office in Room 3830 in the McNamara Headquarters Complex.

Is the training worthwhile? Just ask the students.

Here are some comments from the DESC Overview Course:

"The best overall class I've attended in 18 years of service that wraps up an organization in two days of instruction."

"The course was great! I realized I didn't know as much as I thought."

Answers to questions:

1) d, 2) a, 3) efficiency, 4) acute shortage of the letter C



DESC Small Business hosts Illinois conference

By Sheila McClain

DESC Office of Small Business Programs

A part of the Defense Energy Support Center's campaign to raise awareness of opportunities and services available to the small business community, the Office of Small Business Programs held a conference in the Chicago area in June.

This networking and training conference was part of an effort to create an environment where small businesses can grow and establish working relationships.

As part of the outreach conference, three successful events were held in Naperville, Ill. Monday, June 9, a no-host reception was held. The participants included representatives from small and large businesses as well as from the Illinois Procurement Technical Assistance Center, Small Business Administration Illinois District Office, DESC contracting Commodity Business Units, and the DESC and Defense Logistics Agency's offices of Small Business.

The next day, Lula Manley, director of DESC's Office of Small Business Programs, welcomed the participants and presented an overview of the events for the day. She also discussed upcoming opportunities for the remainder of fiscal 2008 and forecasted opportunities for fiscal 2009 to give attendees a flavor of potential contracting possibilities.

Next, Peg Meehan, director of DLA's Office of Small Business Programs, stressed the importance DLA places on supporting the small business programs as well as the warfighter. She presented a new DVD entitled DLA Supporting Mission Success.

Then, DESC's Debra Simpson-Mayeux and Sheila McClain presented sessions on doing business with the Department of Defense and how to get started. Following that, the Illinois PTAC representative, Richard Alton, presented an overview of the functions of PTAC and assistance provided.

Robert Conner, assistant district director of the Business Development Small Business Administration Illinois, addressed the group on opportunities for small businesses.

Presentations were also given by DESC representatives from

various CBUs on their respective commodities and unique requirements. Bradley Staton, of the Aerospace Energy CBU, provided information on liquid propellants, non-propellant cryogenics and compressed gases. The Bulk Petroleum CBU's Phyllis Orange and Brian Delong gave presentations on aviation fuels, gasoline, diesel, government-owned-contractor-operated and contractor-owned-contractor-operated opportunities. The Direct Delivery CBU's Tyler Parker and Gerald Tinner addressed aviation gas, F76, Jet A-1, gasolines, diesel, heating oil, biodiesel B20 and ethanol E85. The Installation Energy CBU's John Nelson and Robin Matthews presented information on coal, natural gas, electricity, wind, biomass and geothermal renewable energy.

Following lunch, Laura Carlson of Utility Privatization presented explained what products and services DESC buys. Meehan explained the DoD Mentor-Protégé Program. Product Technology & Standardization Division representative Daniel Baniszewski spoke on the various product specifications and requirements in DESCs solicitations.

Later in the afternoon, DESC's Small Business office and CBU representatives hosted three breakout sessions to provide training and opportunities to ask questions, develop partnerships and network with other vendors and government officials. The SBA and the Illinois PTAC participated in the breakout sessions and provided training and valuable information to new potential vendors.

The conference was a success, and a wealth of information was shared with 72 conference attendees, representing 56 companies.

Above, the Installation Energy Commodity Business Unit breakout session at the Defense Energy Support Center's small business conference in June. The CBU's John Nelson and Robin Matthews face forward.

Dail sees bright future for DESC

By Susan Declercq Brown
DESC Public Affairs

Army Lt. Gen. Robert Dail met with Defense Energy Support Center employees Oct. 30 at Fort Belvoir, Va., as he prepared to step down as director of the Defense Logistics Agency. He predicted a bright future for the center.

Dail, who visited each of DLA's business units, enjoyed a DESC-prepared slide show which took a light look at his tenure as director and a tongue-in-cheek list of the top ten reasons why he was retiring, including "Number two: We have extended the enterprise so far that our next requirement will be to obtain dilithium crystals for Scotty." He also received framed AIR, SEA and Fleet Cards "for use in case of a fuel emergency."

Dail presented DLA director's coins to several DESC high performers then spoke about his pride in the DESC team's achievements, challenges and future prospects.

"We're living in a very, very dangerous world; and it's going to continue to be very uncertain," the general predicted. "We're going to have troops spread out all across the world in the next 10 to 15 years."

He said DESC would play a critical role in the coming years.

"Now, we're a fossil fuel-burning Department of Defense. And, so right on the near horizon, what you're doing today — in Iraq and Afghanistan, Horn of Africa, supplying our great Navy across the seven seas — that is going to continue to be your responsibility," he said.

He praised DESC for innovation and important contributions to the warfighter.

"DESC has broken the mold and has broken out a new business model for supplying America's military," he said. "If you look at what you're doing today in U.S. Central Command, supplying and supporting close to 200,000 men and women in uniform and another probably 200,000 civilians, contractors, in those very austere regions of the world where there are no rail systems to speak of, no refineries to speak of — it really tells

you why the United States is different from any other country in the world. And, the people who are making that happen today, providing the energy and the fuel sources for those helicopters, vehicles and weapons platforms — it's DESC. You're right there on the front line. There would be no requirements for spare parts if you couldn't get the fuel there to burn. There would be no food going to the dining facilities if there wasn't fuel and energy to burn.

"In the short term," he continued, "you're going to be supporting our men and women in uniform. You're going to reposture in Iraq. You're going to reinforce Afghanistan, and be right there in the forefront."

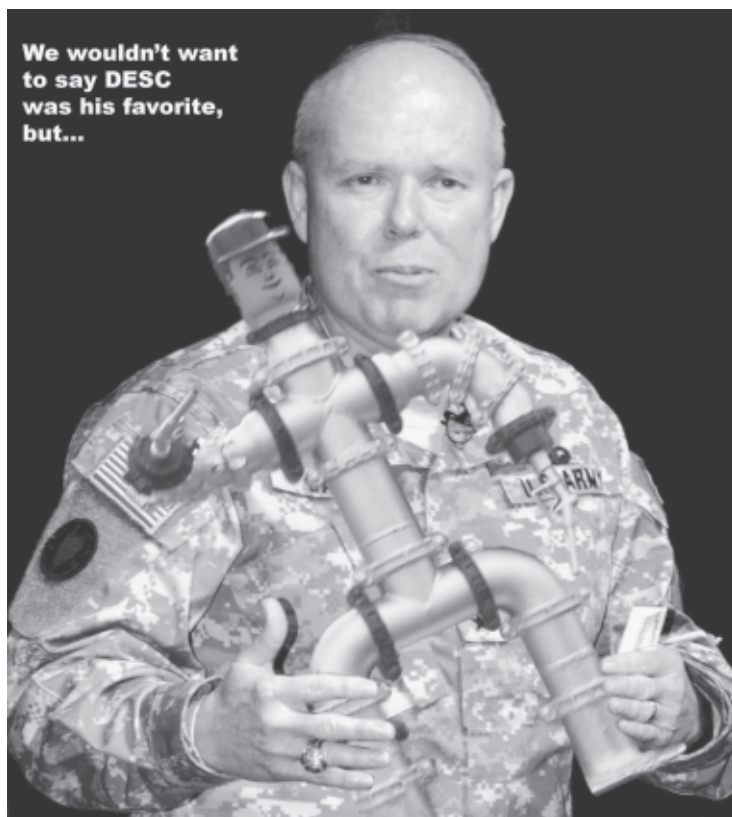
Dail said alternative fuels — synthetics, renewables and bio fuels will play critical roles in the nation's future. He said now is the time for DESC to firmly establish itself as DoD's expert on alternative fuels.

"I appreciate what you're going to do in the future to continue to support the warfighter as you support a new administration that comes to Washington. [The administration is] going to be emphasizing a new energy policy, and you're going to be at the forefront of that. I think the future is very bright for DESC."

Dail also addressed a plan to move DESC Fort Belvoir out of the DLA headquarters building, saying, "Your work is critically and vitally important to DoD; no one

in Washington should think you're part of [the DLA headquarters staff.]"

Dail closed by thanking the DESC team for its professionalism, saying, "I can't thank you enough for your dedication to duty, your skills and competencies, your great patriotic pride and civic duty."



This photo of Army Lt. Gen Robert T. Dail was altered to make it appear he was holding the Defense Energy Support Center's mascot Pipeman. It was part of a humorous slide show prepared for presentation at the general's farewell visit to DESC in November. (Graphic by Susan Declercq Brown)

The Big Picture



New director: DLA ‘national asset’

By Kathleen T. Rhem
DLA Public Affairs

Calling the Defense Logistics Agency a “national asset,” Navy Vice Adm. Alan S. Thompson officially assumed responsibilities as the agency’s 16th director Nov. 19.

Thompson called DLA “a vital enabler to the readiness of our armed forces, manned by the world’s finest military and civilian personnel.”

“When we talk about the forward defense of freedom, DLA is laser-focused on our mission of providing everything that is needed to those deployed and sustaining the finest combat forces in the world around the clock around the world,” he added.

During the ceremony, Deputy Undersecretary of Defense for Logistics and Materiel Readiness Jack Bell noted that Thompson is no stranger to DLA. Before becoming director, Thompson served in various positions in the agency and as a customer.

Most recently Thompson was commander of Naval Supply Systems Command. He also previously was commander of the Fleet and Industrial Supply Center Norfolk, Va., and of the Defense Supply Center Columbus, Ohio.

Bell outlined several major challenges facing DLA, most notably preparing for a drawdown of forces in Iraq and plus-up of forces in Afghanistan.

