

Fuel Line

Defense Energy Support Center

Vol. 3, 2006



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What's Black & Clear & Green All Over?

DESC Europe Fuels the Warfighter

Jaeger Trains for Body Building Competition

From the Director

Workforce raises standard in survey

DESC also takes top spot in DLA customer survey



**DESC Director
Richard J. Connelly**

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

I want to let you all know how pleased I am with both the participation rate and results of the recent Denison Culture Survey. This year 554 employees filled out the survey, 80 more than in 2004. The change in scores was truly amazing with DESC's scores going up in every category. Usually it takes several cycles to show such improvement. In this case the results were caused by a major effort from all levels of management, our culture champions in DS, but most of all by you the DESC workforce.

During the past year almost every DESC organization including our Houston, Los Angeles, and San Antonio Offices have participated in on-site Focus groups aimed at isolating those areas DESC needed to emphasize. Both managers and employees participated in day long sessions. The results were amazingly consistent across the board with empowerment and goals and objectives being major areas of concern. In addition to the focus groups there was an intensive training effort aimed building trust and teamwork. This was provided to both managers and employees. Evidence that this paid off was an over 30-point jump in both empowerment and goals and objectives.

The Corporate Climate Survey examines employee opinions about the quality of DESC's work climate and can be used to identify opportunities for workplace improvements. How our employees feel about their jobs, their supervisors, their peers, top management, and many other factors affects their individual productivity, and collectively the ability of the DESC to achieve its objectives.

If you take a look at the 2004 survey and compare it with the 2006 survey, you see dramatic improvement across the board. For those of you not familiar with the Denison model, it measures four critical traits of culture and leadership: mission, adaptability, involvement, and consistency. Each of these traits is further broken down into three indices for a total of 12.

While DESC went up in all four major quadrants, Involvement, Consistency, Mission, and Adaptability, and all 12 subgroups it is especially noteworthy that DESC went up 19 points in Customer Focus. This now matches DESC's score on the DLA Customer Survey.

Additionally, in last year's survey that DLA sent out to all of its customers asking how it was performing, DESC got the highest marks of any DLA activities. However, we cannot rest on our laurels. We will continue to press ahead on areas where there is still room for improvement, especially in facilitating change. However, I want to again state this improvement is not due to me but rather to our dedicated managers and mostly to you, a world class workforce with which I am proud to serve.

Richard J. Connelly

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

Fuel Line

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On the cover: The amphibious transport dock ship USS Juneau (LPD 10) sits at anchor in the Yellow Sea during a combined amphibious landing exercise March 30. (U.S. Navy photo by JO2 Brian Biller)



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Into-Plane Refueling in Erbil *Not Quite the Tip of the Spear*

By **Bill Hendricks**

**Quality Assurance Representative
DESC-Middle East**

Quality Assurance Representatives from the Defense Energy Support Center visit 28 fuel facilities in the Middle East. The facility at Erbil, Iraq, is the smallest and newest of these – but it may not remain that way for long.

DESC Middle East has many into-plane contracts in various locations and environments from Pakistan to Kenya and from the

Seychelles Islands to Iraq. Throughout the year our QARs perform inspections all over this region. The size, scope, and complexity of our into-plane fueling operations vary greatly. QARs visit very large, sophisticated facilities such as Dubai International Airport which issue 3million gallons of Jet A1 fuel per day to aircraft that range from Boeing 747s to Bell two-man helicopters. They also visit small simple operations such as our newest location in Erbil which only issues 3,500 gallons per day, mostly to small Boeing 737s and agricultural spray planes and helicopters.

Erbil is the un-official capital of Kurdish Stan, which is likewise the un-official name for the northern district of Iraq. Unlike the rest of Iraq which is more or less consumed by daily conflict and insurrection, the Kurdish northern section is relatively peaceful and is experiencing both a social and economic boom.

When I first arrived in Erbil, I noticed cool air, green grass and beautiful snow-capped mountains along the eastern border with Iran. But most evident were the dramatic reduction in

military personnel, the relaxed level of security, the noisy hustle and bustle of commercial and residential construction, and a subtle change in the sound of the local language from Arabic to Kurdish.

The DESC contract at Erbil International Airport is presently used mostly by the U.S. Army for refueling helicopter traffic in the local area. The contract is actually an extension of an existing contract we have had with AVCARD at Baghdad International Airport since April 2004. The operations at BIAP

are much larger, and, all fuelling operations are conducted by Skylink Arabia, formally 'Skylink USA.' At EIA however, operations are on a much smaller scale, and 'Skylink Arabia' is a co-operator for fueling along with Erbil International Airport Authority, the main airport fueling operators.

EIA owns all the fuel storage facility and into-plane fueling equipment. It currently has a small product storage capacity of 158,000 gallons and just one mobile fueling truck to perform all airport fueling operations. However, even though this facility is

practically new, due to the huge growth rate and large amount of new capital investment throughout the entire northern Iraq district, the current facility will soon be replaced by a new airport already under construction.

This new airport will include a fuel depot and into-plane facility that will include approximately 2 million gallons of Jet A1 storage capacity and a 5,000-meter runway. It will accept all sizes of aircraft up to and including the new Airbus 380.

Though our contract at EIA was originally only meant for temporary coverage of the security requirements by



DESC-ME QAR Bill Hendricks (right) witnesses sampling of Jet A1 from the Erbil International Airport authority's only fueler. A sample is required each 90-days by all DESC into-plane fuel servicing contracts. In this case the person doing the sampling is Mr. Kendal Smith, Skylink Arabia Aviation fuels manager for Iraq.

helicopters during the 90-day buildup to the first Iraqi general election in October of 2005, it has actually turned into a more permanent operation. It now has a longer life expectancy and potentially a much bigger role to play in the area of operations. It is clear now that the Defense Department and DESC now have a ready and willing supplier at this half-way point between Southern Iraq and Turkey. Now, in a place where before there was a huge geographical gap, we now have a great

permanent fuelling asset. EIA is a great place to have a contracted fuel supplier; its location enables us to cover requirements previously a long way from our other closest stocks and this greatly enhances war-fighting capabilities from Takrit to Turkey. Though it is our smallest fuel facility today, that strategic location destines Erbil for future growth.

Direct Delivery Fuels Philippines Mud Slide Relief

By Jacqueline Richardson
Contract Specialist
Direct Delivery Fuels

On Friday, Feb. 17, a mud slide occurred in the southern region of the Philippines, destroying the province of Leyte. In addition to covering homes, the mud slide also engulfed an elementary school, which was in session, trapping 250 students under the mud.

As a result of this situation, the Defense Energy Support Center's Direct Delivery Fuels Commodity Business Unit was called into action. Ground Fuels Division II Chief Lula Manley received a call at home in the Washington, D.C., area at approximately 6:30 p.m. from Maj. Harold Bugado, DESC Middle Pacific commander. She was alerted that the on-going Balikatan Exercise in the Philippines was being converted to a disaster relief and humanitarian assistance mission.

Manley immediately contacted the Philippines contracting officer, Tyler Parker, to discuss the situation. Parker, in turn, engaged the lead contract specialist for the Philippines, Jacqueline Richardson. Action commenced from that point forward throughout the weekend.

Richardson assisted the military services in their fuel requirements. The Ground Fuels Division II and DESC-Pacific personnel worked in concert to ensure the humanitarian relief effort would not be hindered by lack of fuel.

Prior to this natural occurrence taking place, American forces had been deployed to the Philippines to participate in the exercise Balikatan Special Mission in conjunction with the Philippine military. The Direct Delivery Fuels CBU provides support to this annual joint military exercise. Petron Corporation was awarded the contract to provide 61,368 gallons of Diesel Fuel #2 and 5,140 gallons of Premium Regular Unleaded Gasoline. Under the terms of the original contract all gasoline product was delivered via drum which required a two-week lead time for orders to be delivered.

However, once the disaster occurred, the military's main focus was to convert the Balikatan Mission into a relief effort. Our main purpose became to provide fuel to the U.S. military as quickly as possible. In order to make this situation more conducive to the immediate needs of the U.S. military, terms and conditions of the contract support for Balikatan mission had to

be re-negotiated. Gasoline delivery to Clark Air Base was converted to bulk delivery rather than the drum deliveries.

As a result of DESC's quick work, the U. S. military was able speed up its humanitarian relief efforts.



Evacuees struggle through the path of a landslide that devastated the town of Real, east of Manila.

What is Black and Clear and *Installation Energy Bridges Gap*

By Susan Declercq Brown
DESC Public Affairs

To the novice, the Installation Energy Commodity Business Unit, a division of the Defense Energy Support Center, seems to have its feet firmly planted in two different eras. While the left shoe is coal black, the right is pure green.

Installation Energy, or DESC-A as it is known, bridges the gap by procuring a variety of energy solutions for America's warfighters and other federal agencies. From coal to Renewable Energy Certificates, electricity to natural gas, DESC-A is helping to power installations for the Defense Department, Energy Department, Environmental Protection Agency, and a host of others. While holding down costs in volatile commodities, DESC-A also helps its customers stay environmentally friendly or "green" by supporting the renewable energy industry.

DESC-A is divided into four divisions; two to manage natural gas contracts by region, one to manage electricity, coal and renewables, and one to provide internal support. All of the personnel and operations are centered at Fort Belvoir, Va.

"The most critical aspects of what we do fall under cost avoidance and mission support," said Kathy Griffith, the CBU deputy director. "And, of those two areas, keeping customers' costs down is the most challenging these days. That's pretty tough to do when customers are now paying three times what they were before. We have two of the most volatile commodities that we're buying and managing, and the challenge is to do that and try to stay within the customer's budget. Even when we've gotten them a good deal, it can be pretty tough for them to see that right now," she explained.

Natural Gas

Bruce Blank, chief of the natural gas division, says DESC-A's record of saving natural gas customers



A natural gas pipeline.

money is a strong one. "We're really saving the majority of our customers money over what they'd be able to buy through their local utility. We can generate savings by buying through a third party and procuring by a method that guarantees their required level of reliability. We can also achieve savings through economy of scale since we have a rather large energy load. We get a lot of interest from industry, a lot of competition."

Where there is no utility alternative for the installation, Blank says the CBU buys competitive gas as cheaply as possible, again benefiting from economy of scale savings.

"Over the last 14 years of the natural gas program, we've averaged \$30 million per year in savings for the customer. That's well over \$400 million total," said Blank. "And over the past two years alone, we have a combined cost avoidance of just over \$100 million," he added.

Electricity

Installations also see substantial savings when coming to DESC for electricity solutions, according to John Nelson, chief of the electricity division. But, as importantly, they also gain some stability in pricing and full-time professionals with industry expertise and knowledge of the market.

DESC-A has procured electricity for federal government facilities in deregulated states since 2002. Currently 19 states and the District of Columbia have deregulated their electrical industry to allow competition. "There has been a continual process of change in each of those states, and we have to keep up with that. Every state opened up in a different manner, with different rules and regulations. So, let's say we probably have around 40 utilities we operate behind right now, each with different rules and regulations... So, the customers look to DESC to be the ones that know the industry well enough to answer all their questions and keep them out of trouble," said Nelson. Without DESC, each installation would have to try to develop an expertise in-house, he added.

The military services recognize the savings and expertise DESC-A brings to the table. For example, though purchasing electricity through DESC is voluntary, 100 per cent of the potential Defense Department customers in Texas turn to DESC for their energy needs, according to Nelson.

When Texas deregulated, many installations saw their local utility's price increase "four-fold over night. It really behooved a customer to go out and get a competitive price," explained Nelson. "It really came down to who you communicate with and how you communicate with them and writing up a solicitation and making an award that encompasses the new reality." As a result, more than 20 Texas installations and 60 accounts turned to DESC and stayed with DESC for electricity

Green All Over?

Between Old and New



Part of the nation's electrical power grid.

expertise. Across the deregulated states, 33 percent of the overall customers are non-Defense Department agencies.

Volatile Markets

“The natural gas market used to be considered outrageously volatile,” said Nelson, “but electricity is four-times more volatile according to the New York Mercantile Exchange. It’s their most volatile

commodity ever.”

Both the Natural Gas and Electricity teams help customers deal with market volatility, said Griffith. “Electricity has a model set up so the customer doesn’t have to purchase all their electricity at the same price. They can take advantage of pricing at different times which eliminates some of the risk”

“Electricity follows natural gas in the market,” said Nelson. “Over time, what is used to generate electricity has changed. It used to be mostly coal, then it was nuclear, then it went back to coal, and now it’s natural gas. So, natural gas is obviously critical to the pricing structure of electricity.” In fact, when natural gas is used to generate electricity, it usually sets the market price for all electricity, even when less expensive generation methods like coal and nuclear plants have generated a higher percentage of the electricity, Nelson explained.

“Natural Gas is also putting long term contracts in place with the flexibility for tiered pricing structures. This will alleviate risk when the market starts to go out of control. It provides more flexibility in the budgets, but customers may have to sacrifice some cost avoidance to achieve the desired stability,” said Griffith.

Coal

Though federal facilities have been phasing out their use of coal over the years, DESC still purchases bituminous coal for 12 installations. “We currently purchase coal for nine Defense installations in the lower 48 states and three in Alaska,” said Donna Frankel who manages the coal program. In addition, her office contracts for coal for one Government Services Agency

facility and the U.S. Capitol Power Plant in Washington, D.C., which serves the Library of Congress, the U.S. Capitol Building, the U.S. Supreme Court, the Senate and House office buildings, the Government Printing Office, Folger Library, Union Station, and a host of other buildings in the District.

“We buy premium “stoker” coal to the customer’s specifications, and each boiler system has its own unique requirements,” said Frankel.

But DESC does more than just buy coal, said Frankel. “We also support the customer by making sure they order properly to maintain an adequate stockpile and that deliveries are made and quality specifications met. We also support the contractor if they have questions, difficulty with payments or need help in accomplishing anything in the contract.”

When an explosion and fire at Fort Wainright, Alaska, damaged the coal offloading equipment and elevator shaft used for rail deliveries, DESC stepped in to negotiate a change to the contract so that coal could be delivered by truck. “It’s not difficult, but it’s extremely cumbersome to get coal delivered there now,” said Frankel. “We deal with challenging scenarios like fallen boulders closing the roads, and the like. And, with the truck distribution, we haven’t been able to get enough tonnage up there to meet their daily consumption needs. We’ve negotiated now for some concurrent rail deliveries, using an alternative off-loading procedure with a rail car “top” unloader, so we’re making progress. But, it’s a short term fix

Installation Energy continues on page 8



Instructor Bob Jarvis (right) and students in the Fall 2005 DESC Energy Indoctrination Field Trip visit with an employee at a Naval Amphibious Base Little Creek coal-burning facility. At the time, the facility was being used to produce home port steam power for ships. It has since been replaced by a natural gas plant. Photo by Susan Declercq Brown.

while we're waiting for the primary delivery system to be repaired."

Soaring energy prices and budget crunches are impacting coal customers as well. "It used to be mandatory to maintain a 90-day stockpile of coal, but customers haven't been wanting to tie up all their money in the reserves. Now the regulations call for a 30-day minimum reserve. Usually we have no problems with delivery in Alaska, just the occasional avalanche or extreme low temperatures. So far, reduced reserves haven't caused problems. But, right now, we're waiting for customers to fund their winter coal usage quantities and begin building the reserves back up," said Frankel.

Frankel said, "It's a long drawn out process to convert from coal to natural gas, typically taking three years or more. There are no conversions on the horizon now," so she'll be purchasing coal for her customers for the foreseeable future.

Renewables

The Electricity and Coal Division also helps customers to meet their goals under the Energy Policy Act of 2005. The act states the goals for each federal agency to use renewable fuels as a percentage of the overall usage. The goals increase over several years. DESC assists its customer by purchasing renewable energy certificates.

Renewable energy electricity is produced not by using exhaustible resources such as coal or natural gas, but by using solar, wind, geothermal or biomass (recyclables such as tires, scrap wood, etc.) energy. The current goal for federal agencies is for 2.5 per cent of their consumed energy to be renewable.

But, customers rarely purchase energy directly from a renewable plant, so it's difficult to buy renewable energy. Why? Because many electricity plants put energy into the grid, and many consumers use energy from the grid. But, you can't really determine who produced the energy being consumed. Was it the natural gas plant, the coal plant or the wind farm? Here's another way to think of it. Imagine everyone in your office bringing a bottle of water to work and pouring it into one big vat. Then, you scoop out a glass of water to drink. Who brought the water you are drinking?

So the industry has created an easier way for all energy consumers including federal agencies to support the renewable industry. Renewable energy producers are paid market rates for the electricity they put into the grid. In addition, they are issued Renewable Energy Certificates equal to the amount of electricity they produced. The plants can then sell these RECs for an additional profit. Selling the RECs brings in an added income which encourages the renewable industry to grow. In theory, this will result in more renewable energy plants and a higher percentage of energy in the electrical grid being "green." In essence, this helps America consume more "green" electricity.



A windmill farm.

DESC currently buys RECs to assist DoD and other federal agencies in their efforts to achieve the 2.5 percent annual renewable energy goal. Participants in the April DESC Worldwide Energy Conference may have noticed signs declaring the conference energy consumption "green" as a result of RECs purchases. The Environmental Protection Agency, which chooses to purchase 100 per cent "green" electricity, also comes to DESC for help. As a result, DESC was recognized in 2004 by the Presidential Award for Leadership in Federal Energy Management for its work on behalf of the EPA.

"RECs right now are seen as a stop gap. They're a short-term fix for a long-term issue," said Nelson. "We sit on committees like the Tri-Service Renewable Energy Working Group and are helping guide DoD down the designated path to more renewable use," he explained.

Looking to the Future

DESC-A is also working for other improvements in the future. "In addition to helping our customers meet their energy goals, one of our greatest challenges," said DESC-A Director Kevin Ahern, "is constant benchmarking against industry and ensuring that we are using the best commercial practices."

"We're currently scrutinizing the entire process we undergo to procure natural gas," said Blank. "From gathering the requirements to contract award to the managing of different contracts, we want to be sure we're buying in the most economical and effective method possible. So, we're out there talking to our marketers, customers and others in industry who are similarly situated to see how they do it. Then we can evolve or shape a process that will simplify things and ensure the customers are really getting the biggest bang for the buck."

"We're also looking at potential commercial-off-the-shelf management systems for natural gas. Currently pretty much the entire process for this commodity is manual. We'd like to cut down on some of the manual work so we can concentrate on the bigger ticket items and really ensure customers are getting what they need," Blank concluded.

Ahern attributes DESC-A's ability to successfully help so many customers meet budget challenges in a time of soaring fuel costs to "the folks on the floor. They are creative and flexible, and they're not afraid of challenges. They don't get bogged down in the bureaucracy of how we buy. They're willing to look out and see what opportunities commercial players in the market present to it, and to align ourselves more with the industrial buyers rather than the government buyers. They make us more like the other buyers in the market place so that we're not paying the "government premium" when we purchase."

Recipe for Savings

by David Butler
DESC-F Analyst

Take a military fuel facility

Stir with a DESC analyst

Add fuel and a contractor

Mix well,

and you have savings to DoD and the taxpayer.

Maybe this recipe won't be featured in a cookbook, but it certainly is something to try and make again and again. That's what the Defense Energy Support Center's Optimization Division is doing. Since inception, the analysts in this division of the Facilities and Distribution Commodity Business Unit have worked their magic to identify savings of over \$50 million while providing the Department of Defense with newer or more efficient fuel operations. But it really isn't magic after all. According to Cindy Smith, chief of the Optimization Division, "It's just smart business."

So how do they do it? When one of the military services wants to consider a base for optimization of its fuel operations, they ask DESC to perform a study. Smith assigns one of the supply systems analysts in her division to work with the military's Service Control Point and base personnel to do an economic analysis. This analysis looks at all feasible options to determine the most effective and efficient way to meet the need. Sometimes, the current method is the best, but usually there is a better way. "We look for ways to satisfy a customer's needs for the least cost," said Smith.

Satisfying the military's need is the first and foremost

concern. But, often the analysis also reveals a cost savings for DoD could be achieved by contracting out what had previously been done by military personnel. "We let contractors do their job so soldiers can do theirs," said Smith. Money isn't the only factor though. When dealing with military fuels, factors such as security, quality, environmental impact, guaranteed availability and more must be considered before a decision can be reached.

Currently Smith's team is analyzing operations at several promising locations. They are working with the U.S. Marine Corps ensuring the Marines at Camp Lejeune, N.C., and Camp Pendleton, Va., have the fuel they need when they need it at the least cost. Next, the aviation refueling at Marine Corps Air Station Beaufort, S.C., will be reviewed. Working with the Army, analysts have identified more than \$30 million in potential savings from consolidating operations in Korea. The Air Force and NASA have launched a study at Cape Canaveral, Fla., to find a way to keep military fuel trucks off busy highways in Florida where an accident could be environmentally catastrophic. And now, the Navy has come to DESC with a proposal to completely turn over operation of most of its shore fuel facilities to DESC. Analysts are currently evaluating that proposal.

They may not be miracle workers or magicians, but DESC's Optimization Division is certainly working wonders with the tools they have to keep finding the best way to fuel the force.

Gasoline Converted to Gasohol in Hawaii

By Marty Pratt

Contract Specialist, Direct Delivery Fuels

Beginning April 2, Hawaii state law required all gasoline sold in the state to be blended with 10 percent ethanol. The Ground Fuels Division of the DESC's Direct Delivery Fuels Commodity Business Unit helped the Defense Department and other federal agencies meet those requirements.

The State of Hawaii Legislature passed the law in 1996. Gasoline of all grades including regular, midgrade and premium will be blended with ethanol. The law was designed to help Hawaii's sugar cane industry, to create jobs and to reduce greenhouse gas emissions from motor vehicles.

Ethanol, or ethyl alcohol, can be made from renewable resources such as sugar cane, corn, sorghum, waste paper, wood waste and molasses. As a fuel, ethanol is typically used as an additive to gasoline up to 10 percent. This blend is commonly called E10 unleaded gasohol. Ethanol, a renewable fuel, is a normal component of today's gasoline. All gasoline-powered vehicles sold in the United States are designed to use E10 gasohol. Gasoline containing ethanol has been in increas-

ing use in the United States since the late 1970s. It has been available in 41 states for over 10 years. In 2005, 40 percent of the gasoline sold in the United States contained ethanol, according to the Department of Energy.

The Direct Delivery Fuels CBU alerted the DESC Product Technology and Standardization Division to the impending change in Hawaii. DESC-BP informed the Air Force Petroleum Center, Army Petroleum Center, Navy Operational Logistics Support Center and DESC-Pacific that all storage tanks must be clear of water. That's because ethanol has an affinity for water, and the potential for phase separation could result in off-spec fuel. The sensitivity of gasoline-alcohol blends to phase separation in contact with water is a great concern to transporters, distributors and marketers.

The contractors under the DESC Hawaii Posts, Camps and Stations purchase program have begun to deliver E10 unleaded gasohol to their military and federal civilian customers in Hawaii. The increased use of ethanol in the State of Hawaii is in compliance with the provisions of the Energy Policy Act of 2005 to phase in the use of renewal fuels such as ethanol.

AIR Card Helps Law Enforcement Fight Drugs

By **Linda Sherrod**
Account Manager
Fuel Card Program Office

The AIR Card program is a great tool for state and local law-enforcement activities to stretch their budget dollars. The National Defense Authorization Act of 1994 established the Law Enforcement Procurement Program. It allows state and local governments to purchase law enforcement equipment and fuel through federal procurement channels, with the stipulation that the equipment and fuel are used in the performance of counter drug activities, anti-drug, and drug interdiction campaigns. The program allows the State and Local governments the opportunity to maximize their use of taxpayer dollars by taking advantage of the purchasing power of the federal government to receive discounts with large volume purchases.

The program, referred to as the “1122 Program,” got its name from the “1122” reference in the section of the 1994 National Defense Authorization Act. The authority of the 1122 program resides with the Department of Defense, and the U.S. Army is the Executive Agent for the program.

Currently 45 states have elected to participate in the program. The governor of each state participating in the 1122 program appoints a state point of contact to administer the state’s activities under the program. The SPOC validates the counter drug mission of each procurement request and ensures the availability of funds. The SPOC establishes procedures and guidelines for the state and local law enforcement agencies.

The Defense Energy Support Center provides for aircraft refueling at commercial airports under the Direct Delivery Fuels CBU’s Into-Plane program. DESC contracts with fixed base operators at more than 600 commercial airports worldwide to provide refueling support for U.S. military and other federal aircraft at discounted prices.

AIR Card program participants



Documents to enroll in the AIR Card program are available under Fuel Card Program Management Office at the DESC Website: www.desc.dla.mil

use the card to purchase fuel against these contracts

Additionally, the AIR Card is accepted at more than 6,000 additional “non-contract” locations worldwide, many of which offer a discount from posted-airport-price when the card is used. It is also accepted at most Air Force and Army installations today, and progress is being made to add Naval air stations soon. Activities are billed at the applicable standard unit price.

State and local law enforcement agencies participating in the 1122 program can apply for an AIR Card, allowing them to take advantage of the Into-Plane fuel contracts program. Agencies simply contact the applicable state point of contact, who then completes and returns a non-DoD AIR Card enrollment form, accompanied by a letter stating that the law enforcement aircraft will be used for counter-drug activities. Both the enrollment form and letter must be sent by the SPOC to DESC.

By requesting participation in the AIR Card program and signing the non-DoD enrollment form, the law enforcement individuals are agreeing to the cardholder agreement, referenced on page two of the form.

DESC has contracted with Multi Service Corporation to process transactions under the AIR Card Program. Multi Service Corporation is a privately-held financial services company that provides card processing, financial and logistical services to the fuel industry. Multi Service provides DESC with processing and 24/7 customer support on all transactions under the AIR Card Program. The AIR Card is used like any other charge card to pay for fuel and non-fuel items. Multi Service bills the customer directly for any non-fuel items procured, and Defense Finance and Accounting Service in Columbus, Ohio, bills the customer for fuel charges at the standard price. Fiscal year standard prices for fuel can also be found on the DESC Website.

DESC Re-Engineering Success

**By Cathy Mokry, Chief, Material Support Branch
and Maria Ng, Contract Specialist
DESC Aerospace Energy CBU**

The Aerospace Energy Commodity Business Unit (DESC-M) recently awarded innovative contracts for the transportation of DiNitrogen Tetroxide (N_2O_4) and various grades of hydrazine. These were among missions transferred with the realignment of San Antonio Air Logistics Center operations in 2001.

These transportation services support Air Force, NASA and commercial space launch programs all of which have international presence and visibility. The previous Air Force contracts were awarded to two commercial carriers which provided 16 highly-specialized trailers. The trailers were designed and built specifically for the N_2O_4 and hydrazine commodities and far exceed the regulations prescribed by the Department of Transportation. The added level of safety was proportionate to the extremely hazardous nature of the commodities. NASA and Vandenberg AFB, Calif., own similar trailers; however, their trailers are for on-site use only. The DESC-M trailers are the only N_2O_4 and hydrazine trailers special permitted by DOT for over-the-road shipment.

When it was time to initiate re-procurement of transportation services, the Aerospace Energy Hypergols Team conducted an intensive program review, including an examination of changes which occurred over the past 20 years in the transportation industry and a review of new business practices that have occurred since the transition of the legacy Air Force functions from the air logistics center. The older contracts included a monthly fixed fee for what was termed "Standby and Maintenance." This fee paid for the carrier's guarantee that: the trailers would be dedicated to N_2O_4 and hydrazine service; that tractors and trailers would be roadworthy within 24 hours of the issuance of a delivery order; that the tractors would be equipped with satellite tracking capability; and that all required trailer maintenance would be performed.

The Hypergols team determined from a preliminary review of program performance that opportunities existed to streamline or re-engineer the requirement and to potentially cut contract costs. The first and most obvious performance element under review was the requirement for "standby and maintenance," as it was the most costly. Secondly, the review team solicited end-user and industry inputs and considered two alternative models for the delivery of the transportation services. One strategy envisioned a "tow away" concept using NASA-owned trailers

in lieu of industry-provided trailers; the other strategy encompassed bulk movement of N_2O_4 and hydrazine in contractor-owned trailers paid on a shipment-by-shipment line haul basis. The alternatives were vetted and both were embraced by DESC end-users and industry as viable options.

Equally as important in evaluating the alternatives was the volatility of diesel fuel costs. For the first time in more than 20 years, the team considered the inclusion of a customized economic price adjustment provision that addressed the key risk elements and prospective contingencies relative to the line haul rates. This creative approach to price adjustments allowed the offerors and the government to share risk. Each time a shipment is made, the government will modify the contracts to adjust the contract for fluctuations in the cost of fuel. The adjusting market price will be calculated by averaging the rates for two weeks: the Monday preceding the shipment and the Monday after the shipment; the delta between the base market price (the price on the EPA clause) and the adjusting market price will be increased/decreased for that shipment. By mitigating the risk for the contractors, DESC was able to obtain better competition and pricing for the contract overall.

When the solicitations were prepared, the Hypergols Team developed a business case analysis approach for the evaluation of proposals. Once proposals were received, the team applied the BCA which encompassed all the costs associated with each of the two concepts for transportation services. The resulting lowest evaluated prices were approximately the same for both the carrier and tow-away solicitations. However, the clear presence of industry participation in pre-award review of the streamlined requirements and the resulting competition rendered transportation services contracts that were clearly the best value to the government.

The BCA projected over \$4.2 million in savings over the contract terms for N_2O_4 and hydrazine transportation services. Dispensing with the fixed monthly standby and maintenance fee alone saved the Government over \$2.6 million. The success of the effort was the culmination of thinking outside the box, knowledge of current trends in industry, and creativity in the contracting methodologies employed.

The DESC Contracting Officer awarded a five-year, fixed price with EPA contract to Superior Carriers, Inc., for all the N_2O_4 shipments, as well as the majority of the hydrazine shipments. Monopropellant hydrazine shipments were awarded to Jack B. Kelley.



The DESC-M trailers are the only N_2O_4 and hydrazine trailers that are special permitted by DOT for over-the-road shipment.

'06 World-Wide Energy Conference :

By Pat Jones

DESC Public Affairs

With a backdrop of skyrocketing energy prices and sticker shock at the gas pump, the Defense Energy Support Center held its 2006 World-Wide Energy Conference April 18-20 at the Hyatt Regency Hotel in Crystal City, Va.

“Our objective is to reach out to the energy community and provide an opportunity for energy specialists, customers, partners and suppliers to come together to engage in current energy issues. We’ll be covering a wide range of topics to include energy integrity, green energy legislation, innovative energy solutions, Department of Defense energy strategies, renewable energy, environmental issues and much more,” said DESC Director Richard Connelly, in his pre-conference message to participants.

The first day of the conference began with two full-day sessions; one for the military services and one for companies looking to do business with DESC.

“*Military Services Day*” provided representatives of the service branches an opportunity to meet and discuss their key service-specific energy and energy related issues.

“*Doing Business with DESC*” was another full-day session designed to give both customers and industry partners an opportunity to learn first hand how DESC fulfills its mission to provide the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and economical manner possible. This was the suppliers’ opportunity to spend the day meeting representatives from each commodity business unit.

Day One also included a half-day Department of Defense Utility Privatization Industry Forum. The day rounded out with the opening ceremony and the trade show ribbon cutting. The trade show included more than 100 exhibitors displaying state-of-the-art energy products and services. The remaining days of the conference consisted of general sessions, panel discussions, numerous workshops and of course the trade show.

“The trade show is also a wonderful opportunity to learn first hand, through supplier showcases, about a wide variety of energy solutions available to Department of Defense and federal civilian energy customers,” Connelly told attendees in his message.

It gives everyone the opportunity to meet in person the people to whom they talk over the phone. “It puts a face to a name,” he said.

Despite a power outage in Crystal City on the

final day that ended the conference several hours early, attendees at the Worldwide said they still thought the event a huge success.

“This was my first time to attend, and man was I impressed. I can’t wait to attend the next one in 2008,” said Marvin “Sarge” Summers, business development manager for CAPE Inc.

“I didn’t get to attend any of the conference sessions, but I wished I had. The traffic at our booth was tremendous. We had the opportunity to advertise our company’s service lines,



Maj. Gen. Bernie Williams, the Defense Logistics Agency’s director of Logistics Operations, and DESC Director Richard Connelly cut the ribbon April 18 to open the trade show.

Lauded by Vendors and Customers

and the opportunity to network was invaluable,” he added.

Other vendors also lauded DESC’s conference and the technical knowledge of the attendees. At least one vendor used the power outage and subsequent evacuation of the hotel as an opportunity to interact with attendees on a little more informal basis.

“The conference was neither the largest nor smallest that I have participated in, but certainly was one of the best. Move-in and move-out went very smooth, except for the blackout, fire alarm and hotel evacuation which was some sort of a freak sequence of events. That was sort of exciting though, and it gave me an additional opportunity to talk to folks on a little less formal basis. The most impressive thing for me was the high level of involvement of the attendees. If they had an interest, they expressed it and were willing to engage in conversation. Additionally, as a group the knowledge of the attendees was impressive. Case in point is that Primrose makes and markets fuel treatment products including biodiesel treatments. One of our products is a microbicide. I have participated in numerous trade shows for fuel distributors and few, if any, had knowledge of HUM bugs or hydrocarbon utilizing microorganisms. At DESC, virtually every person we spoke with that works with fuels was knowledgeable of HUM bugs. Amazing,” said Scott Crawford, vice president of sales for Primrose Oil Company, Inc.

Other conference highlights included eight hours of dedicated show hours in the exhibit hall, an opening reception and networking continental breakfast the exhibit hall, representatives from the Air Force, Army, Navy, Marine, Coast Guard, and other Federal organizations and 40-plus educational workshops and panel discussions covering major energy issues, new choices and new challenges

Keynote speaker during the morning plenary session was Dr. Ronald Sega, Under Secretary of the Air Force. Special guest speaker was Air Commodore Andrew Spinks, director of Defence Fuels Group, Defence Logistics Organization, United Kingdom. He again expressed his goals for his organization as continuing to work closely with DESC and to provide mutual support.

At the end of the conference, when the staff analyzed the events of the week and reflected on lessons learned, everyone seemed to have the same idea ... there is a lot of work involved, but the conference was a success.

“A lot of work goes into pulling an event like this together. I started working on the conference 12 months out. You not only have to arrange for vendors and guest speakers,



Air Commodore Andrew Spinks, director of the United Kingdom’s Defence Fuels Group; Maj. Gen. Gary T. McCoy, director of Logistics Readiness for the Air Force’s Office of the Deputy Chief of Staff for Logistics, Installations and Mission Support; and Under Secretary of the Air Force Dr. Ronald Sega gather before their presentations in the April 19 plenary session.

but then you have to program the sessions so there is a logical flow to the sequence and ensure you have enough staff to take care of last minute details and administrative functions. It’s a lot of work, but in the end it’s worth it,” said Maggie Timms, DESC executive officer, who helped plan, organize and orchestrate the event.

Kevin Ahern, director of the Installation Energy Commodity Business Unit and head of the conference committee, said teamwork was the key to the success of this year’s energy conference.

“The Defense Energy Support Center typically holds the Worldwide Energy Conference every two years. The 2004 Worldwide was held in September 2004, so the planning committee for the 2006 event had just over 18 months to plan and execute this year’s conference. I was very fortunate to have a team of individuals working with me who understood the challenges we would confront in organizing this effort on a compressed schedule. This certainly was a team effort, and all pulled together to make the 2006 Worldwide one of the most successful in DESC history. We sold out all available vendor booth space in the trade show hall, completely sold out our room block with the hotel and had in attendance more than 1,600 people over the course of the three-day event. I look back very proudly at what the team was able to achieve and know we couldn’t have done it without the support we received from everyone here at DESC,” he said.

Posts, Camps and Stations:

The P in DESC-P & the Mission-Capable in Columbia

**By Leonard Lamm,
Contract Specialist
Direct Delivery Fuels CBU**

The Defense Energy Support Center's Direct Delivery Fuels Commodity Business Unit is known inside the center as DESC-P. The P in the moniker comes from the days when DESC-P was called the Posts, Camps and Stations CBU to describe where the fuel they procured was delivered and distributed.