“Support for our forces in Afghanistan is the most difficult logistics assignment we have faced since World War II,” he said. “The timetable for accomplishing all of this has been compressed tremendously within the last couple of months – partially by the timetable that’s being negotiated in the pending [status of forces] agreement for Iraq and partially by the decision that has been made to accelerate the plus-up of forces in Afghanistan.”

Other challenges include Base Realignment and Closure-mandated changes in supply and storage management and support to disaster relief and humanitarian assistance efforts in the United States and abroad.

During his remarks, Thompson said he believes strongly in DLA’s mission and looks forward to the agency’s continued success.

“The sun truly never sets on DLA,” he said. “You see the DLA logo on nearly every military base around the world, and we are forward-deployed everywhere our forward-deployed



Navy Vice Adm. Alan S. Thompson assumed responsibility of the Defense Logistics Agency at its Fort Belvoir, Va., headquarters

soldiers, sailors, airmen and Marines serve. And in every case, I believe we’re providing exceptional logistics support.”

The admiral outlined four guiding principles for DLA employees.

- “That we exist to support our nation’s warfighters. It’s about focusing everything we do on providing everything that is needed to accomplish their mission;
- “That we must always seek the best solution for the armed forces and the Department of Defense and never worry about protecting our own turf;
- “That we should argue passionately about what is good and effective but not allow that to blind us to needed change; and
- “That the well-being and effective replenishment of our ever-more-diverse work force, both military and civilian, is the foundation on which all of our efforts must be based.”

He also introduced DLA employees to five strategic focus areas that will guide the agency’s efforts under his leadership - warfighter support enhancement, assess current and future roles, work force development, stewardship improvements and business process refinement.

Thompson also stressed that he is proud of the accomplishments of DLA’s work force.

“As Theodore Roosevelt said, ‘Far and away the best prize this life offers is the chance to work hard at work that is worth doing.’

Thompson brings experience

By Susan Declercq Brown
DESC Public Affairs

When Navy Vice Adm. Alan S. Thompson became the 16th director of the Defense Logistics Agency Nov. 19, he brought with him nearly 33 years of experience in military logistics.

As director, Thompson will oversee the activities of 23,000 civilian and military employees in the United States and overseas, with fiscal 2008 business revenues of \$43.5 billion.

Thompson joins DLA after serving as commander of Naval Supply Systems Command and the 44th chief of the Navy Supply Corps. As such, he commanded a worldwide workforce of more than 25,500 military and civilian personnel in providing a broad array of acquisition, logistics and retail services to U.S. and allied naval forces. As chief of Supply Corps, he was responsible for community management of more than 3,400 active and reserve Supply Corps officers and more than 27,000 active and reserve enlisted sailors.

Thompson has served in a variety of key leadership positions afloat and ashore. He served as assistant supply officer aboard the USS David R. Ray (DD 971) and supply officer aboard both the USS Chandler (DDG 996) and the USS Dwight D. Eisenhower (CVN 69).

Ashore, he served at the Naval Supply Systems Command; the former Naval Aviation Supply Office, Philadelphia; for the commander of the Naval Air Force, U.S. Pacific Fleet; Naval Air Station Miramar, and in the Office of the Chief of Naval Operations. He was the commanding officer of the Fleet and Industrial Supply Center Norfolk, Va., and a fellow on the CNO Strategic Studies Group.

Thompson's flag officer assignments include commander of the Defense Supply Center Columbus, Ohio, and director of the Supply, Ordnance and Logistics Operations Division, Office of the Chief of Naval Operations.

Thompson graduated with a Bachelor of Arts in economics from University of California Los Angeles, where he received his commission through the Naval Reserve Officer Training Corps program in 1976. He also earned a Master of Business Administration from the University of Florida and completed the Columbia University Graduate School of Business Senior Executive Program.



Vice Adm. Alan S. Thompson

Dail urges logisticians to ‘keep troops foremost in your minds’

By Kathleen T. Rhem
DLA Public Affairs

At his retirement ceremony Nov. 13, the outgoing director of the Defense Logistics Agency urged military logisticians to always keep the troops foremost in their minds.

Several current and retired general and flag officers attended the retirement of Army Lt. Gen. Robert Dail after a 33-year career that included the past two years spent as DLA director.

Navy Vice Adm. Alan Thompson became DLA director the following week.

In his retirement speech, Dail urged Agency employees to ensure America’s warfighters receive “the kind of support that men and women who wear the uniform of a free republic should expect and deserve when they volunteer to

serve the country.”

The general said he often pictured a soldier, sailor, airman or Marine in his vehicle with him as he entered through the gates of the McNamara Headquarters Complex every day because that’s who he was representing, and he felt they influenced his decisions.

Dail also stressed officers whose careers he influenced are his most important legacy to the military corps of logisticians. “I really feel that my legacy is not in some initiative or some program, but my legacy really is in my subordinates,” he said. “I have ... felt that that was my ... long-term mission that I was supposed to provide to the Department of Defense.”

During the ceremony, Army Gen. David Petraeus, commander of U.S. Central Command, spoke of Dail’s lasting impact on U.S. warfighters.

“Bob Dail helped to instill a never-take-no-for-an-answer attitude and a warrior ethos in those supporting our combat forces,” Petraeus said.

“Bob simply refused to take no for an answer when it came to meeting the needs of our warfighters, and he repeatedly leveraged his experience and expertise to link the national industrial base and to harness the global marketplace to ensure the best possible support of our troopers around the world,” Petraeus said.

Petraeus recounted how he and Dail

served together as battalion commanders in the 24th Mechanized Infantry Division and again when they both were brigade commanders in the 82nd Airborne Division. He peppered his speech with personal anecdotes about their careers.



Army Lt. Gen. Robert Dail (right), then-Defense Logistics Agency director, and Army Gen. David Petraeus, U.S. Central Command commander, stand at attention during the reading of Dail’s retirement orders during his Relinquishment of Responsibilities and Retirement Ceremony held at the DLA Headquarters’ McNamara Auditorium Nov. 13. (Photo by Jonathan Stack)

DLA director issues key tasks

By Beth Reece
DLA Public Affairs

Warfighters are elated with the support they receive from the Defense Logistics Agency, Navy Vice Adm. Alan Thompson said Nov. 20 during his first live broadcast to the agency since becoming its 16th director.

“The reputation of DLA with our stakeholders and customers is very, very solid,” he said. “Having said that, we can always move to the next level, and that’s what we’ll be doing in the months ahead.”

Expecting a near future of great change and increasing need to support customers, Thompson said DLA must maintain its focus on “doing what is right for our warfighters.”

The admiral defined five strategic focus areas established with the input of senior leaders from both headquarters and field activities. They are:

warfighter support enhancements, mission area assessment, workforce development, stewardship improvements and business process refinements.

Thompson is scheduled to release new guidance on DLA initiatives the first week of January. Until then, he is emphasizing nine actions described in his 100-day action plan.

■ **Prepare for possible expanded operations in Afghanistan.** As forces in Afghanistan increase, the agency will also need to boost its support “not only there on the ground, but also back in our field commands here in the United States to make sure that force is as well supported as the force currently deployed,” he said.

■ **Complete the disposition of Air Force-owned nuclear weapons-related material.** The admiral said this includes helping the Air Force prepare to

manage the material.

■ **Assess DLA’s Enterprise Business System-supported business performance and potential.** An

independent study will determine ways to further enhance EBS. “Clearly DLA has set the standard for the Department of Defense, if not the federal government,” Thompson said. “But the reality is, we now need to take it to the next level.”

■ **Expedite progress on the Common Food Management System.** The military services use the CFMS to manage food service operations. A pilot demonstration and fielding to the services is slated for early 2009.

■ **Review and prioritize DLA’s largest projects and initiatives.** As customer needs change, Thompson said the agency must determine essential initiatives to avoid task overload. “There’s always a balance that we have to make between what is important and what is urgent. You need to prioritize so that when all is said and done, what must get done gets done.”

■ **Further enhance DLA’s partnership with U.S. Transportation Command.**

■ **Prepare to conduct the next DLA employee survey early in 2009.** An agency-wide survey will measure employee perceptions regarding the Agency’s culture and its effect on their ability to perform.



Defense Logistics Agency Director Vice Adm. Alan S. Thompson defines his five strategic focus areas at his assumption of command Nov. 19 at Fort Belvoir, Va.

■ **Initiate a broader DLA-wide approach to risk management.** Negative media coverage and concerns from Congress are easily avoided with foresight, Thompson said. “We need an ongoing effort to make sure that we’re looking for those vulnerabilities, and we address them early on.”

■ **Quickly assess and modify as needed DLA’s enterprise governance processes.**

With much of the current work force eligible or nearly eligible for retirement, Thompson said a great opportunity exists to shape DLA’s future.

“Clearly we will have an increasing rate of attrition over the next several years. Therein lies an opportunity, if we do it right, to ensure DLA in the future is every bit as strong as it is today,” Thompson said.

For an organization like DLA to continue to be as relevant as it is today, he added, “we need to constantly be looking for ways that we can add value for our customers and stakeholders.”



Air Guard conducts medical evacuation in Antarctica

By Air Force Maj. Sam Highley
JTF Support Forces Antarctica Public Affairs
American Forces Press Service

A combined U.S. and Australian team evacuated an Australian civilian in Antarctica to a hospital in Hobart, Australia, Nov. 5.

The seriously injured patient was part of an Australian Antarctic Division contingent conducting scientific research at Davis Station, Antarctica. Immediately after the evacuation, he was reported to be in stable condition while receiving medical care in Hobart for multiple fractures caused by an all-terrain vehicle accident.

A medical team flew 1,500 miles from McMurdo Station in Antarctica to Davis Station Nov. 3 aboard an LC-130 Hercules from the New York Air National Guard's 109th Airlift Wing, based out of Stratton Air National Guard Base, N.Y. The ski-equipped aircraft landed on an improvised runway prepared by Davis Station personnel earlier in the week.