Not only does Posts, Camps and Stations bring the P to DESC-P, but since 2003 it has delivered mission empowering fuel to Columbia, Central America.

The Colombia Posts Camps & Stations Program was originally under the jurisdiction of the State Department. Since the late 1990s there has not been a post camps& stations program in Columbia. Until recently, the State Department has been funding this program through their Credit Card Revolving Program. In the spring of 2003, the responsibility for ensuring that various activities in Columbia would be adequately supported again fell to DESC. DESC-PLB, along with U.S. Southern Command, worked as a team. They were able to develop a strategy to support the Colombia PC&S Program.

The initial ordering period was from the date of award through May 31, 2005.

DESC-PLB, along with U.S. Southern Command, worked as a team. They were able to develop a strategy to support the Colombia PC&S Program.

There were 10 locations that were solicited under Solicitation SP0600-03-R-0122. The estimated dollar value was \$10,609,675.20 for 5.8 million gallons. At the time the solicitation was issued, there were political and socioeconomic unrest in the region where the product would be delivered. This affected the government's ability to obtain more than one offer, and as a result, an award had to be made based on factors other than competition.

As the program has progressed, eight other locations have been added to the program. The total estimated dollar value has grown to \$21,803,264.80 and the estimated quantity is now more than 7.2 million gallons.

In the spring of 2005, Solicitation SP0600-05-R-0045 was issued. In addition to the jet fuel estimated quantity of 8.4 million gallons that was solicited to support U.S. Army facilities in Columbia, distillate requirements were also added to support the U.S. Air Force. The estimated quantity of distillate solicited was nearly 1.1 million gallons. At this time the estimated dollar value under this solicitation is \$23,089,987.75.

There were five offers received in response to this solicitation. After initial offers were received, contracting officer Tyler D. Parker and members of DESC-PLB's contracting team Ditu Kasuyi and Leonard Lamm held negotiations with potential vendors. The week of July 11 through July 15, 2005, they met in Bogotá, Colombia, to discuss in detail the contracting processes with all offerors and addressed several issues as they related to each offeror's offer submission. This was a historic milestone for the Colombia PC&S program because not only had there not been a DESC presence in the region for some time, but the level of support for the program from potential vendors far

exceeded the expectation under this solicitation. As a result of competition, an estimated cost savings of \$3 million was realized. Rene Colon, who was employed with the USMILGROUP in Bogotá, also played a pivotal role in insuring the Colombian offerors were fully aware of their potential obligation to DESC and addressed any translation issues that arose during the discussions.

DESC-PLB made awards for the Colombia PC&S program in late October 2005 and conducted a post-award

“Treat each customer like your best customer and new customers will track you down to give you their business.”

conference, in Bogotá in November 2005. The contract awards covered a three-year ordering and delivery period ending June 2008. The future for the Colombia PC&S program looks bright for both vendor support and activities due to DESC-PLB's involvement. Increased requirements have been received under the Columbia program as a result of the level of support presently being provided by DESC in Columbia. The requirements will grow by leaps and bounds.

It is often said in business, “Treat each customer like your best customer and new customers will track you down to give you their business”. DESC-PLB does this by delivering on their word, thus providing comprehensive energy solutions to customers in the most effective, economical, and most expeditious manner possible.

Environmentalists Abuzz Over DFSP San Pedro

By Hillary Lerner
Defense Logistics Agency Public Affairs

Defense Fuel Support Point San Pedro has discovered a new environmental treasure on the Palos Verdes peninsula: the honeybee. DFSP San Pedro, already known for its conservation efforts of the Palos Verdes Blue Butterfly, is now taking measures to care for honeybees that also inhabit the fuel point.



John Rifalato, DFSP superintendent, peers into a conduit box in which wild bees have built a hive. Rifalato and his team were transferring the bees to wooden hives for domestication.

Faced with thousands of wild honeybees located at DFSP San Pedro, employees met the challenge by buying beekeeping suits and learning how to cultivate manmade beehives. Three suits and hours of studying later, the DFSP San Pedro team began domesticating the honeybees by moving them to manmade beehives.

Maj. Jason Pike, Defense Logistics Agency staff entomologist, applauded the efforts to save the bees. He said, "When I learned about the contractors saving the bees, I was pleasantly surprised."

The team removed two wild beehives, one from an electrical conduit box and the other from a wall, and transferred the honeybees and their

queens to manmade hives. One of the hives, about three-feet tall, can house more than 1,000 bees. The fuel support point is considering establishing more hives, according to Pike.

A recent report indicated that during the next 30 years, DFSP San Pedro will save more than \$14,000 since the bees can be maintained in a controlled environment instead of invading walls, crevices and other needed spaces. In the past, the bees have occasionally interfered with DFSP San Pedro's mission

because their hives have been built in building walls and fuel tank covers. The fuel point's recent measures have eliminated these issues and will reduce the need for contractor bee removal.

The honeybees have provided the added benefit of improving the habitat for the Palos Verdes Blue Butterfly. The butterfly, once almost extinct, has been rehabilitated on DFSP San Pedro's 26 acres of coastal sage scrub. DLA has undertaken many efforts to recover the butterfly population, including a captive breeding program and habitat restoration plan as

well as careful monitoring of the butterfly population.

The butterflies' preferred environment, specific to the Palos Verdes peninsula, has been maintained by the honeybees. A natural pollinator, the honeybees help to sustain the vegetation the butterflies depend on. This symbiotic relationship is necessary to maintain the environmental balance on the peninsula, said Pike.

The honeybees' impact on the

environment is seen not only at DFSP, but in many regions with large honeybee populations. According to a U.S. Department of Agriculture study, "Bees' importance goes far beyond agriculture," and bees are responsible for pollination of "more than 16 percent of the flowering plant species, ensuring that we'll have blooms in our gardens."

Pike explained, "What makes the honeybee so special is that, unlike many insects, the honeybee will seek out pollen and not nectar; honey bees commonly pollinate agricultural crops such as apples, cherries, melons and almonds."

This pollination trait is so unique that in some cases manmade beehives travel throughout a region to provide pollination services. This option for DFSP San Pedro's beehives is being explored. Already, Palos Verde Peninsula Land Conservancy has expressed interest in receiving honeybees.

DFSP San Pedro contractor John Rifalato explained the impact of maintaining the bees. He said his involvement in domesticating the honeybees is "to preserve the natural environment of the hills."

Beyond the ecological benefit to the region and significant financial savings, the bees are producing sweet results for employees. Since creating the manmade beehives, more than three gallons of honey have been collected and distributed to interested persons.

Change Has Rippling Effect in Korea

By Ditu Kasuyi

Contract Specialist

Direct Delivery Fuels

On January 1, Korean environmental regulations mandated the use of ultra-low-sulfur diesel for on-road use. The Defense Energy Support Center's Direct Delivery Fuels Commodity Business Unit is helping to ensure U.S. government units in Korea are in compliance.

Before the enactment of the law, the CBU was procuring about 8,834,751 gallons of fuel oil diesel regular grade annually for one Army location, 16 Air Force locations and one Navy location throughout Korea. The fuel oil diesel we were supplying for on-highway use had a maximum sulfur content of 0.05 weight percent. The new ultra-low-sulfur diesel for highway use now requires a maximum sulfur content of 0.0030 weight percent or 30 ppm.

The change not only affects the environment but also effects how DESC supports the warfighter. In response to the change DESC collaborated with the Air Force Petroleum Office, Air Force Quality Office, Army Petroleum Office, Army Quality Office, DESC Inventory Division, DESC Pacific, DESC Product Technology and Standardization Division and DESC Korea to craft a conversion strategy. The strategy involved creating a new clause outlining the new requirement, communicating with the customer using the product in the field, and working with the DESC Korea contractors to switch the fuel being delivered.

Patricia Bonner, Product Technology and Standardization Division, led the effort to create a new quality clause outlining the new specification. Bonner worked with Direct Delivery contracting officers and quality representatives in Korea to determine the new specifications. After seeking input from the Army and Air Force petroleum offices, she created the new DESC quality clause for diesel in Korea.

The change also resulted in Bonner creating a new national stock number for the ultra-low-sulfur diesel. Bonner was able to quickly obtain the required approvals and provide contracting with a clause to aid them in procuring the fuel.

The service control points for the Army, Gary Parsons and Samuel Williams, and the Air Force, Master Sgt. Dana Spilinek, along with DESC Korea's Randy Beltran and Son Yoon Pak, were key in ensuring the warfighter was aware of the changes to the product being supplied. They kept an open line of communication between the customer and the team, ensuring a smooth transition. The customers were kept informed, and all questions were addressed and answered quickly. This effective communication made the transition seamless to the warfighter.

The DESC Direct Delivery contracting team consisted of Lula Manley, chief of the Ground Fuels Division II; Tyler Parker, contracting officer; Ditu Kasuyi, contract specialist, and Audrey Scott, inventory manager. The team surveyed the suppliers in Korea to determine the availability and fuel specification of the ultra-low-sulfur diesel being supplied commercially. Scott coordinated the effort to establish new

product codes in the Contracting Information System and the Requirements Manager. The contracting team also partnered with Bill Pollak, inventory management specialist for DESC's Facilities and Distribution CBU, to ensure customers followed proper inventory procedures to draw down the regular diesel and switch over to the new ultra-low-sulfur diesel. The contracting team successfully negotiated with Korean contractors to provide the new ultra-low-sulfur diesel.

The conversion to ultra-low-sulphur diesel also impacts JP8 gas stations and heating tanks.

JP8 Gas Stations Conversion - In 1996 the United States Army adopted the "Single Fuel on the Battlefield" concept using JP8. Consequently, the Army converted from diesel to JP8 in 1998 to heat Army facilities and as fuel for Army gas stations. But, JP8 was no longer an option once the Korean law was enacted because JP8 is a high-sulfur fuel.

The Direct Delivery contracting team, Parsons and DESC Korea led the effort to convert the Army's JP8 gas stations to ultra-low-sulfur diesel. DESC-Korea organized a successful conversion schedule for the nine gas stations in Korea. They scheduled maintenance and repairs to the gas dispensers, re-stenciling of signs, and extensive recalibration to the Veeder Root ATG systems. Sun also provided in-depth training for new Business Systems Modernization-Energy applications to Army gas station employees at each location.

DESC successfully put a contract in place to procure an estimated 5.4 million gallons of ultra-low-sulfur diesel for the gas stations, valued at an estimated \$10 million. The gas stations started dispensing ultra-low-sulfur diesel on April 1.

JP8 Army Heating Tanks Conversion - DESC is working with the U.S. Army Installation Management Agency's Korea office, the APC, and DESC Pacific/Korea to convert 2,503 Army heating tanks at 51 locations throughout Korea from JP8 to ultra-low-sulfur diesel. The new law does not apply to small capacity burners, but converting these tanks will demonstrate America's commitment to environmental stewardship.

The tanks currently receive JP8 through DESC's Bulk Fuels CBU's contract which delivers the fuel to DESC-owned storage tanks through modes of delivery to include pipeline, rail and trucks. DESC-Korea currently contracts with a transportation company to distribute the JP8 to the 51 locations. Under a Direct Delivery fuel contract, Korean contractors will be responsible for delivering the fuel directly into each of the tanks. This will eliminate the need for DESC to have intermediate storage facilities and to deliver product through pipeline and rails. These changes will result in savings for DESC and our Army customers. The CBU is working diligently with the Army, DESC Pacific and DESC-Korea to ensure a contract is in place to supply the Army facilities with ultra-low-sulfur diesel fuel before the start of the 2006 winter season.

Some say "Change is the only constant." Well, DESC is the constant for the warfighter. No matter the environmental changes, DESC is here to ensure the warfighter has the right fuel, at the right time and at the right price.

Afghanistan Fuel Support: 5th Year

By Lt. Cmdr. George Daniel
DESC-HQ, Chief of Operations

Going into our fifth year of operations in Afghanistan, we in the Defense Energy Support Center have learned one thing. If it CAN happen, it WILL happen.

We had the winter of 2004, the worst winter on record, where every drivable road going into Defense Fuel Support Point Bagram was closed due to snow as high as 15 feet in some places. Combine that with a new major road construction project by the European Union that allowed for traffic to flow in only one direction on some days then turned back in the opposite direction on other days. Now, imagine that in a country with no traffic lights.

We saw the complete closure of a major air field in Karshi-Khanabad, affectionately known as K-2, while the Uzbekistan government decided to close its borders, preventing the movement of fuel to Afghanistan.

We saw a coup in Kazakhstan where the president himself was forced to flee the country. And, in days to follow, we saw the subsequent ban on exporting fuel of which DESC was purchasing to support Afghanistan.

We have seen insurgents attack fuel convoys time after time. They have used everything from improvised explosive devices to direct gun fire. Fuel

trucks have arrived to download fuel with the entire cab missing.

We even saw a local “entrepreneur” who happened to own a water truck, flood a major road to extort money by towing fuel trucks across the flooded area.

We saw the major earthquake which had devastating effects in Pakistan and literally cut our fuel supplies in half for over a month. We have seen rock throwing matches at the border of neighboring countries which caused them to shut down the borders, again preventing fuel from completing its delivery to DESC customers.

But as gloomy as it may seem, the DESC team has weathered the storm. Our capability to provide fuel is at an all time high and getting better by the day. Since 2001, despite the challenges, DESC has provided more than 2 billion gallons of fuel to forces supporting OEF. To put this into perspective, consider the fact that prior to 2001, the entire country of Afghanistan could only provide 6,000



This Pakistani fuel truck arrived to deliver fuel in Bagram last year. After the arduous journey, the cab had been reduced to the steering column and a seat.

bases located throughout Afghanistan.

This level of support is by no means a coincidence. Since the beginning of OEF, DESC has diligently solidified the ability to support the war fighter by setting up a network of partnerships with every possible fuel provider in this part of the world to keep the fuel flowing to forces in Afghanistan. What started out as one ground line of communication, or delivery route, from Pakistan, the sources of fuel supply have grown to as many as eight GLOCs from four different countries.

Another great accomplishment for the DESC team was the addition of the recently approved 750,000 gallons of storage at Kabul. To mitigate the problems associated with the harsh winters in northern Afghanistan, DESC has leased over 2.8 million gallons of strategic storage in Kabul within the last year.

Last, but certainly not least, is the recent DESC participation in the Oil Companies Advisory Committee in Pakistan. This organization is responsible for the allocation of internal use and exported fuel for the country of Pakistan. Participation on this committee is expected to gain DESC a guaranteed allocation of refined product from Pakistan as an internal customer vice the current position as an export customer. This gives DESC a higher priority for access to Pakistani fuel and provides for a more reliable supply source of fuel to Afghanistan.



Three members of the fuel team that convoyed to Kabul to accept the newly leased Tank #6 at the Tryco fuel facility pose to commemorate the occasion. Pictured from left to right are Army Capt. Matt Messerschmitt, sub-area petroleum officer, Lt. Cmdr. George Daniel, DESC-HQ chief of operations, and Sgt. 1st Class Derek Scott, 10th Mountain Fuel non-commissioned officer.

Center Examines Strategies for

By Debra Simpson-Mayeux,
DESC-CP procurement analyst
and Evan Jones, BearingPoint

Studies and planning are underway to determine how the Defense Energy Support Center can best incorporate Supply Relationship Management into its business practices.

The Defense Logistics Agency Supplier Relationship Management initiative was introduced to the DESC Corporate Board in February 2006 by DLA's Logistics Operations, Acquisition Division (J-3314) and BearingPoint.

SRM is one of the 13 key transformational initiatives under way at DLA. It focuses on building strategic relationships with key suppliers.

In order for DESC to better understand SRM, information was provided identifying the strategies, tools and benefits of the initiative that are currently being used by DLA's three other inventory control points at the Defense Supply Centers in Richmond, Va., Philadelphia and Columbus, Ohio.

In order to capture how DESC

currently relates with its suppliers, and to identify SRM tools and strategies that would be beneficial to incorporate into DESC's business practices, J-3314 and its contractor BearingPoint conducted interviews with representatives from each of DESC's commodity business units and regions in March 2006.

J-3314 and BearingPoint are in the process of developing a DESC-specific SRM plan to identify ways in which the initiative can enhance our business practices and improve relationships with our energy suppliers in order to better meet DESC's mission to provide the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and economical manner possible.

SRM is specifically designed to enhance government and supplier interactions, based on specific needs of each relationship, in order to allocate time and resources more efficiently and maximize support to the war-fighter. The SRM strategy is to build mutually beneficial relationships with major suppliers across the DLA enterprise as a

way to evaluate and manage supplier capability and jointly solve problems. It is a critical element in the shift from managing supplies to managing suppliers, and it establishes DLA as a seamless partner in the overall supply chain linking our suppliers with our customers.

Under the SRM umbrella, several tools have been developed to focus on increased partnering and interaction with suppliers such as: Strategic Supplier Alliances (SSA), Strategic Material Sourcing (SMS), Performance-Based Logistics (PBL), Supply Chain Alliances (SCA), Vendor-Managed Inventory (VMI), and supplier collaboration. Some of the tools mentioned are outlined below to give an example of the SRM approach.

Within SRM, not all supplier relationships will be exactly the same; relationships will vary based on company size, annual spend, and types of items. Some key companies, such as DLA's largest suppliers, require a high level of direct communication and day-to-day relationship management and maintenance.

These partnerships, known as

The Benefits of SRM for DLA are:

- Improved management of relationships with key suppliers
- Partnering opportunities with counterparts in supplier organizations for issue resolution
- Integration of suppliers into business processes for improved execution
- Strengthened customer confidence that mission requirements will be met

Improved Supplier Relationships

Strategic Supplier Alliances are designed to incorporate sole-source items these companies provide to DLA. The long-term focus of SSAs facilitates relationships with companies that have significant strategic value resulting in benefits to the customer, the supplier and DLA. Each SSA is assigned a supplier relationship manager who serves as the primary point of contact for the supplier and who fosters the day-to-day relationship. Additionally, DLA holds semi-annual senior executive partnership round tables with its SSA suppliers to discuss metrics, business process reengineering and other collaborative opportunities. SSA charters are typically signed by suppliers at the president or vice-president level, by the DLA director, and in some cases, by senior flag and general officers from the military services.

A newer tool within the SRM umbrella is **Supply Chain Alliances** — alliances with the next tier of key suppliers that do not necessarily require the high level of interaction and management of an SSA. Additionally, while SSAs are formed with only sole-source suppliers, SCAs can be chartered with key competitive suppliers after long term contracts have been formed. While SCAs are less involved relationships, they have proven to further the goals of SRM and have added value to both DLA and the supplier.

Performance Based Logistics is a widely-used strategy within DoD. It is comprised of an agreement, usually long term in nature, in which the logistics provider is empowered and given incentives to meet overarching customer-oriented performance requirements to improve product support effectiveness.

Vendor Managed Inventory is an industry standard in which either inventory will be owned or access to inventory will be paid for by DLA, but the actual inventory will be kept and managed at the supplier's location. The specific type of VMI used will be based on best value to the government. As a result, this initiative has reduced storage costs for DLA and has helped decrease administrative and production lead time.

The SRM strategy is to build mutually beneficial relationships with major suppliers across the DLA enterprise as a way to evaluate and manage supplier capability and jointly solve problems.

How Can DESC Best Incorporate SRM into its Business Practices?

SRM is specifically designed to enhance government and supplier interactions, based on specific needs of each relationship, in order to allocate time and resources more efficiently and maximize support to the war-fighter.

Children Should be Seen ... and Heard on Career Day

By Susan Declercq Brown
DESC Public Affairs

Have you ever wondered what your children would think of your job? Have they wondered how their special skills and interests could translate to a career? Whose day is more stressful, adults or students? Well, Defense Energy Support Center employees and their children had the opportunity to find out in April.

As part of the Fairfax County (Virginia) schools' Career Shadowing Day April 27, more than 25 children came to work in the Headquarters Complex, Fort Belvoir, Va. Career Shadowing Day was designed for 8th graders and above and included children who were interested in learning about a particular career field but were not necessarily DLA family members.

Four visitors to DESC and their hosts shared their experiences.

Washington Irving Middle School students Lauren Brown, daughter of DESC's Fuel Line magazine editor and the author, and Megan Fraedrich were interested in learning how a passion for writing could lead to a public affairs or editing career. Eighth-grader Julie Yee, daughter of DESC chemist Yan Guo, was interested in learning what her mother's job entailed.

And, Gayle Middle school student Ashley Spearman, daughter of DESC military personnel chief Technical Sgt. Cynthia Sargent-Spearman, got a chance to "move some paperwork" when she came to attend Sargent Spearman's promotion ceremony in early May.

Lauren and Megan started the day by attending an hour-long video teleconference meeting hosted by DLA Public Affairs Deputy Director Gerda Parr. "It was neat to see and hear people from around the world participating in the meeting, and I was surprised to hear people showing their sense of humor so much in the meeting. Public Affairs people really know how to use sarcasm," said Lauren. "We didn't understand much of what was going on," said Megan, "but it was interesting to hear some of the things that public affairs people have to deal with. It wouldn't be fun to have so many people editing your writing," she added.

The girls met with Lana Hampton, a DLA media relations specialist, who shared her experiences and gave advice on how to best prepare yourself for a satisfying career. "It's one thing to know that you like to write, but it's important to find what niche you want to use those skills in," she advised them. It's also important to start developing skills in middle school and high school, through community service and school clubs and to concentrate on getting good grades, she added.

After lunch the aspiring writers practiced their interviewing skills when they met with DESC Public Affairs Officer Pat Jones to talk about the working conditions, responsibilities and qualifications for his job. Lauren also explored photojournalism, taking digital photos of Hampton and Jones and editing them with Adobe PhotoShop.

Finally, the girls learned how to design a magazine using Adobe PageMaker. By the end of the day they had authored four feature articles and designed and produced a four-page magazine called "The Not Especially-Sane Gazette."

So, what was their assessment of the public affairs career field? "I don't think I'd really like to do this job," said Lauren. "This fuels and business stuff is really pretty boring. I guess if I could write about animal

rescue or do publicity for a zoo, getting to write stories and take pictures or publish a magazine could be a cool job. I'd need to do public relations for an organization I found interesting, though," she explained. Megan agreed, saying she thought perhaps she'd find a way to combine writing skills with German language fluency in a future career.

Well, as Hampton told the girls, "It's all about the niche!"

Julie's reaction was pretty much the same, according to the journal she kept on Career Shadowing Day.

Julie had always assumed her mother's job was easy, but "after only two hours of walking in her shoes, in a typical workday of hers, I was already bored out of my mind and hopelessly tired," she wrote. "The activity showed me that I was not prepared for all the stress for work that needed to be done," and that a lot more learning and growing up was needed



Tech. Sgt. Cynthia Sargent-Spearman poses with daughter Ashley Spearman. (Photo by Lawrence 'Robbie' Robinson.)

to be prepared for a successful career.

Julie attended the DESC Bulk Fuels product technology weekly staff meeting, interviewed two DESC Bulk Fuels employees, and explored the alternative fuels tutorials on the DESC Website.

“I understood about two to five percent of what I heard in the staff meeting,” especially after the first hour, wrote Julie. After interviewing chemist David Pamplin and quality assurance specialist Fred Lastra, Julie came away with an understanding of three new business terms: National Stock Number, specification and standard.

“What interested me most was the way that the biodiesel (I saw in the staff meeting) turned into a gelatin-like substance after a long period of time. The concept is similar to a group science project I’m working on at school. (We) add influencing factors to ‘ooblick,’ a mixture of water and cornstarch, and observe how the different factors affect the state of matter of the ooblick,” Julie wrote.

Ashley spent a day in the DESC military personnel section, missing school to attend her mother’s promotion to technical sergeant. She prepared award certificates for Air Force members who are being reassigned this summer, said Sargent-Spearman. She also filed papers and made photo copies. “She was a big help to me,” said Sargent-Spearman.

“I’d come work with her any day if it meant not having to go to school,” said Ashley.

What did the parents learn by bringing their children to work?

All the students seemed to agree there were two distinct benefits to working in DESC rather than attending school: we can wander the halls without a hall pass, and our cafeteria is better. Maybe we should try to remember that when we’re having a bad day!

Guo says her daughter’s visit to DESC had a big impact on Julie. During a recent walk in the park, “Julie asked if the weeds or weed seeds could be converted to biodiesel, ethanol or synthetic fuel,” she said.

After reading Julie’s journal, I also learned something about Guo’s daughter’s future job skills. Julie has already figured out that “work was especially productive in the morning and then gradually slowed down by 1:00 p.m.” Employees needed some leisure time before they could get back to work, she observed. Seems to me she’s already learned about the ebb and flow of the work day and how to stay sane and productive on the job. I also was impressed all the girls had already mastered the essential professional skill of appearing alert through those long staff meetings!

As a mentor-parent myself, I was surprised to see just how much Lauren is really beginning to connect school and her interests in writing and animals with future career options and college choices. And I was pretty impressed with her photography; it was good enough to publish in the Fuel Line. I can see both Megan and Lauren enjoying careers in public relations if they find the right niche.

After all, not everyone can be a “Fuelie,” right?



Lauren Brown and Megan Fraedrich, left to right, appear on the cover of the magazine, The Not Entirely Sane Gazette, they produced April 27. (Photo by Susan Declercq Brown.)



Julie Yee, center in light sweater, attends the Product Technology weekly staff meeting. Her mother, Yan Gao, sits next to her.

Every Government Employee Must Safeguard Records

By DESC Office of Counsel

Every day, government employees handle government information and records. We send and receive e-mails, create and review documents, generate reports – the list goes on and on. But, as we go about our daily activities, we need to keep in mind that this information does not belong to us. All of these records belong to the U.S. government. And, as government employees it is our duty to exercise care in the handling, disposition, use, and release of this information, both while we are in government service and after our departure.

Just what information is a government or federal “record,” and what rights and responsibilities does custody or possession of this information create? The information we are discussing originates from many sources. It may be generated within government channels or submitted by private parties. It includes almost everything we create or receive as

a part of fulfilling our official duties. This includes electronic messages, whether on a computer, cell phone, Blackberry or personal digital assistant, as well as memos, faxes, letters, notes, and photocopies.

If you have information used in conducting government business, whether or not you are an official document custodian of that information, you must be careful about retaining and using that information once you leave government service. “Possession is nine-tenths of the law” may work in some situations, but you cannot follow that principle here. Generally, everything connected with your official duties constitutes agency records.

Many employees assume that the records they create and receive at their work station belong to them individually. However, all information meeting the legal definition of a record is considered

to be federal government property.

A record covers information in any medium, and includes operational logistics, support and other materials created or received by the Agency in training, contingency, and wartime operations as well as in all routine and peacetime business.

What to Do If You Are Leaving the Government

If you are departing the government, you must determine what information you can take with you and what information you must leave behind or return. For example, if you have agency records on your home or personal computer, laptop, thumb drive, etc., you must return physical custody of these records to the agency prior to your departure. Copies of the records left on your personal equipment may also need

As defined, in part, in 44 U.S. Code § 3301, “Records include all books, papers, maps, photographs, machine-readable materials, and other documentary materials, regardless of physical form or characteristics, made or received by an agency of the United States Government under Federal law or in connection with the transaction of official business and preserved, or appropriate for preservation by that agency or its legitimate successor, as evidence of the organization, functions, policies, decisions, procedures, operations, or other activities of the Government or because of the informational value of the data in them.”

to be deleted or access and use restricted. You also have limited rights to make personal use of these records. In accordance with Defense Logistics Agency records management policy, you may accumulate, for convenience of reference, extra copies of papers and other materials that you drafted, reviewed, or otherwise acted upon, provided that retention would not diminish the official records of the agency, violate confidentiality required by national security, Privacy Act, Freedom of Information Act, or other interests protected by law, or exceed normal administrative economies. If you have copies of work-related files on your personal computer or in hard copy, the Defense Energy Support Center records management official should review the materials and approve your retention of these documents. In certain circumstances, a nondisclosure agreement may be appropriate.

You can take “personal papers” with you. Personal papers are documentary materials of a private or nonpublic character that do not relate to, or have an effect upon, the conduct of agency business. Personal papers are excluded from the definition of federal records and are not owned by the government. An example of a personal paper is personal correspondence or other personal notes that

were not prepared, used, circulated or communicated in the course of transacting government business. You must clearly designate personal papers as “personal” and maintain them separately



from office records.

Writing Samples

You must also be cautious in using documents you drafted in the course of your duties as writing samples or

templates when seeking employment outside the agency. You must completely sanitize the document, removing any agency-specific factual or substantive information, proprietary information, classified information, or Privacy Act information. For example, if you want to use a memorandum concerning Acme Fuel Corporation, you should change the name to a generic one such as “ABC Corporation.” You should also remove any information that is specific to or would identify Acme Fuel Corporation in the document.

Training

Records management training is essential for incoming and departing employees. All employees, as part of their new-hire orientation, should take the on-line in-brief.

For further information, consult the accompanying list of helpful URLs, or contact Chris Poston at 703-767-5020 or DSN 427-5020.

Some Helpful URLs:

DLA records management policy is accessible at:

<https://today.dla.mil/J-6/records/documents/DLA%20RM%20Procedural%20Guide.doc>

The on-line employee in-brief is accessible at:

<https://today.dla.mil/J-6/records/documents/INBRIEF04.pdf>

More information about agency records & your duties/responsibilities when you depart the Government is available at:

<https://today.dla.mil/J-6/records/documents/OUTBRIEF04.pdf>

“Disposition of Government Information” is accessible on the DESC-G Website at:

<http://www.desc.dla.mil/DCM/Files/>

Small Business: There's More Fact than Myth

By Debbie LaFreniere
Small Business Office

“Small business is the corner stone of our economy.” You have heard or read that statement over and over, year after year from the highest levels of our government to the poster hanging in your favorite corner store. What is all this small business talk, anyway? Is it just another in the series of small business myths, a catchy phrase to peak interest, or could it mean small business really does contribute to our economy?

Aren't small businesses especially risky? Aren't the profits low and the survivability rate only 50 percent? Questions such as these and a huge measure of facts and statements about small or large business have been with us so long they have morphed from repetitive trivia to a higher myth status. There are misleading myths about large business, too. For example: only big business is exciting, creative, innovative and stable. That only big business can offer competitive salaries, decent benefits and a truly rewarding work environment. Only big business can quickly bring new technologies to the market place.

But, some myths are true, and sometimes fact can make the strangest of all myths.

Small business is, and historically has been, the cornerstone of our economy. As a young country, our independence meant new freedoms that included an abundance of choices. For the early entrepreneur, necessity usually dictated the nature of the start up business and as challenges were met, choices became possible. The business base grew and diversified as the population moved, settled, and prospered. It is now as it was then: the smaller companies shape and define communities.

Here are a few myths and the facts about them:

Myth: For every small business that starts up each year, a nearly equal number fail.

Fact: The annual number of start up small businesses and the total annual number of **all** businesses that close are similar. The term “fail” is incorrect. Some businesses close for various reasons not related to failure, and often the result is a new business; an expanded, changed, or improved product line; restructuring, relocation, absorption, partnering, teaming, or name change. Many of these changes are due to sound business decisions and not negative outcomes. And, in fact, many small businesses graduate to become large businesses.

Myth: Small businesses generate at least 65 percent of net new jobs every year; they represent 99 percent of all U.S. businesses, and capture 20 percent or better of the total federal procurement awards.

Fact: These are not myths. These are valid statistics. In fact, 60 percent of small business owners say their business outlook is promising.

Myth: The majority of American small business jobs represent unskilled labor.

Fact: Actually, it's a 50-50 mix of the number of skilled, semi-skilled positions and unskilled labor. Definitions of skilled and semi-skilled jobs are tenuous. Benchmarks vary from industry to industry and the influx of newer technologies is always upping the mark.

Truth: Since company ownership generally represents the U.S. labor force, we need to consider the changes facing our economy in the next decade. We all know the workforce is aging and the number of younger workers entering the workforce is tapering down gradually. This is expected to have some impact on our economy as the number of entrepreneurs, usually from the younger sector, will decrease just as a large number of business owners retire. It's the big taffy pull of the next decade.

Myth: Small businesses do not represent real technology and lag behind in E-commerce and know-how.

Fact: Wrong. It is estimated that 40-50 percent of all small businesses are home based, and there has been a steady increase in the number of sole proprietorships. In fact, Dun and Bradstreet estimated that more than half of all small businesses with Internet access now have Websites. The investment in technology for small and very small business is greater than 40 percent in the U.S., and the growth of business on the Internet has become a billion dollar a year business. Obviously, the Internet has made world-wide research accessible, affordable, and of great aid to many companies. Programs such as the Small Business Innovation and Research, besides investing in research and development, have opened the government contracting door to small and very-small hi-tech firms. Small businesses in general employ up to 40 percent of all hi-tech workers and receive a majority of patents granted.

Myth: Small businesses, as with large businesses, are migrating from the inner cities.

Fact: Although there is some truth to the decrease in overall numbers of businesses that existed in the inner cities in previous decades, small businesses play a major role in employment and economics: they offer a total of 80 percent of inner city employment. Small businesses, including franchises, are found in most communities in every region of our country.

Though the American small business environment has changed greatly since our country was a startup, there is no denying that small businesses continue to be a strong force in our communities, our industry and our economy. The facts remain that myths about these accomplishments aren't harmful, but they deserve a periodic reality check to verify they still accurately represent the vital roles that small businesses play. Small businesses make outstanding contributions, forge new roads, and take risks to excel. This fact is undeniable: small business is good business and good for America.

DESC, DLA Honored for EMS

By Katie Stolt,
DLA Public Affairs and
Susan Declercq Brown,
DESC Public Affairs

Members of the Defense Energy Support Center's Environmental Management Systems' team were honored in April for their nearly four-year long effort to develop an environmental safety and health management plan for the agency.

Jean Shorett, Defense Logistics Agency's environmental management representative, welcomed Jim Connaughton, chairman of the President's Council on Environmental Quality; Alex Beehler, assistant deputy undersecretary for defense for environment, safety and occupational health; and DLA Vice Director Air Force Maj. Gen.

Loren Reno, to the DLA Environmental Management System Recognition ceremony April 14.

The three men spoke in recognition of the Agency meeting the 2003 DLA EMS Strategic Plan objective by Dec. 31, 2005.

Connaughton, the president's policy advisor on environmental issues, began by saying, "I can't think of anything more fabulous than DLA being the first to get going and the first to get it done.

It's indicative of how you are fulfilling your vision on behalf of the Department of Defense."

He went on to praise DLA for its tireless efforts in the environmental arena as well as describe the larger role the Agency plays. "An effective and functioning EMS incorporates the very components of legal compliance and process compliance and realizes that it could be an effective substitute for the other approaches," he said.

Following Connaughton's remarks, Beehler echoed the same sentiments about DLA's success saying, "It's pretty easy to be a good friend and cheerleader when DLA has performed so well. We want to commend DLA from top to bottom in recognizing your tremendous achievement.

"Because DLA was forward thinking," he continued, "they not only helped themselves but they are helping all these other components throughout DOD and the federal government so, in a large sense, we can be more efficient, effective environmental managers."

Reno was equally as proud and explained how each one of the Agency's 142 activities contributed to the mission saying, "To implement EMS, the EMS

support DLA's customers, help with better risk identification and avoidance and improve environmental performance as well as capability expansion.

"You have set the pace for the Department of Defense, and the two gentlemen with us today may not have been here if that weren't the case," Reno said.

"The goal of the DESC EMS program is to continually improve our performance in environmental, safety and health programs associated with our fuel storage and distribution activities, and to reduce our 'footprint' in the communities adjacent to our facilities," said Thomas Riffe, DESC EMS team lead. "It requires new and innovative approaches in accomplishing our mission and the

necessity of considering the environmental impacts of our actions," he added.