The medical team, along with aircrew members and an aircraft maintenance team, spent the night at Davis Station to rest, refuel the aircraft and prepare the patient before beginning the 10-hour flight to Hobart on Nov. 4.

The mission was flown as part of Operation Deep Freeze, which is commanded by U.S. Pacific Command's Joint Task Force Support Forces Antarctica. ODF is the name given to operational and logistic support of the National Science Foundation and the U.S. Antarctic Program conducted by the U.S. Air Force, U.S. Navy, and U.S. Coast Guard since 1955. This involves coordination of strategic intertheater airlift, LC-130 field support airlift; aeromedical evacuation support;

emergency response; sealift; seaport access; bulk fuel supply; port cargo handling; and transportation requirements.

The Defense Energy Support Center's Bulk Petroleum Business Unit procures the fuel for the program. A one-ship delivery is made once a year to support the annual requirements of McMurdo Station. For the 2008-2009 season, DESC procured five million gallons of AN8 arctic turbine aviation fuel, which has a freeze point of minus 72 degrees Fahrenheit or lower; 500,000 gallons of JP5 turbine aviation fuel and 123,000 gallons of gasoline.

The movement was the first major mission for the LC-130 in the current Operation Deep Freeze season. The New York unit is the only unit in the Air Force that operates the LC-130 Hercules, which can land on snow or ice surfaces throughout Antarctica thanks to its ski-equipped landing gear. The plane also has wheels for landing on prepared hard surfaces.

An LC-130 Hercules sits on an improvised ice runway at Davis Station, Antarctica, Nov. 3, 2008. A U.S. and Australian medical team moved an injured Australian civilian aboard the aircraft from the camp to a hospital in Hobart, Australia. The mission was flown as part of Operation Deep Freeze, commanded by U.S. Pacific Command's Joint Task Force Support Forces Antarctica at Hickam Air Force Base, Hawaii. (Courtesy photo)

Unique unit moves Okinawa

By Vince Little
Stars and Stripes

The 505th Quartermaster Battalion is the pump that keeps U.S. vehicles rolling on Okinawa roads and military aircraft roaring in the skies. It's also the last of a dying breed.

"The harsh reality is nothing on Okinawa moves without us," said 1st Lt. Ken Smith, the battalion's petroleum operations officer.

As the Defense Energy Support Center's storekeeper on the island, it's the only unit in the Army responsible for maintaining a petroleum pipeline and terminal distribution network. Other fuel requirements around the service have been farmed out to private contractors.

The battalion oversees a 78-mile pipeline and supplies all Defense Department agencies on Okinawa — 747 to be exact, officials said. Recipients include the 18th Wing at Kadena Air Base, the 31st Marine Aircraft Group at Futenma, the Navy's USS Essex Expeditionary Strike Group at White Beach, and Army and Air Force Exchange Service gas stations islandwide.

"This is a unique battalion, last of its kind," added Master Sgt. Ricky Davis, the operations noncommissioned officer in charge and senior enlisted adviser. "It's a pretty big operation here."

The Chibana Compound is a tiny complex near Kadena nestled between a main highway and jungle. Soldiers say Okinawans recognize it by the "Pipeman" statue out front.

The 505th manages a pair of deep-sea fuel piers and two offshore tanker discharge facilities for commercial vessels contracted by DESC. Its six fuel-tank farms spread across the island boast a 56-million-gallon storage capacity, which can sustain an armored cavalry division in battle for 126 days without resupply. Combined with additional fuel stored at Kadena, that number increases to 249 days.

Lt. Col. Michele Thompson-Shoats, the battalion commander, said 64 soldiers are among the 175 personnel assigned to her unit. U.S. and Japanese civilians also make up the work force.

"Our main concern is to move petroleum safely and not endanger the population or environment," she said.

At Chibana Compound's control center, system operators monitor underground fuel lines around the clock for anything out of the ordinary. The facility features pressure and seismic sensors that can automatically shut down the pipeline.

Thompson-Shoats said divers support underwater tasks, and spill-response vessels stand ready to tackle any emergencies. "We pray we never have to use them," she added.

The battalion has a laboratory at Chibana and two others at White Beach and Tengan set up to determine specification and grade standards. About 3,000 tests a year are conducted, and the unit recently notched a 98.2 percent accuracy rating, officials said. "We make sure the fuel is maintaining its quality before we start pushing it out to the services," said Sgt. Daniel Morel, a petroleum lab technician.

In the past fiscal year, the battalion has distributed \$155 million worth of fuel, according to Smith. The Air Force received the most — about 46 million gallons. That's roughly 4.5 million a month.

He said the Marine Corps used about 5.8 million gallons while 9

January 2009



First Lt. Ken Smith, the 505th Quartermaster Battalion's petroleum operations officer, said the Army uses a landing craft at Tengan for offshore fuel system maintenance, inspections and ship operations. The location is one of two fuel-entry points on Okinawa operated by the unit. (Photo by Vince Little)

million gallons went to the Navy, which refueled 83 ships — including some taking part in Operation Enduring Freedom.

The Air Force and Marines also have their own tank farms plugged into the pipeline, according to Thompson-Shoats. She said local carriers, including those contracted by AAFES, move fuel to other locations on Okinawa.

About 13 months ago, the 505th picked up laboratory surveillance and distribution for AAFES, but it's getting a new local supplier by the end of the year, she added.

Ken Hoff, the battalion's maintenance chief, said his 43-member team keeps eyes on 5,000 valves, and it's a perpetual struggle.

"Staying ahead of corrosion is a constant battle here on Okinawa," he said. "The salt air and water, heat: It's just not good on metal."

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New organization helps combatant commanders

By Jonathan Stack
DLA Public Affairs

A new organization housed by the Defense Logistics Agency at Fort Belvoir, Va., will provide acquisition support for joint operations involving the Defense Department and other government agencies.

The Joint Contingency Acquisition Support Office officially stood up with a ribbon-cutting ceremony Oct. 20.

“In 2007, Congress directed that DoD implement a programmatic approach to fix problems which exist in contingency contracting and contingency acquisition management,” said Tim Freihofer, the office’s director. “The JCASO is one of the elements prescribed to implement and carry out that mission.”

The office will oversee expeditionary contracting conducted during combat, post-conflict and contingency operations.

The office will oversee expeditionary contracting conducted during combat, post-conflict and contingency operations, Freihofer said.

“If you go out to the combatant command logistics directorates, you find that they don’t have the expertise available to them to manage the level, size and scope of contracted support and services that are currently in their plans,” Freihofer explained.

“In order to both train and provide that acquisition expertise, the decision was made to stand up JCASO, as opposed to providing the five combatant commanders [their own] acquisition staff,” he said.

By and large, he said, it’s more economical to make this 28-member unit available when needed than to maintain a staff element in each of the regional commands.

DoD officials were considering three organizations to host the JCASO: U.S. Joint Forces Command, the Defense Contracting Management Agency and DLA.

“After looking at all the pros and cons, DLA was the best choice,” Freihofer said.

DLA was selected because the agency currently supports all the combatant commands and geographical areas, and already has a mission of sustainment and support. The agency also has acquisition management expertise.

“The whole package of the things that would be required to successfully stand up and field this capability for the combatant commanders is resident in DLA,” Freihofer said.

The JCASO’s staff will include 17 military members and 11 civilians.

“The staff will provide functional expertise required, as well as two deployable teams of five personnel each,” he said.

The teams are organized and split so they will provide dedicated support to the combatant commands. They will plan, train, exercise and fight with their respective combatant commands.

“This organizational approach provides the COCOM acquisition staff continuity and the bench strength to support high-intensity operations when required,” Freihofer said.

The U.S. government depends on contractors now more than ever before, Freihofer said, employing about 200,000 contractors. Local nationals hired overseas increase that number significantly, he added.

“If contractors are in a joint operating area, the commander is responsible and must oversee their work in theater,” Freihofer said. “In the past, much more was done with our military troops; there were not near as many contractors involved.”

Now the JCASO will oversee and manage that, Freihofer said. It will provide a contract management synchronizing capability from DLA overseas to the regional combatant commanders and provide contract management oversight, synchronization, transition planning and strategy.

DLA supply center

By Susan Declercq Brown
DESC Public Affairs

Have you ever wondered how much food it takes to feed deployed U.S. forces. Here’s a snap shot.

Troops serving in the Middle East dined on a traditional Thanksgiving meal thanks to employees of the Defense Energy Support Center’s sister field activity Defense Supply Center Philadelphia.

The supply center sent thousands of pounds of food – including more than 120,000 pounds of turkey and more than

Videophone debuts at DSCC

By Tony D'Elia
DSCC Public Affairs Office

By using the Internet, deaf and hard-of-hearing callers can now make telephone calls faster and more efficiently than in the past.

Associates at Defense Supply Center Columbus can now make calls through a new system that uses a video relay service staffed by interpreters for the deaf or hard of hearing.

Using the Internet, deaf and hard-of-hearing callers connect with qualified American Sign Language (ASL) interpreters at a relay service call center. The interpreter telephones the second party. As the deaf caller uses sign language through the video phone's camera, the interpreter immediately speaks the message to the second party. It's a simple process that saves a great deal of time and results in smoother and faster communication.

And what do users think of the system?

"It is very good and it is very fast," said Jigar Patel, a demand planner supply technician for Maritime Customer Operations.

"This is great for deaf people."

For four decades, deaf people have used the telecommunications device for the deaf, or TDD, which requires a lot of typing. The deaf user calls a TDD operator who takes the message and reads it to a second party. The second party replies to the operator and that message is typed back to the deaf user.

"The TDD is such a slow process," added Patel, who is a graduate of Gallaudet University, D.C.

"I have had TTY for years to communicate with contractors, customers, co-workers, etc," said Cheryl Ridolfo-Salzano, a DSCC Pricing Branch acquisition technician. "The best thing about videophone is that it saves time. We all are excited to use videophone for better communication for everyone on the base and also outside of the base."