Riffe said the team faced its biggest challenge collecting data and assessing the risks at the five government-owned contractor-operated defense fuel support points. "We evaluated 20 to 30 unique processes at each GOCO," said Riffe, including fuel receiving, storage and distribution processes. From this, the team developed a risk-ranking matrix which identified the relative risk associated with each process. "This analysis

forms the basis of our prioritized list of EMS targets and objectives," he added.

Another substantial challenge was to develop a user-friendly EMS manual, said Riffe. It's important, he said, because the "ultimate program success will depend on the actions of every employee. When you get right down to it, each employee makes decisions every day that can have favorable consequences for the environment."



Maj. Gen. Loren Reno presents a certificate to Riffe, environmental protection specialist and DESC's environmental management representative. Pictured from left to right are Shorett; DESC Deputy Director Capt. Marvin Wenberg; Jan Reitman, DLA's staff director of Environment and Safety; Paul Rogers, DESC's chief of Environmental and Safety Management; John Zorich, DLA Enterprise Support; Connaughton; and Beehler.

Team completed comprehensive training, tools and templates tailored to the DLA mission. One hundred percent of qualifying DLA activities completed all DLA, DOD and federal EMS requirements.

"One hundred forty-two activities met the deadline, and I know this because I hand signed each and every one of those certificates," Reno chuckled.

He explained how their efforts

DESC Europe Fuels the Warfighter:

**By Lt. Cmdr. Robert Simms,
DESC – Europe Operations Officer, and
Susan Declercq Brown,
DESC Public Affairs**

When most of us think of Europe, we tend to think of fewer than a dozen of the Western European nations. But, Europe is much larger than that. And the scope of the Defense Energy Support Center – Europe is greater still. The command pushes to support a number of active operations today, while positioning itself to better support emerging operations in the future.

DESC-EU supports operations in 93 countries over more than 20 million square miles of the earth's surface – that's more than five times the total surface of the United States. Its area of responsibility stretches from 500 miles off the Eastern Shore of the U.S., around the globe, and to a point only 2.5 miles off the western coast of Alaska. From north to south, its region extends from the coast of Antarctica to the North Pole.

Included in this expanse, in addition to the European nations ranging from Ireland in the west to Eastern Europe and Turkey in the east, are most of the continent of Africa, the Azores, Greenland, Iceland, Russia, the Caspian Sea, and northern Iraq. DESC-EU supports several key customers throughout the entire theater of operations.

At the forefront of its customers are the unified, warfighting command, U.S. European Command, and its military service components: U.S. Army Europe, U.S. Naval Forces Europe/Commander of the 6th Fleet, U.S. Marine Corps Forces Europe and the U.S. Air Forces in Europe. In addition, they serve three other unified commands — the U.S. Special Operations Command, the U.S. Central Command, and the U.S.

Transportation Command. NATO partner-nations are also counted among DESC-EU's customer base.

"The service components and special operations units in Europe make up the majority of our customers," said Army Maj. Dennis Bowers, chief of Contingencies and Exercises, "and we have working relationships with many of our NATO partners as we work reciprocal support arrangements and execute storage and pipeline agreements. We also cross the EUCOM/CENTCOM seam to provide support to forces in northern Iraq. And of course, TRANSCOM is always moving across Europe, so we provide aviation and maritime support to them as well."

DESC-EU supports mission requirements on four major fronts. First, the Northern Iraq Zone, what DESC-EU Deputy Commander Jim Cotton, calls "the most important mission essential task we support." Second, on-going support to American forces stationed in Europe. Operations in Africa and the Eastern European Task Force/Balkans constitute the final two fronts.

European Operations

As a nation at war, the United States uses the European theater as a key transit point between the Middle East and the continental United States. "The backbone of our bulk fuel support is our robust fuels infrastructure. It's supported by government-owned facilities, pipeline systems operated under international agreements, and storage depots working under international agreements and commercial contracts," said Tony McMorrow, deputy chief of Operations. The network provides support to 57 Army installations, 11 Air Force bases, four Navy facilities, and numerous vessels. Under the Bulk Atlantic,

Europe, Mediterranean purchase program for fiscal year 2005, 700 million gallons of JP5 marine aviation fuel, JP8 jet fuel, and F76 marine (bunker) fuel were discharged through our intermediate defense fuel support points. DESC-EU's biggest consumers were Ramstein Air Base, Germany, at 87 million gallons, Incirlik AB, Turkey, at 72 million gallons, and Naval Station Rota, Spain, at 63 million gallons. Rota serves as an intermediate DFSP and pumped more than 46 million gallons of JP8 into the Spanish Pipeline System. The most active DFSP is the Turkish NATO Pipeline System that accounts for 117 million gallons of fuel providing support to the Incirlik Air Base logistics hub as well as to the Northern Iraq Zone.

Into-plane program locations in Europe provide USEUCOM and USTRANSCOM forces tremendous flexibility to execute their missions, according to McMorrow. The program provides commercial jet fuel at facilities when military facilities and military specification fuel are unavailable. U.S. forces can purchase fuel using DESC's commercial credit card, the AIR Card, at a DESC-negotiated price, which is much lower than the posted airport price.



Refueling operations in the AOR.

Current Operations and Emerging Missions Across a Vast Theater

There are currently 57 into-plane locations in Europe with three more firms pending approval in Madrid, Spain; Sarajevo, Bosnia-Herzegovina; and Pula, Croatia.

DESC-EU supports the Into-plane program by conducting quality assurance pre-award surveys and periodic audits to ensure reliable support to the customer. It also funnels new requirements back to DESC headquarters at Fort Belvoir, Va., for action, and provides customer service to verify available support for special missions.

Aviation customers also receive refueling support from host nations provided for under the Replacement In Kind program managed by DESC international agreements experts.

Similarly, maritime customers are supported through the Bunkers Program. There are 45 Bunker points in Europe. DESC-EU provides quality assurance support for pre-award surveys, and Navy vessels receive fuel support from several countries in theater under fuel exchange agreements. Facilities are located in the Azores, Belgium, Bulgaria, Cyprus, Denmark, Germany, Gibraltar, Greece, Italy, Latvia, Malta, the Netherlands, Norway, Poland, Portugal, Romania, Russia, Spain, Sweden, Turkey, Ukraine, and the United Kingdom.



A traffic jam approaching the Turkey-Iraq border.

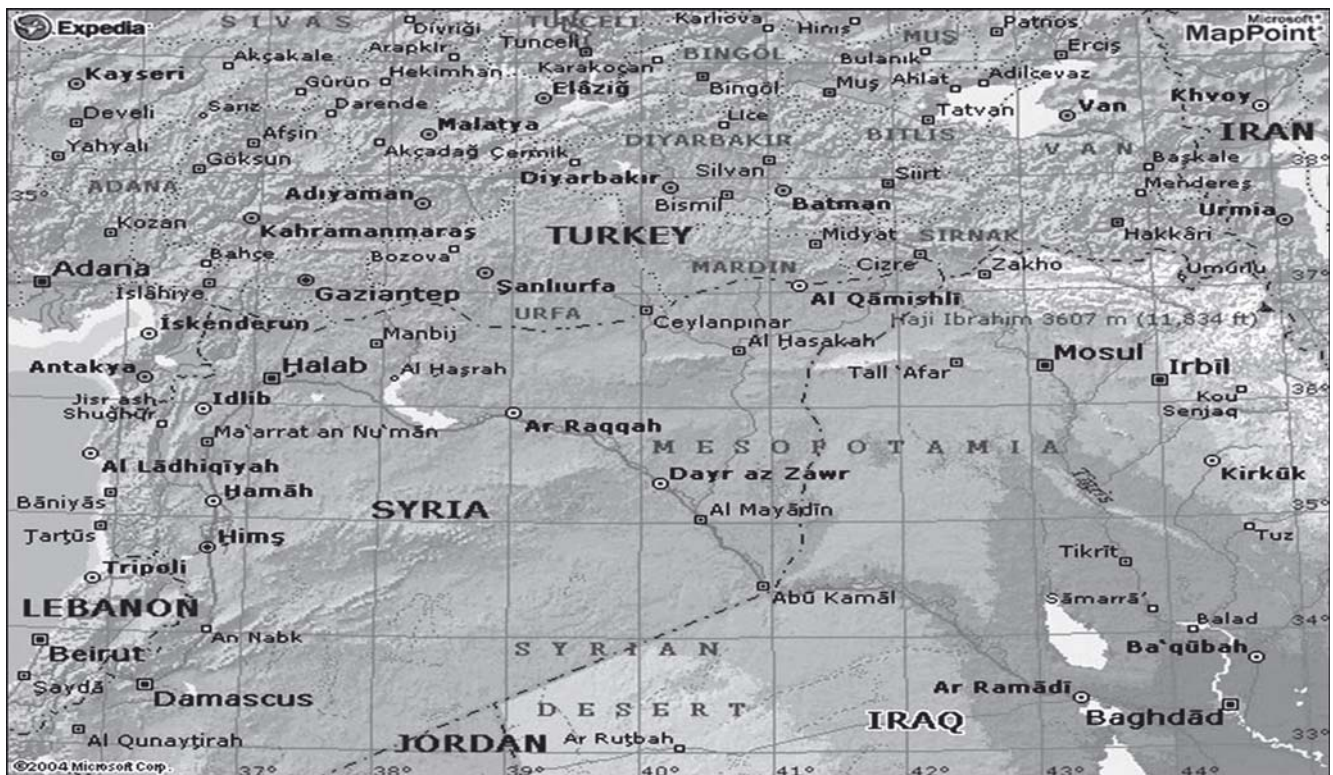
through a transportation route, in military parlance called a ground line of communication, from southern Turkey.

JP8 is currently introduced into the Turkish NATO Pipeline System at Mersin, Turkey. The fuel moves through the pipeline to the Turkish Ministry of Defense-owned-and

The Northern Iraq Zone

DESC helps supply fuel for Operation Iraqi Freedom

Europe continues on pages 28-29



Fuel deliveries travel from Turkey into Northern Iraq, crossing the "seam" from the USEUCOM AOR to the USCENCOM AOR. DESC-EU supports missions in both theaters.

operated facility near Adana. This is 495 miles from the border with Iraq.

The current process involves a transportation tender. The fuel is loaded under the supervision of DESC – Europe military and civilian personnel. DESC – Europe also employs contractors to assist in the loading and quality process.

However, with the award of the new Freight On Board Destination Bulk JP8 contract, Petrol Ofisi will now load the fuel in Iskenderun. This destination contract will enable DESC to provide payment for JP8 that is delivered.

Petrol Ofisi loads motor gasoline, aviation fuel and diesel fuel under a Posts, Camps and Stations contract. The AVGAS originates from Ankara, Turkey, approximately 670 miles from the Iraqi border. MOGAS and diesel are loaded at the Petrol Ofisi terminal in Iskenderun, 480 miles from the border.

As they begin their journey east, the two routes converge at Gaziantep where the road quickly narrows into a poorly-maintained two-lane road. Further east of Cizre, the roads become very congested. The provincial government has instituted a numbering system there to manage vehicle progression to the border. They have also constructed a parking lot with a 5,000-truck capacity. It lies within two miles of the border. This is intended to ease congestion and provide a more orderly procession to the border crossing.

Once trucks clear customs in Turkey and Iraq, they proceed to the U.S.-controlled Movement Control Team staging yard at Habur Gate, Iraq. From there, they normally proceed in convoys to one of three key download locations in Mosul, Qayyarah-West or Balad.

Commercial fuel and other commodities moving from Turkey into Iraq are key contributors to congestion at the border. Trucks hauling fuel contracted for delivery to the Iraqi State Oil Marketing Organization and other commodities, including dry goods, produce and commercial products, outnumber U.S. military shipments by a ratio of 10 to 1.

“The border is a dynamic place with complex economic and political influences. Though our products are critical to the warfighter, they represent only a small fraction of all products

moving into Iraq, and they do not receive any special treatment enroute,” said Bowers. “Other commodities, particularly fuel transported for the Iraqi government, have priority.”

“Transportation of fuel into Iraq is a major challenge to DESC. Combine the sheer volume of traffic, Turkish and Iraqi customs procedures and the crumbling infrastructure, and you begin to understand the dynamics that make it difficult to maintain a predictable and consistent flow of sustainment fuel to OIF forces,” Bowers added.

“Crossing through Turkey, the USEUCOM geographical AOR ‘seam,’ and into Iraq, the USCENTCOM AOR, is challenging because we have to coordinate with two separate commands,” said Army Lt. Col. Clayton Wienecke, Operations Division chief. “But this mission is our number one priority,” he added.

Other challenges include establishing a better quantity determination at the download points to eliminate in-transit losses and to hold the carriers responsible for losses, and ensuring forward operating bases are receiving products that meet specifications.

To address these issues, DESC-EU is screening receipt logs and auditing them against the Fuels Automated Enterprise System ledger. If a discrepancy is of note, they coordinate with the site to correct it. From April 20 through May 3, DESC-EU representatives conducted their first customer visit in Iraq since fuel was capitalized at several forward operating bases. This interaction with the customer enabled an exchange of information that enabled a better understanding of the processes and challenges.

“We understand the opportunities for product quality problems along the length of the supply chain, and we’re taking additional measures to ensure the product reaching our customers is on-spec,” said Bowers, “We have provided constant quality assurance at our PC&S loading facility even though the contract for this fuel calls for the contractor to be responsible for quality until the final destination. We have also deployed two Air Force non-commissioned officers to the Turkish Ministry of Defense-owned-and-operated facility near Adana to provide quality surveillance; and truck manifolds are flushed after loading to ensure the product remains on-spec.”

“USEUCOM’s transformation to Eastern Europe and Africa is our next biggest challenge,” said Wienecke.

Africa

Fuel support in Africa is provided primarily through the Into-plane and Bunkers programs. Africa is a huge continent, nearly triple the size of the United States. There are currently 23 into-plane locations in the area. The Navy has expressed concern with fuel quality in the 11 African Bunker fuel locations in the area and has requested increased quality assurance support, similar to that currently provided for the Into-plane program.

“Africa’s infrastructure is still under-developed. Most of the ports and airfields are rudimentary and that causes some real challenges,” said Wienecke.

Political instability and the limited infrastructure impact DESC’s ability to provide robust support in that theater.



Fuel convoy operations in the USCENTCOM AOR.

However, it has secured more robust into-plane refueling support for USEUCOM's African Fuels Initiative at selected sites. USEUCOM logisticians and DESC-Europe jointly determined a need for logistical staging bases within Africa. These support locations were needed due to the increased operational tempo which could occur as a result of future contingency operations. There was no forward logistical presence to support humanitarian relief efforts or non-combatant evacuation operations despite an expanding American presence in the area.

Under the AFI, the decision was made to establish refueling sites based at these key locations: Libreville, Gabon; Entebbe, Uganda; Dakar, Senegal; Accra, Ghana; and Laska, Zambia. Under this program, the firms at these sites are committed to provide 52,000 gallons of fuel per day, and they have promised to provide support, with little notice in these locations.

"The current situation in Dafur certainly has our attention," said Wienecke. "Though the fuel we provide there is really a drop in the bucket, about one percent of our total, it is a very important mission. As a result, we monitor closely all the African into-plane contracts awarded by DESC's Facilities and Distribution CBU."

DESC-Europe has worked closely with DESC-Fort Belvoir to expand fuel support within USEUCOM to Western and Southern African bunker locations. Multiple contracts have been awarded in support of Navy customer requests. The locations include Port Gentil, Gabon; Dakar, Senegal; Tema, Ghana; and Cape Town, South Africa. An estimated 8.5 million gallons of Marine Distillate currently valued at more than \$16 million will be available at the posts through May 2007. The Navy specifically identified these locations as critical in support of USEUCOM's expanding mission in Africa.

Eastern European Task Force/Balkans

As DESC continues to adjust processes to support the European AOR, it also prepares to support new missions. "The U.S. Army Europe's mission is changing," said Weinecke. "USAREUR will be one-third of its current size by the end of the decade, and the Air Force has already significantly drawn down. However, the Army and Air Force will have a small presence in Romania and Bulgaria under the Eastern Europe Task Force. USEUCOM will be positioning expeditionary forces in Eastern Europe, in countries that do not produce JP8. As old Eastern Block countries, they still use TS-1 Russian specification fuel. That will be a challenge for us," he explained.

As their customers are determining their new requirements, DESC-EU is working to ensure support to three designated training areas in Nono Selo, Babadag, and Costanta. Because DESC-EU has supported exercises in this area in the past, they have some familiarity with it. When the services solidify their requirements, DESC will work to place more robust and permanent support in place.

Fuel support in the Balkans is also in a state of flux. The requirements in the Balkans continue to shrink. In Kosovo, American forces receive fuel through a French contract under the auspices of the NATO Role Specialist



The Balad Team 2: Leo Bryant, Bowers, MSgt. Gerald Candelaria and John Hayes in Balad.

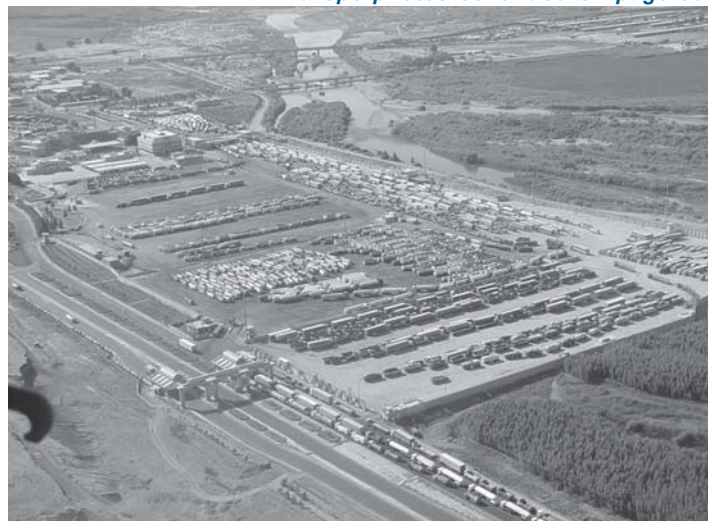
Nation concept. Under this concept, one nation assumes the responsibility for procuring a particular class of supply or service for all or part of the multinational force. USAREUR has announced their intention to withdraw from French support in October; and, they have asked DESC to step in. DESC has begun procurement actions to meet that timeline and to ensure no interruption of support during the transition.

In addition to that request for support, USAREUR has asked DESC to take over the entire Class III supply chain, said Wienecke. "This is the 'Factory to Foxhole' concept. They'd like us to actually be dispensing the fuel at a retail level. That 'last tactical mile' is the hardest. DESC is looking into the feasibility of the customer's request."

According to Wienecke, USAREUR has also asked DESC to capitalize Army fuel in Kosovo. DESC-EU is teaming with all the stakeholders involved to evaluate the feasibility of both USAREUR requests.

DESC-EU continues to respond to emerging missions and requests, while supporting on-going missions across the vast expanse of the USEUCOM area of responsibility — and Northern Iraq. Additionally, DESC is anticipating the future and preparing to support all customers within its area of operations.

Europe photos continued on page 30.



An aerial view of Habur Gate on the Iraqi side of the border with Turkey. The bridges connect the two countries.



MSgt. Gerald Candelaria, noncommissioned officer- in-charge of DESC-EU, drives in a convoy.

Fuel operations at Forward Operating Base Endurance in Iraq



The “Marble Palace,” the U.S. military movement operations headquarters at the Habur Gate crossing in Iraq.



The Big Picture



Enterprise-wide leadership certification program debuts

By Heather Athey
DLA Public Affairs

In an April letter to the Defense Logistics Agency Corporate Board, the Human Resources Directorate unveiled the specifics of the new Enterprise Leader Development Program Certification Program. The three-phase program was created to provide experienced supervisors and managers with leadership development opportunities similar to those already provided to new managers via the New Supervisor Certification Program.

The parent ELDP program categorizes all DLA employees into one of five “tiers.” Tier I is composed of non-supervisors and team leads, while Tier II encompasses newly-appointed supervisors with less than two years’ civilian supervisory experience. In Tier III are first-line supervisors with two to 10 years’ experience. First-line supervisors with greater than 10 years’ experience, and managers (supervisors of supervisors or second-line supervisors) make up Tier IV. Members of the Senior Executive Service and other executives (managers of managers) fall into Tier V.

This new program is mandatory for all DLA supervisors in Tiers III and IV, but not those in Tier II. Supervisors who are part of the Tier II New Supervisor Certification Program will follow a curriculum and training schedule separate from this program. Supervisors participating in the Defense Distribution Center Leadership Academy are also exempt.

“Building upon the successes of the New Supervisor Certification Program and the DDC Leadership Academy, the DLA Corporate Board asked that a similar program be developed for all Tier III and Tier IV supervisors,” said program manager Jeff Curtis. “The fact we’ve been able to launch this program barely a year after the Corporate Board request is a testament to the efforts of the ELDP working group and the DLA Training Center.” Driving the program’s timetable is the looming implementation of the new National Security Personnel System under which supervisors will be required to make complex decisions regarding performance management and pay for subordinates.

The program begins with a behavior-based interviewing course to arm supervisors with interviewing skills that enable them to examine an applicant’s job performance history and potential contribution to the Agency. Next, participants will attend a four-day ELDP skills workshop that will provide practical tools every supervisor and manager needs. Each workshop will supply content and practice on culture, labor and employee relations, trust, conflict resolution, coaching and performance management.

Tier III and Tier IV supervisors separate for the final phase. Tier III supervisors attend the Leader Education and Development course, commonly known as LEAD, while those from Tier IV complete the Developing Executive Leadership course from the American Management Association.

“Our goal is to provide leadership skills training to supervisors and managers to complement their technical skills. This combination of leadership and technical expertise will lead to a better working environment for everyone,” Curtis said. “It will also help ease the transition to supervisory NSPS requirements.”

The ELDP skills workshops began with a pilot offering May 2-5 at DLA headquarters. Subsequent workshops will rotate locations throughout the enterprise and accommodate up to 100 attendees each. Workshops run for four days from Tuesday through Friday. BBI courses will be offered on site at the workshop locations on the Monday of each workshop week for the rest of this calendar year.

Workshops scheduled for the remainder of the fiscal year will be held July 25-28 in Philadelphia; and August 22-25 in Battle Creek, Mich.

Schedules and details are still in development for the Tier III and Tier IV courses.

“Supervisors should note this training is mandatory and as such is specifically exempt from recent reductions in training and travel funding,” Curtis said.

For more information on the ELDP Certification Program, visit the ELDP Web site at <http://www.hr.dla.mil/dtc/eldp.htm>.

Shortcuts are Risky Business

By DESC Safety

Shortcuts such as these have killed or injured workers:

Entering a confined space without testing the space first.

Failing to put on a seat belt for a short ride.

Using the wrong tool for the job.

Holding an overhead cabinet door open rather than sliding it into a locked position.

Air Force, DLA tackle tough issues

By Jim Katzaman
DLA Public Affairs

As the Air Force and Defense Logistics Agency reaffirm their partnership, they also look ahead to daunting challenges, determined to meet their goals while they “do the right thing.”

That turned out to be the theme of Air Force-DLA Day held April 11 at McNamara Headquarters Complex. DLA Director Vice Adm. Keith W. Lippert and the Agency staff, including Defense Energy Support Center deputy director Navy Capt. Marvin Wenberg, played host to an Air Force contingent led by Gen. Bruce Carlson, commander of Air Force Materiel Command at Wright-Patterson Air Force Base, Ohio, and Lt. Gen. Donald J. Wetekam, deputy chief of staff for logistics, installations and mission support at Air Force headquarters, Washington, D.C.

Their gathering was officially billed, “One team for global vigilance, reach and power.” They also found themselves one team set to tackle tough issues such as inactive stock reduction and achieving savings.

Lippert, Carlson and Wetekam began the session by signing the performance-based agreement between DLA and the Air Force. The agreement establishes a framework for coordination and alignment of resources to support the Department of the Air Force. It also highlights key partnering efforts that impact the collective ability of the Air Force Materiel Command logistics, Headquarters Air Force installations and logistics, and DLA to provide best value to Air Force customers.

The agreement covers all customer and supplier relations between the Air Force and DLA, including all classes of supply and foreign military sales managed by the Air Force.

From there, conferees reviewed action items from last year’s Air Force-DLA Day and sorted through issues in a compact four-hour session.

“We’ve tailored our days with the services down to half a day to put more focus on what we should be talking about,” Lippert said.

Carlson replied, “This is a great day for the Air Force because we’re here with you.” He first met Lippert in December and recalled, “I was overwhelmed by everyone’s enthusiasm to get down to issues. These are difficult and tough things to do, and I was impressed with the discussions. This is the bread and butter of what we do.”

Wetekam added, “You’re not just our supplier, you’re our partner, and that implies, without you, we could not do our job.”

Lippert then addressed topics for consideration. These included backorder trends, investment goals, cost-recovery rates and meeting goals set by base realignment and closure.



Bombers, like this B-52 Stratofortress ready to refuel from a KC-135 Stratotanker over Afghanistan, provide coalition ground forces on-demand close air support. B-52s will be the first Air Force aircraft to test synthetic fuels. (U.S. Air Force photo by Master Sgt. Lance Cheung)

The director noted, after a long downward slope, backorders have started to trend up, which Lippert attributed to enterprise resource planning “growing pains.” Scottie Knott, DLA deputy director of logistics operations, explained there is a six- to nine-month learning curve as Business Systems Modernization rolls out with one release per month. She said the Agency hopes to see a “significant downturn” in backorders after June.

Lippert said the Agency has to meet investment goals in fiscal years 2006 and 2007, for which he needs the help of the Air Force and other DLA customers. He said the Agency sends out materiel validation requests once a quarter, but first responses “are not really valid.”

“We come back and ask, ‘Now, really ...’ and get a much better response,” he said. “This is not specific to the Air Force but in general.”

Cost-recovery rates continue to decrease, Lippert said. “We’re at 14.4 percent, which is the lowest in our history. Next year we’ll be at 12.5 percent.”

The admiral added he is “pleased with the relationship DLA and the Air Force have had in the whole BRAC arena.” In an “overarching thought,” Lippert said in BRAC discussions it “became apparent that the numbers aren’t accurate” and that DLA is “trying to achieve those savings through alternate means.”

Subsequent briefings led conferees back to BRAC as part of DLA’s inactive stock reduction effort. The Agency needs to eliminate 35 million cubic feet of inventory to meet BRAC requirements, and Knott said DLA has started discussions with individual military services to reach the target.

One problem is differing opinions of what constitutes inactive inventory. DLA’s definitions are that inactive items are those not requested for a year, while dormant items are those not issued for two years.

However, Air Force representatives noted certain aircraft items were ordered in excess years ago, knowing the original parts would eventually wear out, and “no one makes these any more.”

Wetekam said, “We need to be absolutely ruthless in this area” to meet the requirement.

“We’ve got too much material,” Lippert said. “I’ve walked down every aisle. I’m not worried about the definition of what is inactive, but when you see an inch of dust on boxes, you get the suspicion that it’s inactive.”

The Air Force portion of the BRAC inactive stock reduction is 6 million cubic feet, of which less than 750,000 cubic feet have been emptied.

Louis Neeley of the DLA Business Development and Supply Chain Integration Office emphasized, “We don’t want to jeopardize readiness. We want to use common sense. If we want to get to 6 million [cubic feet], we can get to 6 million, but we want to do the right thing.”

Carlson said he would “see what’s possible working with the definition [of inactive stock] we currently have. Then we’ll see what needs to be done after that.”

Knott added, “Prioritization offers

opportunities to meet some of those goals” as contractors step in to support the supply chain.

Rear Adm. Mark Heinrich, Defense Supply Center Richmond commander, then reviewed DLA’s support to Air Force aviation. He described “a dynamic logistics environment.” “Our engagement with each other has been pretty passive over the years,” he said, but now the Agency is moving closer to working with the Air Force as a team.

Brig. Gen. Jesse R. Cross, Defense Supply Center Philadelphia commander, told participants the good-news story about the airman battle uniform. DLA, he said, will meet the January 2007 issue date with 85,000 sets of uniforms for \$88 per set. This would be the first issue of a total of 2.4 million sets the Air Force requested during the following two years.

Cost for the Air Force uniform is slightly higher than that for the Army, Cross said, because the Air Force version is not unisex and is being issued in 80 different sizes.

Wenberg, then reviewed DLA’s plans for alternative energy. “Synthetic fuel is the hot issue for the Air Force,” he said. He referred to one visionary who has said, in the next decade and beyond,

synthetic fuel will be the equivalent of today’s standard jet fuel.

For today’s world, Wenberg said, the Air Force plans to buy 100,000 gallons of synthetic fuel in fiscal 2006 and 100 million gallons in fiscal 2008 and beyond. To do this, he said, DLA will maximize use of local commercial services.

Their review complete, Lippert, Carlson and Wetekam agreed to a new list of action items, giving their staffs deadlines ranging from two weeks to six months to complete.

Knowing this was Lippert’s last Air Force-DLA Day before the admiral retires this summer, Wetekam said, “Thanks for your leadership at DLA. You’ve made a substantial difference since you got here.”

Carlson added, “I appreciate your hospitality and for being frank and open with us. It’s been a great day, and I really appreciate it.”

In closing, Lippert thanked DLA Customer Operations and Readiness Director Larry Glasco and his people. “I found today to be very worthwhile,” Lippert said. “If we’re successful, it’s not only because of DLA’s support but because we work well together.”

Lippert Announces Retirement Plans

**By Vice Adm. Keith W. Lippert
DLA Director**

After almost 38 years of commissioned service in the United States Navy, including five years as director of the Defense Logistics Agency, Secretary of Defense Donald Rumsfeld has approved my retirement with an effective date of Sept. 1. It is with mixed emotions that I write this email. First, I have immensely enjoyed being DLA’s director. I have much respect for DLA’s important mission, but most importantly I have enjoyed working with our world-class professionals.

There have been many challenges during the last five years, including Operation Enduring Freedom, Operation Iraqi Freedom, natural disaster relief, business systems modernization, improved support to the war fighter, improved performance and accountability of our distribution depots, corporate climate, transformation and cost-recovery reductions, just to name a few. In all instances, DLA responded to challenges like a world-class agency. You all should be proud of your accomplishments. I certainly am proud of you and honored to be a part of the team.

Second, there is much to be gained by the periodic rotation of senior leadership at DLA. It brings fresh new ideas and perspectives. It is important that this renewal process continues.

I would anticipate a July change of command. I will keep you advised of whom my replacement will be. In the interim, I know I can count on you to continue focusing and working on the many challenges we face.

DoD: Prepare for Possible Pandemic Influenza

By Sgt. 1st Class Gail Braymen
USNORTHCOM Public Affairs

Living a sensible, healthy lifestyle and staying away from crowds may be two of the most important ways to avoid becoming infected with a pandemic influenza, according to a senior U.S. Northern Command medical official.

“It’s really pretty simple,” said Cdr. Tanis Batsel, USNORTHCOM chief of Preventive Medicine. “Washing hands frequently – that means 20 times a day with warm water and soap, if you can. [Alcohol-based hand gels] are an alternative, but they don’t replace washing your hands with soap and water. Just keeping yourself healthy. Rest, exercise, healthy diet, not smoking ... not drinking excessively.

“If you’re ill, don’t go to work. Try not to expose others to yourself. If your children are sick, keep them home. Encourage co-workers to go home if they’re sick.”

Batsel also recommends periodically wiping down frequently touched and shared surfaces such as desks, telephones and doorknobs with a household disinfectant.

Coughing should be done not into your hand or a handkerchief, but either into a tissue that can be thrown away or into your upper arm or sleeve. Avoid touching your eyes, nose and mouth, and don’t share personal items, such as pens, toothbrushes, cups or utensils, that may have been in someone else’s mouth.

Of course, no one knows if or when a pandemic influenza will develop, but a particularly dangerous strain of avian flu known as H5N1 is being closely monitored around the world for signs it may be spreading from human to human.

“H5N1 has typically been an avian influenza, meaning it infects birds, not humans,” Batsel said. “It’s still considered an avian influenza, with accidental infections occurring in humans. It’s not a pandemic influenza, but it has the potential to become one.

“So far, there have been about 200-plus infections [in humans] that we recognize, and about 50 percent, slightly more, of those people have died.”

To date, there have been no cases of H5N1 in either animals or humans in the United States.

The lethality of H5N1 is what makes it so potentially disastrous, Batsel said, although officials aren’t sure yet if the strain really is especially lethal or if the people who have contracted it didn’t have proper medical care or had it too late.

“In these locations where it’s occurring so far,” she said, “the public health infrastructure is not sufficient to pick up on these cases, and these people aren’t showing up until they’re very, very ill.”

If the H5N1 avian flu virus mutates into a strain that spreads from person to person, it won’t be the first time.

“The last three human pandemic influenzas arose from avian strains,” Batsel said, “so it wouldn’t be surprising to see that happen again.” In fact, the 1918 pandemic flu that killed about 500,000 people in the United States and 50 million worldwide was a mutation of an avian flu.

One thing we learned from the 1918 pandemic, Batsel said, is that quarantines are not effective.

“What will help is self-sequestering, or social distancing, which means you minimize your trips to crowded environments; you go to the store when fewer people are likely to be there; you maintain a two-meter distance between people; you try and keep your family at home.”

Preparation is key to riding out the six- to eight-week “waves” of illness that are typical of influenza.

“It’s just like preparing for a snowstorm or hurricane or anything else,” she said. “The issue here is that pandemic influenza isn’t going to be an event. It’s not going away in a week. It’s going to be an environment.”

During each wave of illness, a significant percentage of the work force is expected to be absent. About 30 percent will be sick while others will be caring for them; still others will be healthy but staying home out of fear. That means that, among other things, grocery stores are unlikely to be kept at normal stock levels because truck drivers are sick and deliveries aren’t being made. Essential services such as water, electricity and trash pick-up may also be interrupted.

Despite the unpleasantly predicted events of a pandemic influenza, there is some good news.

Thanks to the public health structure and intensive medical surveillance in the United States, an outbreak of pandemic flu is not likely to go unnoticed and untreated. When the 1918 pandemic started, Batsel said, “there was a lot of denial” and officials did not react quickly to minimize the spread of the virus. Two other factors that work in our favor: today’s world population is, on average, healthier and better-fed than our early 20th-century counterparts, and more medical and technological options are available to treat illness.

On the other hand, the concentrated populations of our modern urban centers and the ease of international travel may help a pandemic flu virus spread more easily and quickly from city to city and nation to nation.

In the event of a pandemic, USNORTHCOM is primarily concerned with continuity of operations and force protection. The command also expects to be asked for some form of military assistance to civil authorities.

In the meantime, Batsel has been educating USNORTHCOM’s senior leaders on pandemic influenza and giving them training materials which they can use to educate members of their directorates.

Avian Flu Resources

For more information on avian flu, check out:

<http://www.pandemicflu.gov/plan/tab3.html>

http://www.northcom.mil/avian_flu.htm.

For service members and their families:

<http://deploymenthealthlibrary.fhp.osd.mil/products/dhsd/AvianFlu.pdf>

SMS Highlights Agency's Future

By Hillary Lerner
DLA Public Affairs

Defense Logistics Agency's Office of Strategic Planning and Enterprise Transformation is responsible for engaging the senior leadership in envisioning and defining future goals and strategies. The office has just completed the latest cycle of planning with Corporate Board approval of three products: the Strategic Plan, Balanced Scorecard and business plan.

The Strategic Plan, Balanced Scorecard and business plan, together, outline DLA's goals, strategies and objectives for effectively executing the Agency's mission. The trio, known as the Strategic Management System, is DLA's framework for making strategic decisions that affect the Agency today as well as in the future.

The framework is consistent with a growing trend toward performance-based government. "SMS provides a structure within which strategic planning, strategic decision-making and strategic actions take place," explained Allan Banghart, director of Strategic Planning and Enterprise Transformation. He emphasized the importance of maintaining a living document: "On a day-in, day-out basis, people responsible for executing various pieces of the strategic management system must take it seriously, engage, monitor and make course corrections."