Michael Dick, a program management assistant for DLA Enterprise Support-Columbus, has been using the system for several weeks.

"Most of the hearing persons do not have the patience with



Jigar Patel, a demand planner supply technician for DSCC's Maritime Customer Operations, uses a videophone to make a telephone call. On the left is a monitor showing an interpreter for the hearing impaired who is relaying his American Sign Language message by voice to the caller on the other end of the line. The system also has a remote control device. The video camera sits atop the monitor. On the bottom left is the old TDD unit. (Photos by Charles Moffett)

deaf callers via the traditional relay service," Dick said. "Most deaf callers type between 20 and 75 words per minute, but the hearing individuals speak between 100 and 200 words per minute."

Dick said that mundane tasks such as ordering a pizza aren't so laborious with the videophone.

"When I make a call for ordering pizza via TDD, it takes about nine minutes. But making a call via videophone, it only takes a few minutes, similar to any normal individual."

Dick said a typical business call would take twice the time on the old TDD. He says the new system can enable deaf/hard-of-hearing federal civilians to move up in their professional careers.

helps troops gobble, gobble

170,000 pies – to troops in Iraq, Afghanistan, Bahrain, Dubai and Djibouti.

DSCP sent:

- Whole turkey: 121,108 pounds, worth \$323,228.60;
- Turkey breast meat: 109,780 pounds, worth \$437,991.49;
- Turkey thigh meat: 145,780 pounds, worth \$361,852.66;
- Ham: 95,826 pounds, worth \$263,199.92;
- Beef: 178,466 pounds, worth \$1,139,970.37;
- Shrimp: 131,359 pounds, worth \$1,712,960.70;
- Stuffing mix: 16,874 containers, worth \$149,025.40;

- Potatoes: 14,308 containers, worth \$64,181.47;
- Sweet potatoes, 56,104 cans, worth \$137,584.15;
- Cranberry sauce, 10,994 cans, worth \$74,683.30;
- Corn: 32,535 pounds, worth \$155,874.42; and
- Assorted pies: 179,810 individual pies, worth \$1,451,491.36.

DSCP annually supplies \$13.4 billion worth of food, clothing and textiles, medicines, medical equipment, construction and equipment supplies and services to servicemembers and their families and other federal customers worldwide.

New technologies provide help in

By Fred W. Baker III
American Forces Press Service

A dozen companies, including the developer of a portable solar generator, gathered in the Pentagon courtyard Oct. 15-16 to demonstrate some innovative technologies.

As a reserve affairs soldier serving in Iraq in 2005, Andy Castro saw a problem. Fresh drinking water systems took too long to set up, there was little standardization, they produced poor water quality and often failed quickly for a lack of maintenance, he said.

So, Castro returned to the United States, quit his full-time job, worked with the local Veterans of Foreign Wars chapter to raise money, teamed with a handful of guys who could help him design a solution, and started a business called Alrafidane, an Arabic word meaning “between two rivers.”

In the Pentagon courtyard in October, Castro set up and demonstrated a system that he said can produce thousands of gallons of clean water every day, cheaply, quickly and reliably.

“It takes me 20 minutes to set up. I push the green button, and I walk away,” Castro said. “It’s designed to be simple. It’s designed to be user-friendly, so anyone can operate it.”

Castro was part of about a dozen companies gathered for a STAR-TIDES research demonstration.

STAR-TIDES stands for sustainable technologies, accelerated research - transportable infrastructures for development and emergency support. The program is headed by the National Defense University and serves as a worldwide network of

defense leaders, educators, and technical experts and civic and industry executives who work to match experiences and technologies to aid relief efforts for people suffering in areas ravaged by war, disaster or poverty.

Today’s U.S. national defense strategy calls for the Defense Department to work harder at working better with the civilian agencies with which it inevitably finds itself sharing battle space, either in combat or in humanitarian missions. Also, in recent years the U.S. military has taken a forward-leaning approach toward the use of its “soft power,” or using humanitarian and other types of aid to build trust with other countries in hopes of preventing or shaping future conflicts.

“The reason why this is of interest to the military is we can’t do it all ourselves,” said Linton Wells II, distinguished research fellow and force transformation chair at the university. Wells leads the STAR-TIDES program. “We’ve seen in Iraq and Afghanistan — and in the tsunami and [Hurricane} Katrina — that it has to be a partnership between business and government and civil stakeholders.”

STAR-TIDES and its network hopes to provide solutions to make the civil organizations work more effectively, Wells said. And it hopes to help the military fit more seamlessly with the other organizations. STAR-TIDES also hopes to leverage technologies to lower the costs of rendering aid for both civilian and military organizations, Wells said.



Afghan security forces watch over a new wind farm in Afghanistan’s Panjshir province. The turbines provide electricity to the Panjshir government compound, which celebrated its grand opening Nov. 13. (Photo by Army Sgt. Paul David Ondik)

Greener energy

By Army Sgt. Paul David Ondik
Combined JTF 101 Public Affairs
Special to American Forces Press Service

Soldiers, government officials and journalists descended on Afghanistan’s Panjshir province Nov. 14 for the grand opening of several developmental projects, including a “green energy” wind farm.

The wind farm may look unimpressive rising against a picturesque backdrop of snow-capped mountains, but it holds a key to the environmentally cutting-edge techniques being used in this most unlikely of places.

“The potential for the wind farm is 100 kilowatts,” said Army Maj. Nicholas Dickson, the Panjshir provincial reconstruction team executive officer. That may not seem like a lot of electricity if applied to an American home, but the government center in Panjshir isn’t using it for high-definition TV sets and game

crisis response

Solar Stik demonstrated a solar generator its makers said would replace the need for portable gas-powered generators in the field and eliminate the need for the logistics support to fuel and maintain the generators.

Solar panels charge battery packs that then store the power until needed. This is more efficient and less costly, Brian Bosley, the company's chief operations officer said.

First, no fuel is needed, so there is no ongoing cost to keep the generators running. Also, a typical generator is capable of outputting much more energy than is required, yet it consumes the same amount of fuel regardless.

"Nine times out of 10, the gas generator is not supplying all of its capable power to the connected appliances," Bosley said. "You may be using 10 to 20 percent."

Using the solar generators, only the energy required is drawn. The system stores the power and supplies it on demand. The system is rugged, can be air-dropped into remote locations, and is "plug-and-play," so set-up takes only minutes, Bosley said.

This is good for powering field medical clinics, emergency communications equipment, lighting and other requirements in an area where there is no electricity, he said.

Retired Army Col. Albert Zaccor, also with Solar Stik, said the system is maintenance free, self-sufficient and requires no logistics support.

"[The United States doesn't] want to give people systems ... that



Barry Bosley with Solar Stik talks about his portable solar generator with Army Sgt. Maj. Scott Martin. Bosley is part of a dozen companies that demonstrated their projects in the Pentagon courtyard in October. (Photo by Fred W. Baker III)

are going to demand a lot of follow-on support, because they are probably going to look to us for it," Zaccor said.

While the upfront cost for the solar generator is more than that for a gas generator, the savings is made up over time in fuel costs, Zaccor said. And taking U.S. servicemembers driving fuel trucks off of dangerous, bomb-ridden roads pays a much higher dividend than fuel cost savings, he noted.

"It's not just money," Zaccor said. "Every guy that we don't have in a fuel truck hitting an IED [improvised explosive device] is one less casualty we have to worry about.

"We're not counting dimes, but we are counting lives," Zaccor said.

moves Afghanistan forward

consoles. The power generation and distribution system provides electricity, hot water and a septic system — and it's a bargain at nearly a million dollars.

The wind farm, while small and seemingly isolated, contributes to a global energy revolution in wind power, an energy source that grew by 28 percent in 2007, officials said.

And the wind farm is only the beginning. Panjshir is close to being 100 percent powered by renewable energy sources, Dickson said.

Beyond the wind farm, the area relies heavily on micro-hydro electric power plants. The power plants produce energy without the radical changes to the ecosystem that would result from a full-sized dam like the Dahla Dam in Kandahar province.

Dickson and Jeremy Richart, Panjshir field program officer for the U.S. Agency for International Development, describe the micro-hydros in terms of a waterslide. The main waterway is branched and the micro-hydro is installed, generating energy from the grade of the slope.

"The steeper the slope, the more power you get," said Dickson, who is part of a coalition of troops working with the Afghan government to improve local lives.

The initial benefit of the increased energy output is only scratching the surface.

They can use it for irrigation during the day and then get power through the night," Richart said.

Renewable energy sources are produced naturally by the sun, wind and water. They don't contribute greenhouse gasses, don't make people sick and don't run out.

As the nation's electrical infrastructure grows, Panjshir will be in the position to export its power to less-gifted areas over a grid, Richart said.

Soldiers make sure warfighters can communicate

By Army Staff Sgt. Amber Emery
Multinational Division Center Public Affairs Office
Special to American Forces Press Service

CAMP VICTORY, Iraq, Oct. 28, 2008 - In a combat environment, good communication capabilities are the key to success, giving warfighters visibility on the ground and across their battle space.

A team of communication maintainers in the Communication and Electronics shop here ensures this vital aspect of the



Army Spc. Brent Moore fuels up the main power supply for the Communication and Electronics shop while conducting daily maintenance on Camp Victory, Iraq, Oct. 23. (Photo by Army Staff Sgt. Amber Emery)

battlefield functions properly.

“The importance of our mission is to keep the warfighter talking,” said Army Sgt. 1st Class Jeffery Klar, a maintenance supervisor in the 10th Mountain Division’s network support company.

The Victory Base Complex shop has provided technical assistance to numerous locations throughout Multinational Division Center’s area of operations.