According to Banghart, there are three primary reasons for DLA employees to understand the SMS. First, it provides a way for employees to understand how the Agency changes and establishes skill sets valuable in the new environment. SMS will also provide a context for employees to understand their work in transforming the Agency. "Everybody is involved in some piece of the transformation and strategic change the Agency is undergoing, but most people only see a piece of it," he explained. "Finally, to be able to contribute to the advancement of the Agency, employees need to understand, in a fairly broad context, what is happening."

As DLA's strategies and initiatives were developed, they

were carefully integrated and aligned with the Department of Defense's Risk Scorecard and the challenge areas and capabilities for the DOD Focused Logistics concept. This integration with the wider DOD plan is underscored in the director's forward of the Strategic Plan. He writes that the plan is built "in support of the DOD Risk Scorecard strategies." Banghart explained this further when he said SMS provides "alignment of the Agency not only with DOD initiatives, but also with government-wide initiatives [such as the President's Management Agenda]."

Development

DLA senior leaders developed the strategies in the SMS instruments using a process that envisioned multiple future scenarios, crafted key success factors (capabilities needed for the future) and developed a strategic vision. Together, the instruments of SMS define and measure these items.

Below is a brief summary of each of the areas within SMS:

Strategic Plan

The Strategic Plan was released Jan. 18 in hard copy to all supervisors and is available to all DLA employees on eWorkplace. The plan defines four goals and provides related strategies and objectives for achieving those goals.

The goals of the Strategic Plan include:

Customer – provide responsive, integrated, best value supplies and services consistently to DLA customers

Internal process – develop, institute and consistently enhance the internal processes required to deliver value-added logistics solutions to the war fighter

Learning and Growth – ensure the DLA workforce is

SMS -- Continued on page 36.

diverse, enabled and empowered to deliver and sustain logistics excellence

Finance – manage DLA resources for best customer value

For each of the goals, the Strategic Plan outlines strategies that support accomplishing the goal.

The plan also defines the objectives which support each of the strategies. The objectives are SMART – Specific, Measurable, Achievable, Repeatable – i.e. auditable and Time-bounded. Each objective identifies a responsible organization and individual.

The end of the plan relates DLA's initiatives, goals, strategies and objectives to wider DOD initiatives. DLA objectives align to the DOD Focused Logistics Joint Functional Concept. DLA's objectives and strategies are also defined as they relate to the DOD Risk Score Card.

Balanced Scorecard

The DLA Balanced Scorecard, approved Nov. 30 by the Corporate Board, is the measurement and management tool of the SMS process. It defines measures and targets for monitoring the progress of our strategies. DLA uses an automated tool, First Report, to track progress against its strategies.

Balanced Scorecard is based on a concept developed by two Harvard researchers, Robert S. Kaplan and David P. Norton. The concept emphasizes that successful organizations, whether in the public or private sector, view and plan their businesses to balance between four perspectives: financial, customer, internal process and learning and growth. Measures of the strategies in each of these perspectives can be tailored and customized, as they have been for DLA through SMS.

By using these four perspectives, as opposed to the traditional financial perspective, the Harvard researchers found that companies build greater value by recognizing and drawing strategic relationships between the perspectives. The measures of the four perspectives then represent “a balance between external measures for shareholders and customers, and internal measures of critical business processes — innovation, and learning and growth.”

DLA has adopted Balanced Scorecard best practices by cascading to 10 major DLA business units: aviation; land; maritime; energy; distribution; Defense Reutilization and Marketing Service; clothing and textiles; construction and equipment; medical; and subsistence. Each of these units has its own balanced scorecard that directly aligns to the DLA corporate card. These were approved March 22 by the Corporate Board.

Using the First Report function, all employees can access DLA's strategy map, which outlines how the strategies build upon and relate to each other.

Visit the Balanced Scorecard at <https://www.bscoll.com/express/>.

Username: DLAuser

Login: Logistics

Business Plan

The business plan, approved March 22 by the Corporate Board, is the execution piece of the SMS process. It details how the agency intends to achieve the goals and objectives of the DLA Strategic Plan and helps employees understand how their work contributes to the Agency's transformation.

The business plan is a collection of action plans, covering a two-year period. For each Strategic Plan objective, there is an action plan that consists of a set of critical milestones. These milestones are the heart of the business plan and key to realizing the goals of the Strategic Plan.

Users can access the business plan by visiting First Report and clicking the “Initiatives” section on the left navigation panel (see instructions above). There, users will find a list of the initiatives (or objectives), a layman's description of the initiative (“intent”) and status. For more information, users can click the initiative itself. This provides more detailed information such as performance analysis, recommendations (for senior leader consideration), milestones, responsible individual, timeline and status.

SMS Updates

SMS is regularly updated and tracked by the Agency's senior leaders. All DLA employees have access to the same comprehensive tools. Consistently maintained and updated, SMS provides employees with an understanding of the Agency's strategies and progress in achieving mutual goals.

The Balanced Scorecard and business plan are updated and reported quarterly to senior management. The Strategic Plan is reviewed annually to measure how the Agency is progressing against its broader goals.

Banghart encouraged employees to become familiar with the SMS in order to understand the Agency's future vision. “It is in your best professional interest to see where the Agency is going, particularly in times of rapid change,” he said. “You do it so that you will understand what the change is.”

More information on the Strategic Plan, Balanced Scorecard and business plan can be found on DLA's eWorkplace under the transformation tab.

PDA's Can Be a Pain

By DESC Safety

The advent of personal digital assistants has brought a painful, chronic injury to some -- “PDA or Blackberry thumb.” To avoid this painful repetitive-motion injury, and others:

Keep your wrist straight while using the device.

Take a break at least every hour.

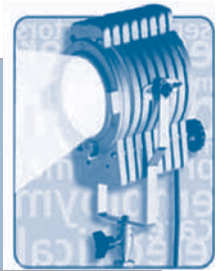
Rest arms on a pillow to help keep your neck straighter.

Sit in a chair with good back support and feet on the ground.

Switch hands frequently.

Reduce eye fatigue by frequently focusing on distant objects.

In the Limelight



DLA names Barthel Employee of the Quarter (2nd Qtr '06)

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

Barthel was previously selected as DESC’s Employee of the Quarter for the first quarter of 2006.

According to a May 17 memo from Vice Adm. Keith Lippert, Barthel and the civilian Employee of the Quarter were selected from 29 nominations that were submitted, and highlighted the achievements and accomplishments of deserving DLA employees.

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

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

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

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

Barthel credits the entire transportation team for making



lasting improvements to the region’s fuel transportation and accounting processes. “The key to the success of our

office has been encouraging everyone to take ownership of their operations and empowering them to make decisions,” he said. “It has been great watching this team perform.”

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

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

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

Avila Named Employee of the Quarter (2nd Qrtr '06)

Andres “Andy” Avila, a traffic management specialist in the Aerospace Energy Commodity Business Unit, is the Defense Energy Support Center’s 2nd quarter Employee of the Quarter for fiscal year 2006. Avila was selected for his dedication, superior performance and innovation in accomplishing the mission.

In January 2006, Avila began a volunteer assignment managing the transportation of gaseous helium at Camp Victory, Baghdad, Iraq. His mission in Iraq grew out of an Army requirement for gaseous helium in support of two programs; the Persistent Threat Detection System and the Rapid Aerostat Initial Deployment. Both programs use large aerostat balloons to elevate sensor packages that provide real-time force protection and surveillance information to the coalition forces. The aerostats use DESC-provided helium for lift. Initial supplies of helium were provided in racks of cylinders, owned by an overseas contractor and transported by surface freight convoy using an Army escort. Delays due to mechanical problems, severe threat conditions along the route and cylinder racks lost in the transportation system threatened customer support, and demanded a more effective logistics strategy.

Avila was instrumental in the development of a new strategy – supporting the Army with helium in government-owned bulk tube tank trailers airlifted initially from the United States to Iraq, and then refilled in theater. This plan benefits the customer by providing larger quantities of helium in each delivery, thus lessening the burden on the over-stressed logistics system in Iraq. Avila has been a key player in the scheduling of airlifts and establishing a DESC defense fuel support point for the control and issue of the trailers. Avila volunteered to go to Iraq to ensure the concept of operations would work. Support from the coalition forces is crucial to make the plan work, and Avila risked his well being to travel to various locations in-theater to brief the mission, gaining him their support as well as their respect.

Avila made numerous outstanding accomplishments both in dollars and sense in the three months he has been there. He has recovered all cylinder racks in Iraq, saving the government \$469,000 in equipment costs. He also initiated the use of radio frequency identification tags for Defense Logistics Agency



owned helium equipment imperative to the tracking, monitoring and control of shipments within theater. He also pioneered a concept called “mini tours” of the DFSP by personnel including the Army’s Movement Control Team and the Air Force Cargo Section. These tours educate the people involved with the movement of trailers, providing hands-on training that is invaluable in the field.

“Avila’s professionalism and ‘I only have six months, so let’s get to it’ attitude made his nomination an easy process,” said Sharon Murphy, director of the Aerospace CBU.

Avila was instrumental in the development of a new strategy – supporting the Army with helium in government-owned bulk tube tank trailers airlifted initially from the United States to Iraq, and then refilled in theater. This plan benefits the customer by providing larger quantities of helium in each delivery, thus lessening the burden on the over-stressed logistics system in Iraq.

Sargent-Spearman STEPs Up to Technical Sergeant



By Patrick Jones
DESC Public Affairs

It started out like any other Friday, but before the end of the day May 5 Staff Sgt. Cynthia Sargent-Spearman had achieved a major milestone in her Air Force career — promotion to technical sergeant through the Air Force's Stripes for Exceptional Performers program.

Spearman, the chief of military personnel at the Defense Energy Support Center, downplayed her accomplishment in achieving the promotion under the STEP program shrugging off accolades and saying simply she was happy to be selected. Her superiors, however, paint a far different picture of the Las Vegas native.

"This is indeed a rare occurrence. Some people go an entire career and never see a person STEP promoted," said Vice Director of the Defense Logistics Agency Air Force Maj. Gen. Loren Reno, who made a surprise appearance at DESC to promote Spearman. "Cynthia is the first airman in DLA to be selected for this honor," he added.

In the nomination packet to the central board, Navy Capt. Marvin Wenberg, DESC deputy director said, Spearman is a "phenomenal NCO! She was selected to fill a senior non-commissioned officer position and has already "out-shined" the three previous senior NCOs who held the position and has continued to demonstrate superior personnel knowledge since her arrival."

Wenberg cited several specific instances in which Spearman was selected to handle tasks normally given to people of higher rank, and in each case she accomplished the mission in an exceptional manner.

"She spearheaded a time-critical

effort in support of a Secretary of the Air Force directed facility review with more than 1,000 personnel updates done in two days with a 99 percent accountable record and a critical suspense met; a tremendous achievement," said Wenberg. "She eagerly accepts new challenges. She assumed duties of a GS-11 while maintaining her current work load and still provided the same outstanding customer support while maintaining unparalleled quality and productivity," he added.

"No one deserves this step promotion more than Sergeant Spearman," Wenberg said.

Each fiscal year, a limited number of enlisted Air Force personnel with exceptional potential may be promoted to the grades of staff sergeant through master sergeant under the STEP program.

The STEP program supplements existing airmen promotion programs and is

historically been the second most difficult rank to achieve with only the rank of senior master sergeant, which is capped by federal law, having lower promotion rates and is the most difficult promotion most career Air Force members achieve. To be considered for promotion to technical sergeant a staff sergeant must have six years time in service and two years as a staff sergeant. Technical sergeants provide technical mentorship to junior enlisted members in preparation for entry into the senior noncommissioned tier and promotion to the rank of master sergeant.

Spearman's determination and drive aren't limited to her professional life though. She balances the responsibilities of a demanding job

with the obligations of being a wife and mother. Additionally, since joining the Air Force in 1993, she has completed her bachelor's degree in management and is nearing competition of a master's in business administration.

Spearman is also an avid supporter of the community where she mentors and coaches youth basketball, cheerleading and

track & field. She donated more than 100 hours to help raise over \$5,000 to support Fort Hunt Youth Football and Cheerleading Programs.

DESC procures fuel, electricity and natural gas service, and a variety of other energy solutions for the Department of Defense and other federal agencies. It is a division of the Defense Logistics Agency.



Reno readministers Sargent-Spearman's enlistment oath.

designed to accommodate unique circumstances that, in the commander's judgment, clearly warrant promotion. It is intended to provide a means to promote airmen for compelling, although perhaps not quantifiable, reason, according to Air Force documents.

While receiving a STEP promotion is special in itself, the promotion to technical sergeant is doubly so. Within the enlisted Air Force, promotion to technical sergeant has

Giroux Retires After Thirty-Six Years of Service

By Susan Declercq Brown
DESC Public Affairs

Air Force Col. Michael Giroux, director of the Defense Energy Support Center's Facilities and Distribution Commodity Business Unit since June 2004, was honored at a retirement ceremony in the Defense Logistics Agency headquarters April 21. His retirement became effective June 1.

Giroux was a true "Fuelie." He

where the important work is really done. Those folks make it happen; as officers, we just facilitate."

Giroux also thanked his wife Donna, mother Phyllis, and his daughter Kate, who were all present for the ceremony, for their support and sacrifices over the years. Each of the most important women in his life received flowers as a token of his love and gratitude.



Giroux reminisces about the chief master sergeants and other enlisted people who influenced his professional development.

began his career as an enlisted airman and fuel specialist in 1970, rose to the rank of technical sergeant, and was commissioned in 1980. Giroux has served in all areas of the fuels career field including instructor duty where he taught the basic course, accounting course, and officer course.

Thirty-six years later, Giroux reminisced about his years as a non-commissioned officer and later as an officer. He thanked several chief master sergeants and other enlisted personnel for their professionalism and guidance to him, both as an NCO and as a young officer. "The enlisted force and several chief master sergeants had the greatest impact on my professional development and career," said Giroux. "I will never forget them. And, I'll never forget those first 10 and half years when I learned

Master of Ceremonies Air Force Lt. Col. Joseph Pinckney began the ceremony with this statement: "Today we experience one of the oldest and most tradition-rich ceremonies in the military. It honors Air Force members as they retire from long and honorable careers in service to their country. For the retirees, the ceremony is one of

the most important events in their careers. Retirees leave with a tangible expression of appreciation for their

contributions to the Air Force and its mission, and with the assurance that they will continue to be members of the Air Force family."

In recognition of his exceptionally meritorious service as director of the Facilities and Distribution CBU, Giroux was awarded the Defense Superior Service Medal. Lauding him for his high level of professionalism, leadership and dedication, the citation read, in part, "His many significant achievements to DESC served to enhance and further the Center's commitment to providing quality support to the warfighter when, and wherever needed."

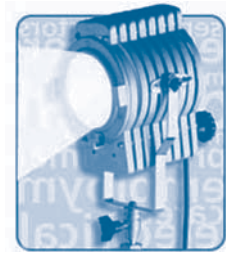
The citation also lauded Giroux for leading a world-wide fuels infrastructure assessment, identifying over 3800 maintenance and repair projects needed to bring the facilities up to the desired readiness levels. As director, "he directed programming and funding of an \$890 million military construction and \$445 million annual sustainment, restoration, maintenance and environment fuel program."

Giroux received a certificate of appreciation from President Bush saying, "Your commitment and dedication have been an inspiration for those who will follow in your footsteps."



Col. Judith Fedder presents Donna with a certificate of appreciation from the Air Force while Giroux looks on.

Stedman Joins Distinguished Order of Saint Martin, Retires



By Susan Declercq Brown
DESC Public Affairs

Army Col. Keith Stedman, director of Operations for the Defense Energy Support Center, retired after 30 years of service in a May 25 ceremony in the Defense Logistics Agency headquarters. The retirement was effective the same day. DESC Director Richard Connelly officiated.

Connelly lauded Stedman's



Stedman: "Hope is not a method. Think of your career in terms of a journey."

impact on DESC during his time here, saying, "When I arrived here as director I had zero years experience in the energy world. I relied so much on his knowledge and experience, and he never let me down." Connelly noted Stedman's overseeing DESC's support of Operations Iraqi Freedom and Enduring Freedom and of relief efforts after

Hurricanes Katrina and Rita. He said, "You've ensured success for us in the future. You've let DESC be the hero many times, and you've left an indelible mark on DESC and the ongoing war on terror."

"In my 37 odd years of association with the Defense Department, I never met an officer who better exemplifies the qualities of a leader and officer. I've heard young officers in DESC say, 'Colonel Stedman is awesome!' and I concur in that assessment."

Stedman began his comments by demonstrating his dry humor. "I've always appreciated your attempts at humor," he said to Connelly. And, "I could have retired 10 years ago," he said. "And, that has been a subject of intense debate in the Stedman household. But, in all the years I've serve, I can't recall a day when I didn't wake up excited to go to work. Sometimes it wasn't the 'good' kind of excitement, but it was always exciting."

Noting that what makes a job enjoyable is who you work for, and the people you work with, Stedman made note of the various senior officers and generals under whom he has served over his career and what they taught him about leadership and logistics. Stedman served in DESC for nearly four years. During that time, Stedman says he's learned that "there are a

lot more cogs in DESC than I had thought – and so many more ways to fix things. I had to be a lot more reflective in this job than it any other." Stedman shared what he called one of the most embarrassing moments of his life. When DESC leaders took a Meyers-Briggs leadership personality assessment, Stedman scored high in the Perceptive

category. As he pointed out, most military officers are solid Judgers. "It's just not respectable," said Stedman. The saving grace: "Mr. Connelly is a flaming P," said Stedman, "and that's a good thing since I've worked for him for two and a half years now – the longest I've worked for anyone."

Said Stedman of DESC, "I can't imagine a better place to work. If you compare DESC to other field activities, you'll feel a sense of pride in what we do."

Stedman's advice: "Hope is not a method. Think of your career in terms of a journey."

Stedman reminisced about how much his family has sacrificed to support him in his career, from a rushed marriage to Peggy to enable a co-assignment, to his daughter Tracy who attended 12 different schools in 12 years, and his son Terry who nearly matched that record.