“The mission of our section is to primarily take care of the communication assets for Task Force Gauntlet and Task Force Mountain locally, but we have extended our reach to any unit that doesn’t have communications support,” Klar said.

The shop maintains both signal and ordnance communications through various types of equipment.

“Every signal system reaches to one of the two main hubs in theater, either here at Victory Base Complex or in Kuwait, and from there are two satellites from those nodes that reach back to the States,” Klar said.

Klar said that despite a rough start, the mission has been successful so far. Now that the units know where they are located and what their capabilities are within the shop, he said, things have started to come into place.

“We are succeeding and providing them their support,” said Army Spc. Brent Moore. “As long as everyone is able to communicate and everyone’s happy, that validates my success.”

Salute at will

A change to federal law allows U.S. veterans and military personnel not in uniform to render the military-style hand salute during the playing of the national anthem. The law took effect in November, said a Department of Veterans Affairs spokesman.

“The military salute is a unique gesture of respect that marks those who have served in our nation’s armed forces,” Veterans Affairs Secretary Dr. James B. Peake said.

The provision builds on a change that went into effect last year authorizing veterans and military not in uniform to render the salute during the raising, lowering or passing of the flag.

U.S. Sen. Jim Inhofe of Oklahoma who sponsored both bills said, “Veterans and servicemembers continue representing the military services even when not in uniform. The U.S. Code is now consistent.”

JTF Bravo



Fuel Line

Multinational exercise sparks change for Africa

By Maj. Eric Hilliard
U.S. Africa Command Public Affairs
Special to American Forces Press Service

U.S. Africa Command wrapped up a 14-nation exercise in Spain Nov. 20 that leaders say was a big step forward in increasing African nations' ability to manage their own security.

The exercise, known as Flintlock '09, was developed as a joint multinational exercise to improve information sharing at the operational and tactical levels across the Saharan region while fostering increased collaboration and coordination. Effective military-to-military training and multinational regional cooperation were the keys to success, AFRICOM officials said.

The exercise's focus was on counter-terrorism efforts, but it encompassed much more, organizers said.

"Flintlock brought the expertise and experience from each nation together so that the entire team could benefit," Gen. William "Kip" Ward, AFRICOM commander, told participants in a video message. "By working alongside each other, you helped improve the security capacity and capability of all the participating nations."

AFRICOM leaders consider the ability to work together, with Africans leading the way, as essential to ensuring the common goal of a stable and secure Africa. This includes stemming the flow of illicit arms, goods and people, preventing outlaws from establishing sanctuaries in the Trans-Saharan region, multinational responses to natural disasters and more, they said.

Niger Army Maj. Toure Seydou Abdel Aziz said his participation in the exercise would foster better relations for his country and its surrounding neighbors to protect the region.

More than 200 people participated in Flintlock, a part of



Senegalese soldiers practice exiting the ramp of a U.S. Air Force CV-22 in Bamako, Mali, Nov. 12. The soldiers are participating in U.S. Africa Command's Operation Flintlock, a 14-nation multforce exercise with a focus on helping African nations. (Photo by Army Sgt. Nicholas Hernande)

AFRICOM's Operation Enduring Freedom-Trans Sahara, which provides military support to State Department programs that, together, aim to enhance regional security in Africa by also addressing economic and social development, as well as things like disaster preparedness and medical emergencies.

Left, *Air Force Tech. Sgt. Shane Bolles, deployed from Dyess Air Force Base, Texas, to serve as part of Joint Task Force Bravo, works on a water filtration machine in Honduras, Oct. 29. Troops from the task force helped a community near Soto Cano Air Base by filtering well water that became undrinkable after a tropical storm caused flooding in the area. (Photo by Air Force Staff Sgt. Joel Mease)*

Right, *Actor and director Ben Affleck joins 1,000 Operation Gratitude volunteers to assemble 400,000 care packages for deployed troops Dec. 18 in the National Guard Amory in Van Nuys, Calif. (Courtesy photo)*

Celebrities care



In the Limelight

Cottrell honored by DLA

By Susan Declercq Brown
DESC Public Affairs

Randy Cottrell, supervisor of the Defense Energy Support Center Americas East distribution team, has is the Defense Logistics Agency's Employee of the Quarter for the 4th Quarter.

In announcing the award, DESC Director Kim Huntley congratulated Cottrell for a "job well done." Cottrell and an employee from the Defense Distribution Center were selected from among 30 nominees.

The 30-year veteran of the fuels business and AME employee since 2002 said he is honored to be selected from among DLA professionals. He said he gained a new appreciation for the quality of DLA personnel when he attended a Leadership Education and Development course in Columbus, Ohio, in October. "My LEAD instructors and fellow classmates were all first-class people," he said.

Cottrell's accomplishments are detailed in the article above about his previous selection as the DESC Employee of the Quarter.

When asked what about his accomplishments made them so significant to the DLA mission, he was quick to point out that the accomplishments were not his alone.

"Not just my accomplishments, but the accomplishments of all the hard working personnel in DLA are important to the DLA mission," he interjected. "DLA has a very vital mission supporting the warfighter and other federal organizations. Being retired military myself, and having served in Operations Desert Storm and Desert Shield, I know first hand how important it is to get the supplies you need, in a remote location, on time."

"During Hurricane Ike, it was equally important to get fuel to our customers," Cottrell continued. "Many work-arounds were required to make this happen, due to infrastructure damage at some of our contracted fuel terminals. When a disaster like a hurricane occurs, many of our customers get increased missions, especially the National Guard. It is very important that they get the fuel they need, when they need it, so they can support their mission. When it gets there on time, it is a direct reflection on all of DESC and DLA."

Cottrell says everyday is a challenge on the job, and he tries to carry forward the lessons he learns. "I've been in the fuels business for a long time, over thirty years. However, I'm still learning," he said. "Each day is a new lesson and helps build our skills. I

Cottrell garners DESC Employee

By Susan Declercq Brown
DESC Public Affairs

Randy Cottrell, supervisor of the Defense Energy Support Center Americas East distribution team, is DESC's Employee of the Quarter for the 4th Quarter.

The 30-year veteran of the fuels business and AME employee since 2002 earned the honor for his work in preparation and response for Hurricanes Gustav and Ike. This work was called "outstanding in every way," by DESC Director Kim Huntley in a letter announcing that Cottrell, the first volunteer for the DESC-AME continuity of operations site, had been selected for the award.

Cottrell's efforts resulted in DESC meeting the most critical needs through efficient use of the available fuel, said then-DESC Americas East Commander Army Lt. Col. Keith Sylvia.

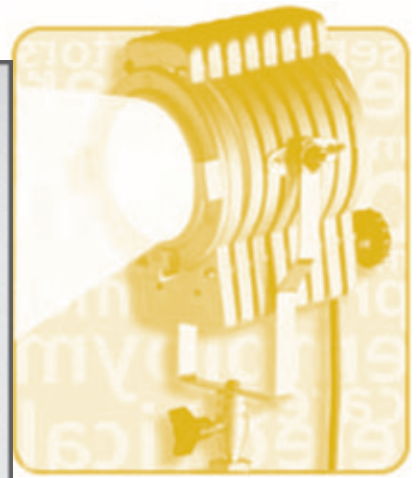
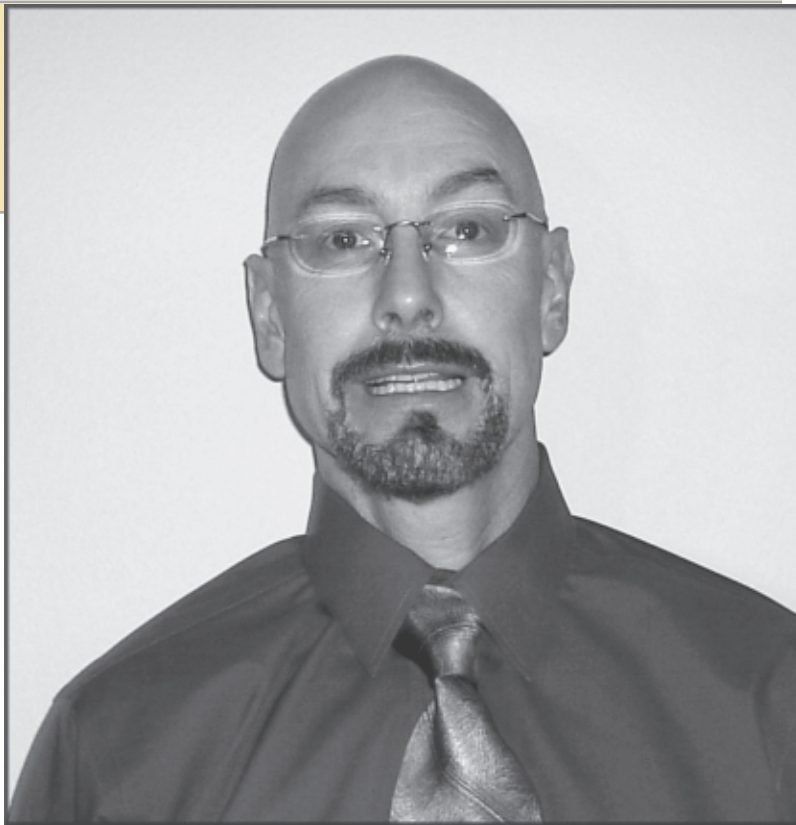
Cottrell, said his experience working fuel distribution issues after Hurricane Katrina and a deployment with the Continuity of Operations Plan team during Hurricane Rita prepared him well for the challenges of these more recent storms.

He coordinated the deployments of all COOP members, ensuring backup travel arrangements, via roadways and air, in case Houston's outbound roads were too congested for travel. "The normal travel time to San Antonio from Houston is three hours. It took me nine hours to get to San Antonio [when Katrina was coming}, and I was one of the lucky ones who made it. Many others were caught in traffic jams and did not make it out of the city," Cottrell said.