Stedman was awarded the Legion of Merit for his exceptionally meritorious service to the U.S. Army over his 30-year career. He was commissioned in 1977 and began a march which lead him from platoon leader in a Nuernberg, Germany, supply company to Commander, 200th Materiel Management Center in Kaiserslautern, Germany, with stops in Virginia, Pennsylvania, Washington, California, Hawaii and Georgia enroute, and culminated at Fort Belvoir. As Director of Operations, DESC, he supervised the provision of more than 3 billion gallons of fuel for Operations Enduring Freedom and Iraqi Freedom, as well as the importation of virtually all commercial grade fuel for the Iraqi populace from April through September 2004.

Honored by his fellow Army quartermasters as "one of the elite few whose careers have embodied the spirit, dignity, and sense of sacrifice and commitment epitomized by Saint Martin," the patron saint of quartermasters, Stedman was inducted into the Distinguished Order of Saint Martin.

Riso Retires After Serving the Warfighter for 48 Years

Patrick Jones

DESC Public Affairs

The end of May signaled the closing of a chapter in Fort Belvoir's history and left the Defense Energy Support Center with some large shoes to fill as Kathryn (Betsy) Riso retired from federal service May 31 after more than 48 years of serving her country and supporting servicemen.

"Betsy brought years of fuels experience to the job and it showed. Her extensive knowledge went beyond the contracting arena into fuels specifications, delivery modes, and transportation and storage issues. Betsy's experience and corporate knowledge will be sorely missed as she passes the mantle on to someone else," said Kathryn Fantasia, director of Direct Delivery Fuels.

Born Kathryn Elizabeth Rose, Riso literally grew up in the shadow of the Army post where she, 10 brothers and a sister spent their childhood on family property located adjacent to Davison Army Air Field. In fact, the property which is now occupied by the air field was the birthplace of Riso's mother when it was family property.

Riso honed her penchant for serving America's heroes at an early age. During childhood days, when Fort Belvoir was the Army Engineer School, Riso said she remembers supporting the troops by refilling their canteens with fresh water when they stopped in front of the house to rest.

Riso began her federal service Jan. 8, 1958 with the Fort Belvoir Dental Surgeon, where she stayed for 17 years. She started as a receptionist in the dental clinic and advanced to Administrative Officer. Her work included managing the organization's budget, manpower management, both civilian and military, and administering the continuing education program for dental officers and technicians.

But the winds of change were blowing for Riso, and on Nov. 10, 1975, Riso transferred to the Fort Belvoir Procurement Division and worked three years as an administrative officer and chief of the administrative branch for Contracts and Small Purchase Support. This was followed with two years as a purchasing agent for small purchase construction, services and fixed price stock items. She worked with the first contractor in developing an automation system for preparation of contracts. During this assignment she gained a strong interest in contracting and started taking acquisition classes by correspondence on personal time.

These changes cast the die for Riso, and she transferred to DESC as an intern in contracts in August 1980, when the center was known as Defense Fuel Supply Center at Cameron Station. For nearly 26 years she continued to support America's servicemen

through her efforts as a contract administrator, administrative contracting officer and contracting officer.

Her initial assignment at DESC was in the administration of service contracts for operation and maintenance of government-owned-contractor-operated and contractor-owned and operated fuel storage terminals. She was appointed as an administrative contracting officer in April 1983. During this assignment, Riso also supervised the administration of the testing and bunkers contracts.

Riso was assigned as a contracting officer in the Posts, Camps, and Stations Division in July 1992. Before retirement, she was a supervisory contract specialist and contracting officer in Ground Fuels II, under Division Chief Lula Manley. Her contract programs included COGS 7 (Southwest) and COG 8 (Northwest), Alaska, Hawaii, Caribbean, Guam, Australia, and Puerto Rico.

"What I'm going to miss the most is her pleasant personality and her expertise in contract management. She is so enthusiastic about her work, and she has a great deal of institutional knowledge. Her knowledge of the laws, especially tax laws, is really going to be missed," said Marty Pratt, a co-worker.

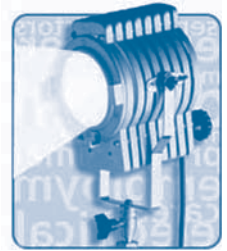
According to Jan Bonnet, one of Riso's subordinates, she has been the type of supervisor for whom everyone would like to work.

"She trusts us to manage our contracts and delegates the authority to us, but she is always there to back us up," he said. "She is an uncommon boss and has been a great teacher ...

Continued on next page.



Betsy Riso, a contracting officer for the Defense Energy Support Center, goes over some final contracts before her retirement May 31. (DESC photo)



Cont'd from last page.

always willing to share her knowledge,” he added.

In addition to the 48 and a half years of federal government service, Riso was also employed for seven years with the Fort Belvoir Army and Air Force Exchange Service as a purchasing agent. She procured merchandise for resale in the post exchanges, clubs, PX restaurants, bowling alleys, etc.

Betsy Riso receives a Letter of Appreciation in 1962 from Col. Harry Snyder, post dental surgeon, and Lt. Col. Norbert Long, chief Dental Clinic #7. (courtesy photo)

Tyndall Air Force Base NCO Retires



Master Sgt. Christian Vasquez, superintendent of fuels quality assurance for the Logistics Readiness Division, 325th Mission Support Group, Tyndall Air Force Base, Fla., looks on as Brig. Gen. Jack B. Egginton, then commander of the 325th Fighter Wing at Tyndall, learns how to refuel an aircraft. Vasquez is scheduled to retire Sept. 1 with 21 years of service.

Cox Family Makes Promotion Special

Jeff Cox, director of DESC's Executive Agent Office, was promoted to the rank of captain in the United States Navy in a ceremony April 3 at DESC Headquarters. Cox's wife, Susan, and two of his children, were present for the ceremony. Capt. Marvin C. Wenberg II, DESC's deputy director, presided over the ceremony and administered the oath of office. Margaret Timms, DESC's executive officer, served as the master of ceremonies. The promotion was effective April 1.

"The highlight of the event," said Cox, "was to have my children participate in the ceremony." Daughter Katelynn, 18, and son Alex, 12, swapped out the shoulder boards on their dad's summer white uniform to display the new four-striped rank insignia. A family friend, Andrew Gibson, was also in attendance.

Cox entered the Navy in 1984 and received his commission upon graduation from the Officer's Candidate School in Newport, R.I. Assigned as a surface warfare officer aboard the USS Lynde McCormick (DDG-8), he transferred to the Navy Supply Corps after his initial sea tour. Upon completion of Supply Corps School, he was assigned as the supply officer aboard another destroyer, the USS Buchanan (DDG-14). Following a shore tour in San Diego, he attended the University of Kansas and earned a master's degree in petroleum management and formal admission to the Navy's "Fuelie" community. He was assigned as the fuel director at FISC Guam before his first tour at DESC where he worked in both the ship's bunkers and electricity programs. After returning to San Diego for sea duty aboard the USS Peleliu (LHA-5), he returned to Ft. Belvoir to serve in the DLA Office of the Comptroller before returning to DESC in 2003.

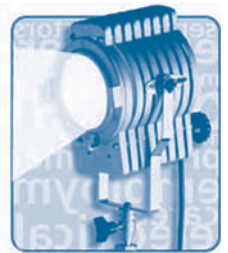


Capt. Marvin Wenberg administers the oath to Capt. Jeff Cox.



Cox poses with daughter Katelynn and son Alex after the ceremony.

Deployed Parker Receives Small Business Award by Proxy



By Kathy Williams
Chief, DESC Small Business Office

The Defense Logistics Agency annually acknowledges the positive and successful work of its employees and the support they provide to DLA's success in its Small Business Program. On May 8, 2006, the DLA Small Business Awards Ceremony was held at the headquarters building. Tyler Parker, a contracting officer in the Direct Delivery Fuels Commodity Business Unit, won the Fiscal Year 2005 DLA Award for Excellence in Assisting the Small Disadvantaged Business Program. Although Parker was unable to attend due to an overseas temporary duty assignment, his wife, Melissa, accepted the award on his behalf.

As a contracting officer and supervisor, Parker exemplifies extraordinary leadership and acquisition excellence in his support of the DESC Small Disadvantaged Businesses program. He has demonstrated the highest regard for team participation and leadership. Parker has worked relentlessly with the DESC Small Business Office to identify locations to be solicited as candidates for reservation for 8(a) firms. When potential 8(a) firms were identified that could provide the necessary support, Parker met with these firms in several face-to-face meetings to address questions relative to the program's requirements. He continuously provided support to the firms

throughout the procurement process.

In March 2005, one of the 8(a) firms that had been awarded a contract in the fall of 2004 advised Parker that they were having financial hardship due to the government's 30-day payment terms. Parker expeditiously consulted with pertinent offices to discuss the financial situation of the 8(a) firm and possible resolutions. Parker's resolution for relief was to invoke immediate payment in accordance with the DoD Federal Acquisition Regulation (DFARS) 232.905 and request approval for said action.

Consequently, approval was granted and invoice payments were made by the Defense Finance Accounting Services in Columbus, Ohio, for all contract line items. As a result of Parker's efforts, the 8(a) firm commenced receiving immediate pay within a few weeks of their request for relief assistance, and the 8(a) firm could continue satisfactory performance for DESC customers.

The awards categories were: DLA Award for Professionalism in the Small Business Program, Field Activity Award for Professionalism in the DLA Small Business Program, DLA Award for Excellence in Assisting Small Business, Small Disadvantaged Business, Women-Owned Small Business, HUBZone, Veteran-Owned Small Business, and Service-Disabled Veteran-Owned Small Business.



Defense Logistics Agency Director Vice Adm. Keith Lippert presents the award to Melissa Parker, wife of honoree Tyler Parker, in a May 8 ceremony at Fort Belvoir, Va.

Jaeger Trains for First Bodybuilding Competition

By Sherry Winkler
DESC Command Support
Specialist

Where do you find your fitness inspiration? Is it a program on TV? The latest beautiful Hollywood couple? Or are you a glorified couch potato? I was once a charter member of the latter, but these days my limbs are challenged and motivated by a 5-foot-2-inch powerhouse named Pam Jaeger.

By profession, Pam Jaeger is a Management Analyst for the Defense Energy Support Center at Fort Belvoir, Va. But anyone who knows Pam, and probably many who have seen her, know that she takes great strides to be healthy. So much so, that if a day goes by with out Pam in the gym, something is amiss!

Although Pam has always been health conscious, she says the real motivation for her lifelong commitment to healthy living was actually brought about by illness. Doctors told her that her bad knees would only get worse if she didn't exercise them. Other illnesses have threatened to slow her down to an even greater degree, so Pam holds to the idea that she needs to keep moving while she can.

Last Fall Pam decided to take her fitness to another level when she befriended a fitness trainer at an exercise class. Together they worked out a program for Pam, and it wasn't long before Pam's dedication was very apparent. Results were evident quickly, and encouraged by her trainer and her husband, Pam decided to set a new goal for herself — to compete in the 2006 NPC Natural East Coast Tournament of Champi-

ons Bodybuilding and Figure Competition June 10.

As Pam has said to me many times, "I'm always open for new experiences." In no time Pam's regular workouts at the gym increased to three to four hours of workouts per day including two hours of cardio in addition to a grueling

"I'm always open for new experiences."

weight routine. And, although she was always conscious of the type of food she ate, to compete meant a strict diet. Her nutritionist prescribed a diet of mostly fish, chicken, veggies, and protein.

There are days when Pam is sore, or the smell of French fries is almost too much to bear. But, with her own determination and the support of her husband Kenny, son Bryan, and many friends, she has persevered.

As of April, with only a little more than a month to go before the competition, Pam was counting down the days. She was on a very tight schedule to get in all her workout time and the nutrition that she needed to ensure she would be in the best possible shape for competition.

The competition will have two rounds, and she will be judged on overall muscle tone, firmness, healthy appearance and muscularity. Is she nervous? You bet. But she's also determined.

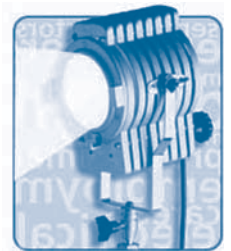
So where do I find my inspiration? You guessed it. Pam.

Competition Results

June 10, 2006

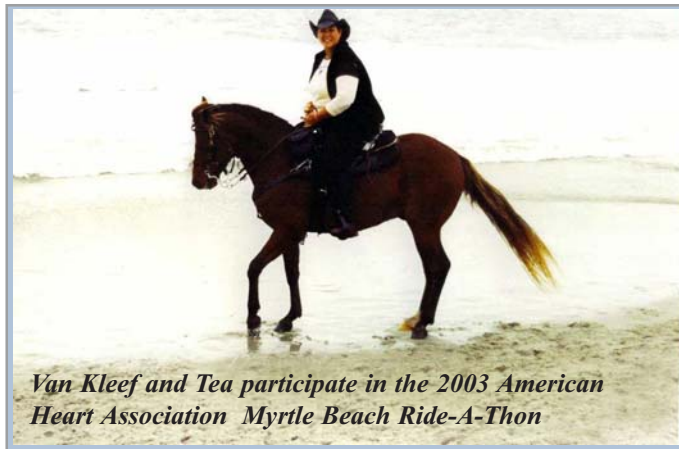
In her first competition, Jaeger placed 3rd in the Masters Division for competitors 35 years old and older, and 4th in the Open Division (Class A – short). "I had no idea I would do so well," said Jaeger. "My main focuses were to not trip on stage in those shoes, to be a good competitor, and to make my family proud." She attributes her success to the "unbelievable, constant support" of her husband and son, and best friend Sherry Winkler, DESC command support specialist. Jaeger says she's gained a lot from preparing from the competition, beyond the accolades. Despite Graves disease, a "bad back and terrible knees," Jaeger says she's never felt better. In addition, she's made a lot of new friends along the road, and her self confidence has increased tremendously.

Van Kleef Rides to Benefit Heart Association



By Deborah Van Kleef
Deputy Director, DESC Fuel Card
Office

Each summer, I spend some extra time trying to recruit friends, family, and other horse enthusiasts to participate in the American Heart Association Myrtle Beach Ride-A-Thon. This year's event celebrates the 25th anniversary of the ride and is scheduled to take place the first week in November. This marks my fifth time riding in the event, and every year I have persuaded more and more people from our local area to attend.



Van Kleef and Tea participate in the 2003 American Heart Association Myrtle Beach Ride-A-Thon

All of the donations I raise are given to the American Heart Association in memory of my father, James G. Wilson, who passed away on September 26, 2002 after suffering a stroke while undergoing chemotherapy treatments.

My dad was an avid horse enthusiast and the person who got me started horseback riding as a young girl. The American Heart Association Ride is the best way I know to honor his memory and contribute to a very worthwhile cause at the same time.

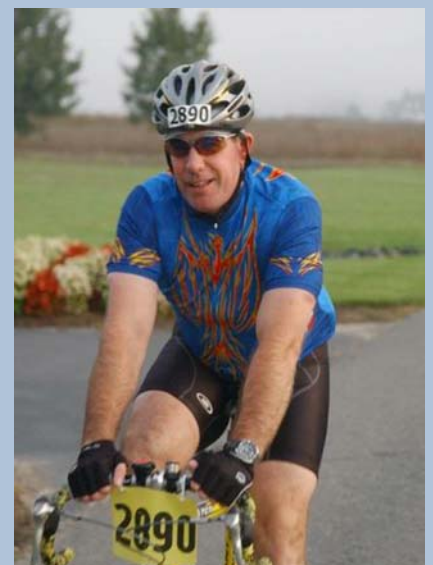
Last year over 1,100 riders participated in the event and raised close to \$200K. Each year the AHA raises the bar. For the 25th Anniversary Ride-A-Thon, AHA hopes to raise more than \$250,000 and have more than 1,300 riders participate. Great prizes are awarded to the top fundraisers by various sponsors, to include the top prize of a two-horse trailer. All the contributions received, including the proceeds from admission fees are used to help fund research to overcome heart disease — America's #1 killer.

The Ride-A-Thon is held at the beautiful Lakewood Camping Resort where thousands of participants are allowed to ride their horses along a 20-mile stretch of sandy beach right on the Atlantic Ocean. It is a great fun filled adventure, and it's so nice to see so many families enjoying their horses on the beach during the five-day event. It's quite a site for the tourists visiting the campgrounds at that time too. For me, it's a thrill to get to ride on the beach. People can participate with or without a horse, and donations are now being accepted. For more information about the event visit www.horsebackbeachride.com. Happy Trails!

Eamonn Knights, right, explains the dynamics of the punch to two of his karate pupils during a practice session. Knights, a quality assurance specialist in DESC's Bulk Fuels CBU, has taught karate for DLA and currently offers free lessons at the Fort Davis Community Center in Washington, D.C., on Mondays and Wednesdays from 7 to 9 p.m. Born in London to a West Indian family, Knights began studying Karate as a teenager in South America, and received his Shodan (1st black belt) in 1994. He currently holds a Kodan (5th degree belt). Since the 1950s, karate has exploded in popularity worldwide. By the end of the 20th century, karate was one of the most pervasive cultural exports from the Far East. Two major arteries for the migration of karate were allied servicemen stationed in Japan, Okinawa and Korea after 1945, and karate masters who emigrated to new countries. Isshin-ryu, the style of karate Knights teaches, was founded by Okinawan Shimabuku Tatsuo in 1956. Isshin-ryu means, literally, "one heart" or "one mind" or "whole heart" way.



Richard Kennedy, right, a DESC Energy Office environmental protection specialist, practices for the 2007 Charity Ride Across America. The ride will start April 29, 2007 and follow the Adventure Cyclist Southern Tier route from San Diego, Calif., to St. Augustine, Fla. The ride will end June 3, 2007 plus or minus a day depending on those unpredictable variables such as weather, mechanical problems, fatigue, road construction, etc. The goal is to ride between 50 and 130 miles per day; most days the goal is between 85 and 110. The endpoint for each day's ride is a hotel or motel, no camping unless an emergency dictates. It will be a self-supported tour for charity. Kennedy welcomes cyclists who want to ride all or part of the route with him. Anyone interested in participating or making a donation can visit the Web site at www.2007craam.com. Kennedy has taken a two-week long bike trip each year for the past 10 years. The CRAAM will be his longest trip to date.





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