He also tracked events and recommended to commanders the

learned many lessons during Hurricane Ike, and prior to that I learned from setting up an alternate work center during Hurricane Rita and having also worked the aftermath of Hurricane Katrina. I don't think I, or my other DESC America's East team members who were involved in those hurricanes, will ever forget those times. The lessons I learned from Katrina and Rita proved to be valuable during Hurricane Ike.

"I also believe in passing on what I learned to my subordinates," Cottrell explained. "In the old days, many workers retained knowledge, thinking it made them more valuable to the workforce. The thought was, 'if no one knows how to do this task, boy I'll be missed when I'm not around.' I'm glad to see this outdated type of



Randy Cottrell

The supervisor of Defense Energy Support Center Americas East distribution team is the DESC and DLA Employee of the Quarter.

thinking has primarily gone away. I see fellow workers sharing ideas and knowledge much more than ever before. This has led to a much improved work force."

Cottrell thanked his co-workers and supervisors for their support, expertise and friendship.

of the Quarter (4th Qrtr)

best time for a safe and efficient departure for DESC Aerospace Energy Commodity Business Unit's offices in San Antonio, where the COOP would set up operations.

"We had all kinds of special requests after Katrina. We had to resupply [temporary operating bases], and arrange for unusual distribution, such as filling and loading 55-gallon drums, transferring fuel via commercial truck to military truck and arranging for ground products to load on a barge," Cottrell recalled. He knew AME needed to be prepared for just about anything.

In anticipation of the storms, Cottrell directed Tideport Trucking Company to load six trucks with JP8 jet fuel in order to support emerging requirements. Then, leaving his family behind in Houston, Cottrell led the deployment.

In San Antonio, Cottrell performed his own duties in addition to picking up the responsibilities of several other employees who were unable to deploy.

When Defense Fuel Support Point Houston was flooded and its truck loading racks were damaged, putting the site out of operations, he arranged for alternate resupply using the six pre-loaded trucks; they supported the hurricane relief efforts of the Texas and Louisiana Air National Guards.

After the hurricanes, Cottrell evaluated the situation and took aggressive action to divert Colonial Pipeline shipments to meet immediate needs. He also facilitated with contracting officers in DESC's Bulk Fuels Commodity Business Unit to

Continued on page 50.

DESC's Cottrell

cont'd from page 49.

modify contracts allowing alternate barge loadings from Baton Rouge, La., to makeup for Hurricane Ike shortfalls.

With DFSP Houston still out of commission, he arranged for alternate truck loading locations including AGE Refining, Gary Williams Refining and DFSP Jacksonville, Fla. This was the most challenging aspect of the COOP work according to Cottrell. He also ensured all contracting actions were coordinated to ensure appropriate decisions and subsequent execution of operations.

Cottrell worked with Shell Refining for production and transportation specialists in DESC-B to coordinate unprogrammed deliveries to DFSPs when normal resupply was interrupted by Hurricane Ike.

He also helped assess damages to DESC-owned and contractors' facilities, and he accounted for all employees and assessed their individual power and home damage situations. Cottrell's own home lost part of the roof, a gazebo was destroyed and a fence knocked down; but his wife and pets remained safe.

When the COOP was deactivated, Cottrell continued to coordinate alternative scheduling efforts as refineries and pipelines came back on line.

He says the biggest lesson he'll carry forward from this experience is to remain open minded. "You have to think out of the box and get beyond the mindset that if the normal method doesn't work there's nothing else that can be done."

Cottrell also praised his team, saying that anytime a supervisor receives an award it is thanks to the hard work and efforts of everyone on the team.

"His interaction with his team, some of whom had lost connectivity during the power outages after the storm, and the suppliers affected by the storm resulted in the most efficient use of available fuel to meet the most critical inventory needs," said Sylvia.

Boyles earns Senior NCO honors



Defense Energy Support Center Pacific Commander Navy Capt. Ronald Black presents the Defense Logistics Agency Senior NCO of the Quarter Award to Air Force Senior Master Sgt. Lucian Boyles.

**By Air Force Capt. Kristin Stevens
DESC Korea**

Air Force Senior Master Sgt. Lucian Boyles is the Defense Logistics Agency's Senior Non-commissioned officer of the Quarter for the third quarter of fiscal 2008.

According to his co-workers, the Defense Energy Support Center Korea quality assurance specialist performs "echelons above the competition and is determined, driven and destined for success."

Boyles is responsible for numerous quality assurance missions and activities across the Republic of Korea peninsula. This includes providing fuel quality assurance to all bulk fuel activities, supporting two operations plans, U.S. Pacific Command, the United Nations Command, U.S. and ROK Combined Forces Command and United States Forces Korea.

Because he is assigned to a joint and combined logistics agency, he works with personnel from many walks of life; Korean national employees and U.S. Army, Air Force and government civilians. Boyles provides exceptional leadership to 144 fuels specialists at six Air Force bases and 12 Army posts. Even more impressive, he ensures 3.5 million barrels of fuel worth \$290 million are on-specification. He also inspects fuel, storage distribution facilities and vehicles during peacetime and contingency operations, and he ensures commercial entities holding U.S. government contracts perform required fuel quality assurance, quantity measurements and testing.

Examples of this senior NCO's responsibilities are countless. Boyles has loaded numerous T-5 tankers and barges with JP8, JP5 and F76 fuel valued at hundreds of million dollars for destinations throughout the Pacific and Middle East. He was also the attending quality assurance representative for three SNP pipeline shipments/receipts worth \$24 million in JP8 jet fuel. Additionally, he witnessed the loading of \$20,000 worth of aviators breathing oxygen and liquid nitrogen at the PRAXAIR Cryogenic plant. Boyles was also responsible for the coordination, verification and accuracy of theater lab analysis results for 21 separate ASTM International test methods.

Not only are his customer service, job performance and technical expertise top-notch, Boyle's prowess doesn't end there. During his two years at Camp Walker, Korea, he earned a college degree and dominated the competition at powerlifting tournaments. He completed his Bachelor of Science Degree in Management and graduated with a 3.89 grade point average. In addition, he recently placed first in the 8th Air Force powerlifting competition.

Boyles epitomizes the multi-faceted military member many strive to become. He exhibits the work ethic, teamwork and dedication required to rise to the top. His ability to excel at any endeavor makes him an example for all to follow.

Need a lift?

Ask *Lucian Boyles*

By
Air Force Capt. Kristin Stevens
DESC Korea

If you need a lift, the Defense Energy Support Center Korea's Air Force Senior Master Sgt. Lucian Boyles can probably provide it. The quality assurance specialist is a stellar power lifter with many awards, trophies and first place honors to show for his hard work.

Boyles began his powerlifting journey in high school, but he didn't begin competing until he joined the Air Force and his petroleum, oil and lubricant gym buddies harassed him into it.

His first match took place in 1999 at the North Dakota State Fair and motivated him to continue his venture. It was at the North Dakota State Bench Press Championship in 1999, and again in 2000, that he won the Best Lifter award.

Boyles also won the Best Lifter award at the 2000 USA Powerlifting Minnesota State Bench Press Championship and continued to take an extraordinary first place at the 2001 World Powerlifting Federation World Bench Press Championship in the 100kg weight class in Vienna, Austria.

Not only did he compete in individual events, he was also on the Spangdahlem Air Base, Germany, powerlifting team from 2001 to 2003, participating in numerous events throughout Germany.

The latest event in which Boyles blew away his rivals was the 8th Army Competition. He rallied to victory with a 425-pound squat, an impressive 500-pound bench and a 500-pound deadlift for an unbelievable total of 1425 pounds. The second place finisher's cumulative total was only 1100 pounds, and to top it off, Boyles didn't even need to max out his lifts in order to take the competition by storm.



Top and above, Lucian Boyles, a quality assurance specialist for Defense Energy Support Center Korea, lifts weights in the base fitness center.

DESC Korea's Quality Assurance Representatives Douglas Edwardsen and Harold Spotts contributed to both articles on Boyles.

DLA recognizes



By Susan Declercq Brown
DESC Public Affairs

Twenty-five Defense Energy Support Center individual performers and team members received crystal trophies to the applause of co-workers across the Defense Logistics Agency Dec. 10 during the agency's 41st Annual Employee Recognition Program Ceremony at Fort Belvoir, Va.

The Defense Logistics Agency's reputation for meeting warfighters' needs is a result of its employees' dedication, DLA Director Vice Adm. Alan Thompson said as he kicked off the ceremony.

"Let's face it; the thing that we base everything that we accomplish on is our work force, our team — all of you," Thompson said. "It is really awe-inspiring what you all have accomplished."

Though the accolades went to all, the trophies and bragging rights went only to the best of the best. Two DESC teams and three individuals were counted among that group.

DESC's Federal Emergency Management Agency Contingency Support Team earned the Excellence in Contract Administration honors, and DESC's Operation Enduring Freedom Support Team won the Excellence in Acquisition Management award.

Two DESC individuals won Leadership Awards; Deputy Director of Operations Mark Iden garnered the Tier 5 (manager of managers) level award, and Luis Beza-Cay, a contracting specialist in the Direct Delivery Fuels Commodity Business Unit, won the Tier 1 (non-supervisor) level award.

DESC's Petty Officer 2nd Class Roy Cunningham was named Joint Reserve Forces Junior Enlisted Member of the Year.

The accomplishments of these teams and individuals were impressive and varied.

FEMA Contingency Support team

Thompson called the team's work on the FEMA contingency contract one of DLA's most complex procurements. This is due to the nature of the requirement and the risk imposed on the contractor willing to provide ground fuel support during a presidentially declared disaster. Despite the complexity and the challenges, the team successfully supported back-to-back contingencies. The



FEMA team: *Members of DESC's Federal Emergency Management Agency Contingency Support Team gather after receiving awards at the Defense Logistics Agency 41st Annual Employee Recognition Program ceremony at Fort Belvoir, Va., Dec. 10. The team received the Excellence in Contract Administration Award. From left to right are Danilo Mendoza, Eugene P. Turner, Army Maj. Matthew Arbogast, Bo Luzey, DLA Director Vice Adm. Alan Thompson, Anthony Thomas, DESC Director Kim J Huntley, Dorothy Gheen, Vince Wells, and William Pollak. Team members Air Force Tech. Sgt. Benjamin Mooneyham, Jay Greeley, Tony Potts, Louis Sampract, Phil Bohn, Curtis Britten, Keith Remmich, William Bell, Jerome Davis and Steve Miller were unable to attend.*

DESC individuals, teams

excellence in contract administration demonstrated by this team provided essential resources needed for evacuation, search and rescue and forward positioned critical supplies. Had the team not been successful, FEMA responsiveness to the local population and evacuees impacted by Hurricanes Gustav and Ike would have been severely compromised.

DLA and FEMA signed an agreement in March 2006 for contingency planning, supplies and fuel support. According to team member Anthony Thomas, chief of Ground Fuels Division I, Direct Delivery Fuels CBU, the team displayed “an unwavering commitment to a unifying goal – we knew that failure was not an option.”

A performance-based contingency contract was negotiated to support the most hurricane-prone states along the Gulf Coast. Establishing a contingency contract well in advance of any contingency benefited all stakeholders by allowing them to focus on operations during the contingency.

“For the first two years, DESC didn’t have to implement these contingency contracts because there were no severe weather events requiring a FEMA response to provide fuel,” said team member Eugene Turner, whose primary job is DESC’s U.S. European Command planner. “Hurricane Gustav provided our first chance to actually test DESC support procedures,” he explained.

Turner said team members regretted the damage caused by the hurricane, but that it was “nice to see a plan come together.”

“There was a sigh of relief,” said Thomas.

Turner attributed the success of the team to two years of planning and exercising before activating the contingency plan. DESC Liaison to U.S. Northern Command Bo Luzey also praised the contractor, Foster Fuels, Inc., for the ability to rapidly deploy, respond and meet the diverse and unique contingency fuel requirements produced by the hurricanes. Thomas described his work with the team as a capstone event in his career, and an opportunity to work with exceptional people.

Air Force Tech. Sgt. Benjamin Mooneyham stated the caliber of his teammates was the most rewarding aspect of his work on the team, citing in particular the accessibility and guidance from team members Scott Artrip, Tony Potts and Wayne Holland, all veterans of DESC Americas East.

Other team members are Vince Wells, Jay Greeley, Loius Sampract, Phil Bohn, Dorothy Gheen, Danilo Mendoza, Curtis Britten, Keith Remmich, Bill Pollak, Army Capt. Matthew Arbogast, William Bell, Jerome Davis and Steve Miller.



OEF team: Sandra Shepherd, a member of DESC’s Operation Enduring Freedom Support Team accepts her award from DESC Director Vice Adm. Alan Thompson as team mates Anthony Thomas and David Peterson stand by with DESC Director Kim Huntley. The team received the Excellence in Acquisition Management Award during DLA’s 41st Annual Employee Recognition Program ceremony at Fort Belvoir, Va., Dec.10.

Operation Enduring Freedom Support Team

The OEF Support Team demonstrated excellence in acquisition management while successfully awarding five contracts to support the Afghanistan program in an extremely volatile and challenging environment. The acquisition itself is highly complex due to geopolitical issues, performance metrics, sole source negotiations and seasonal disruptions. The program directly supports the Global War on Terrorism and warfighters conducting OEF. The complexity of the acquisition is further exacerbated because Afghanistan has been in a state of war and turmoil for many years; this results in limited infrastructure necessary to supply fuel to areas where U.S. forces engage insurgents.

“The most challenging aspect of the job is to find fuel where it seems none exists,” said team member Sandra Shepherd, a branch chief in Ground Fuels Division I. “The reward comes when the fuel is procured and delivered.”

Shepherd attributes the team’s success to its communication, dedication and hard work. She has strong praise for her fellow

Continued on page 54.

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teammates. "Each member brings a wealth of knowledge to the table and will pitch in, with no hesitation, to solve issues when they arise, no matter how big or small," she said.

Anthony Thomas, chief of Ground Fuels Division I and an OEF Support Team member, attributes the team's success to its willingness to assume responsibility for success as well as failure. "The challenge is its own reward," he added.

Team members began planning early; they attribute much of their success to collaboration with the warfighter and a cadre of subject matter experts, which strengthened their strategy and resulted in a resilient supply chain to the tip of the spear. They also incorporated lessons learned from previous procurements, several performance-enhancing innovations and a requirement to mitigate the warfighter's exposure to supply disruptions.

DESC issued two solicitations for Bagram Air Base – one for the sole source pipeline delivery of TS1 jet aviation fuel and the other for truck delivery of TS1, gasoline and diesel – and the team overcame many challenges in the process.

DESC awarded four contracts totaling \$1 billion of which \$54 million was in support of the Afghanistan First initiative and established performance metrics to incentivize strategic storage. A second ground line of communication, or supply route, was established for JP8 jet aviation fuel, which built resiliency into the supply chain. Also, the volume of strategic storage doubled in volume and proximity to base. All contracts met the strategic goals of the warfighter and DLA.

Director of the Direct Delivery Fuels CBU David Peterson and Chief of Ground Fuels Division I Anthony Thomas, rounded out the team.



DESC Deputy Director of Operations Mark Iden, with *DESC Director Kim Huntley* at his side, accepts an award and a handshake from *DLA Director Vice Adm. Alan Thompson* during the *DLA 41st Annual Employee Recognition Program* ceremony at Fort Belvoir Dec. 10. Iden received the *Leadership Award, Tier 5*.

DLA Leadership Awards

These awards provide a highly visible way for DLA's director to recognize outstanding DLA leaders from every segment of the workforce whose outstanding accomplishments and commitment to leadership merit special recognition. This award recognizes outstanding performance in the DLA leadership competencies – leadership, teamwork, communications, strategic focus, responsibility and accountability, customer service, professionalism, resource stewardship, and innovation and initiative. Two DESC employees received this award.

Mark Iden

Iden is responsible for the daily activities of more than 400 employees in DESC's six commodity business units. His leadership shines daily in his relationships with subordinates, superiors, customers and vendors.

Iden assumed leadership in DESC's synthetic fuels arena. The center is researching the use of Fisher-Tropsch technology, which would allow the U.S. to convert non-traditional energy feedstocks such as coal or natural gas into liquid fuels. Iden stepped to the forefront to organize DESC's actions and prepare a report to senior DoD officials. Steps included surveying industry sources, researching legal and contractual issues, and coordinating service cooperation on potential test platforms. Throughout the process, Iden applied leadership and organizational skills to focus the efforts of the various stakeholders within and outside of DESC to meet rigorous timelines and deliver a quality, actionable product to senior decision and policy makers.

Iden was praised for his communication skills, his meetings, described as "efficient gatherings of ideas," and his consistently thorough, analytical problem-solving style. Supporters said he approaches all situations with the same even-keeled disposition and fairness, maintaining and demanding high ethical standards from everyone around him.

Known for his burning desire to ensure DESC provides world-class support and service to its customers, Iden continually emphasizes DESC's goals of quick response to customers, focus on customer desires, empowerment of individuals in the workplace and proper management of DESC's resources.

He has been called the driving force in developing cost savings throughout the breadth of DESC's worldwide operations. In this vein, Iden has overseen coordination of efforts to obtain authority for long-term contracts in support of synthetic fuel development, optimization of 46 Air Force Defense Fuel Support Points, development and solicitation of Free on Board Destination contracts for fuel support to U.S. forces in OEF, and prime vendor contracts in support of FEMA.

“One of the great things about being recognized for your leadership attributes is realizing the team of people you work with is also being recognized for their talents and contributions to the mission,” said Iden. “It is easy to lead a group of highly-motivated and dedicated personnel, and the workforce of Defense Energy Support Center certainly allows that prophecy to be fulfilled.”

Luis Beza-Cay

Beza-Cay demonstrated leadership qualities across the spectrum of DLA leadership competencies.

He said he strives each day to enhance the trust stakeholders place in the DESC team.

He sought out and gained acceptance to the Department of Agriculture’s high-competitive Executive Leadership Development Program. The program consists of a series of workshops over a nine-month period and establishes a mentor-protégé relationship outside of DESC. Beza-Cay applied the skills he learned to additional leadership roles on his team. He has also encouraged and supported co-workers in pursuing the USDA LDP program.

The contract specialist is a team player praised for constantly seeking to expand his knowledge base and contribute to the overall team effort. He says the most challenging aspect of his job is the dynamic nature of the environment.

Beza-Cay played a pivotal role in providing warfighter support under the Dominican Republic Tradewinds Exercise. There was no known vendor support in the area, but the requirement was an eleventh-hour request. Two vendors were identified, but one was unable to communicate in English. Beza-Cay was not the lead buyer for the exercise, but he volunteered to work after hours translating documents. Without his tireless efforts, support for the warfighter may have been significantly hampered.

He volunteered for a 60-day detail to DESC’s Small Business office to increase his knowledge of small business initiatives and to bring those skills to help DESC achieve its objectives. In addition, he volunteered as lead buyer for Thailand’s Cobra Gold exercises and the Posts, Camps and Station program when the lead buyer left for maternity leave.

Beza-Cay provided support to the warfighter under the 2007 Phiblex exercises in the Philippines. The requirement crossed multiple modes of delivery and required uninterrupted fuel support of humanitarian efforts in the region. Due to the 12-hour time difference, he willingly sacrificed his personal time to put successful contracts in place.

Beza-Cay represented DLA during recruitment sessions at several universities. He is a frequent contributor to the Fuel Line and assists other members of his team in publicizing success stories as well.

Beza-Cay attributes his success to God and to his own resilience. “I’m constantly trying to figure out or understand the situation in front of me and then find the best way to resolve it,” he explained.



DESC Contract Specialist Luis Beza-Cay, with DESC Director Kim Huntley at his side, accepts an award and a handshake from DLA Director Vice Adm. Alan Thompson during the DLA 41st Annual Employee Recognition Program ceremony at Fort Belvoir Dec. 10. Beza-Cay received the Leadership Award, Tier 1.

Petty Officer 2nd Class Roy Cunningham

Cunningham’s performance distinguished him from a pool of outstanding DLA junior enlisted reservists. He is assigned to the Navy Defense Logistics Agency Contingency Support Team – Fuels Management Team as a quality assurance officer. He is currently on a one-year deployment to Kuwait, his second such deployment in three years. Cunningham is also a full-time student, completing his studies by correspondence even while deployed and maintaining a 4.0 grade point average.

The reservist emigrated from Jamaica in 1995 and joined the Reserves four years later as a way of giving back to the country that had given him so much. He spent six years learning supply skills with a naval mobile construction battalion before joining the DESC team.

Cunningham works as an inventory management officer, tracking, preparing reports and performing occasional site visits to ensure contractors and subcontractors are operating within compliance of Defense Department fuel policy.

“It was hard at first to get my emotions around it,” said Cunningham of his second deployment. “However, once the shock wore off it was smooth sailing.”

When Cunningham is not deployed, he steps forward to fill the

Continued on page 56.

Gloria lauded by Army's SDDC

By Susan Declercq Brown
DESC Public Affairs

Robert Gloria, a Defense Energy Support Center traffic management specialist assigned to the DESC Aerospace Energy Commodity Business Unit in San Antonio, was awarded the U.S. Army Military Surface Deployment and Distribution Command's Excellence in Traffic Management Award for 2008 Sept. 24 in Reno, Nev. The SDDS's commanding general, Maj. Gen. James L. Hodge presented the award.

Gloria manages the transportation of hazardous materials worldwide in support of some of the Defense Department's highest priority and security weapons systems from his desk in San Antonio. He is primarily responsible for meeting all customer bulk helium requirements for the continental United States. Bulk Helium is used in space shuttle launches, as well as in all commercial and government aerospace launches. It is also used by the Department of Homeland Security's aerostats. Gloria supports Homeland Security, ensuring five aerostat sites have helium to maintain the United States border surveillance. In addition, he also manages a fleet of fifty leased and govern-

ment-owned compressed gas trailers.

Gloria is proactive. He has become the residential equipment expert for the safe operation of containers used for compressed gases.

He also performs duties in support of Operations Iraqi Freedom and Enduring Freedom. The Aerospace Energy CBU supports two army programs in OIF and OEF with helium in bulk trailers. The helium fuels aerostats used for force protection of U.S. and coalition forces.

Gloria said the most rewarding aspect of his job is knowing the helium used in the aerostats helps protect the lives of the nation's warfighters and allies.

In order to meet increased requirements for OIF and OEF, the CBU needed to increase the number of bulk trailers available for use. Gloria began a search for access equipment. He contacted all the military services, the Defense Reutilization and Marketing Service, the NASA, and the Department of Energy, leaving no stone unturned in his quest to provide the warfighter with the

DLA recognition



DESC's Petty Officer 2nd Class Roy Cunningham, with DESC Director Kim Huntley at his side, accepts an award and a handshake from DLA Director Vice Adm. Alan Thompson during the DLA 41st Annual Employee Recognition Program ceremony at Fort Belvoir Dec. 10. Cunningham was named DLA Joint Reserve Forces Junior Enlisted Member of the Year.

cont'd from page 55.

leadership void left when co-workers are deployed. This includes serving as lead petty officer, a supervisory position, medical liaison and command fitness leader. He is praised for flexibility, and the leadership and training he provides to other members of his team.

Cunningham says his job is challenging because of its interdependent nature; he must rely on others to furnish critical operational information, and sometimes miscommunications or other logistical mishaps challenge him. He relies on speed and alacrity to ensure the figures he reports are not only accurate but timely so his superiors can make informed decisions.

"The reward comes when being a part of a team that helps to get the correct fuel, at the right time, to the right place; enabling the warfighter to carry out their mission successfully," he explained.

Cunningham said both his military and civilian employers benefit from the experience he gains on both jobs. The Reserves provides him endless opportunities to hone and improve leadership skills, inculcates discipline and allows him to work to his full potential.

As a civilian, Cunningham is a contract administrator for Sprint Nextel Corporation. In that capacity he gains supervisory experience and leadership training.

equipment necessary for a successful mission. Once he acquired the equipment, he initiated and coordinated an urgent purchase request to retest and refurbish the additional trailers.

The most critical aspect of his job is meeting the required delivery date for the product, said Gloria. That requires coordination with all the logisticians from distributors, carriers and end users, he explained.

As the compressed gases expert, he participated as a member of several source selection teams and the technical negotiations for trailer retest and refurbishment contracts. His actions and expertise in the compressed gases equipment saved the government more than \$6 million and contributed to the Defense Logistics Agency's successful support of OIF and OEF.

Gloria looks for ways to capitalize on technology. His outlook has resulted in several innovative process improvements and reducing the number of potential errors on documentation and streamlined processes in the office. For example, he simplified the process for documentation to ship hazardous material via military airlift by reducing the required entries.

Gloria's actions always reflect positively on DLA. He delivers exceptional results for every task he undertakes and consistently demonstrates decisiveness.

He is always ready to volunteer and undertake new challenges or projects, such as coordinating military airlifts for DLA with U.S. Transportation Command or surface movements with the Army's Surface Deployment Distribution Command. He is well-respected by his peers and industry.



Robert Gloria

Other DLA 2008 award winners

The 10 Outstanding Personnel of the Year are:

Brinkley Tucker Jr., DLA Enterprise Support; Jo Anne Mitchell, Defense Logistics Information Service; Sheila Williams, DES; Crystal Ballard, Defense Supply Center Philadelphia; Ricardo Campos, DES; Brenda Marrow, Defense Supply Center Richmond, Va.; Kurt Valentine, DSCR; Navy Cmdr. Eric Morgan, Acquisition Management, J-7; Nancy Richardson, DSCP; and Air Force Lt. Col. Carlene Sanders, Retrograde Support Team, Logistics Operations and Customer Readiness, J-3/4.

Small Team Performance Award - Europe Forward Support Team, Information Operations, J-6; **Medium Team Performance Award** - Base Realignment and Closure 2005 Depot Level Reparable Working Group Team from Acquisition Management, J-7; **Large Team Performance Award** - Aviation Supply and Demand Chain Lean Team, DSCR;

Equal Employment Opportunity Activity of the Year - Defense Distribution Center; **Outstanding Employee with a Disability** - David Anders, Defense Supply Center Columbus, Ohio; **Achievement in EEO by a Line Manager** - Thomas Wahpekeche, DDC; **Achievement in EEO by a Non-manager** - Debra Hobbs, DSCC;

Employee of the Quarter Annual Winner - Penny Graff, DDC; **DLA Environmental Award** - Subsistence Bio-based Cutlery Team, DSCP;

Quality of Life Excellence Award - Tracy Charles, DES;

Excellence in Pre-Award Contracting - Base Realignment and Closure Tire Privatization Team, DSCC; **Excellence in Pricing** - William Zane, DSCP; **Excellence in Procurement Analysis** - Defense Distribution Center Policy Team, DDC;

Leadership Award recipients: Tier 2 - Wendell Tucker, DSCC; Tier 3 - Jan Storm, DES; Tier 4 - Charles Grabowski, DSCP;

Company Grade Officer of the Year - Air Force Capt. Craig Harris, DSCP; **Senior Noncommissioned Officer of the Year** - Army Sgt. 1st Class Rodney Fischer, DSCP;

Junior Noncommissioned Officer of the Year - Air Force Tech. Sgt. Gabriel Wathen, DSCR;

Joint Reserve Forces Senior Enlisted Member of the Year - Navy Senior Chief Petty Officer Royce Shifflett, DSCR

New citizen



Mahad Ahmed Jama, a Didlake employee who works in the Defense Energy Support Center Fort Belvoir, displays proof of becoming a U.S. citizen Oct. 6 -- just in time to vote. Jama is formerly of Somalia.



Above, top: Susan Cavanaugh of Defense Energy Support Center's Executive Agent team samples the fare at the DESC Fort Belvoir holiday party.

Above, bottom: DESC's Tawanda Thomas of the Bulk Petroleum Commodity Business Unit, Kenya McCants of the Energy Convergence Office and Joseph Wright of the Business Integration Office bond at the DESC Fort Belvoir holiday party.

2008 Holiday photos

Fort Belvoir holiday party photos by Fred Murphy



Stan Jasiczek, Stephanie Lehman, Phyllis Webster, Susan Cavanaugh and a co-worker dine together at the DESC Fort Belvoir holiday party.



Defense Energy Support Center Kuwait's Petty Officer 2nd Class Roy Cunningham, Air Force Maj. Ryan Bakazan, Annette McDonald, Jeff Feltner, Lee Green and Mike Crutcher sent holiday greetings from the Kuwait Towers. The three towers are a landmark in Kuwait City, housing a revolving restaurant, water storage and electrical systems.



Anita McKeehan of DESC's Center Senior Procurement Office dresses for the occasion at the DESC Fort Belvoir holiday party.



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U.S. airmen with the 380th Expeditionary Logistics Readiness Squadron spread out a new fuel bladder at a deployed location in Southwest Asia July 24. The 2.5-ton bladder can hold 200,000 gallons of fuel. (U.S. Air Force photo by Tech. Sgt. Christopher A. Campbell)