


Fuel Line

Defense Energy Support Center

April 2009



Inside this issue:
Fuels legend sunk teeth into job
Team repopulates endangered butterfly
Expanding mission gets green light at DESC

From the Director

Emerging energy solutions renew mission, magazine focus



**DESC Director
Kim J Huntley**

New procurements, research and initiatives are ongoing throughout our business units and regions as we engage in solar, biomass, synthetic fuels, hydrogen and other alternative energy sources.

In this Fuel Line issue, you will continue to see growth in new initiatives with our involvement in alternative fuels and renewable energy. For nearly 45 years, the Fuel Line has remained an outstanding publication reflecting our mission and expert workforce. Now, as our mission expands and develops a further focus in the alternative fuels and renewable energy area, so will our publication. To reflect this expansion, our publication will assume a new name, look and feel in the next issue. This new name will reflect both our historical fuel support and our emerging energy solutions.

Today's needs and technology continue to open new opportunities in alternative and renewable energy solutions. Our nation continues to embrace energy conservation, environmental concerns and the journey of fossil fuels independence.

Our Center's mission to supply energy solutions to our customers expands our focus to the emerging area of renewable and alternative methods of satisfying energy needs.

New procurements, research and development initiatives continue throughout our business units and regions as we engage in solar, biomass, synthetic fuels, hydrogen and other alternative energy sources. Last month, we hosted a Fischer-Tropsch Synthetic Fuels Summit in Alaska providing the unique opportunity to bring together service components, subject matter experts, industry professionals and political stakeholders representing Alaskan communities. The summit highlighted and discussed future possibilities in the area of Fischer-Tropsch synthetic fuel. This event, like other venues such as the DoD's Inter-agency Working Group for alternative fuels, is increasing alternative fuels and renewable energy opportunity awareness as well as consolidating requirements and coordinating efforts between the military services, and Federal civilian agencies.

To support this growing area, we recently established a program office for renewable energy and alternative fuels and we set up a branch in our Installation Energy Business Unit to support the facilitation of renewable power contracts for DoD and Federal civilian practices. We are working with government agencies to assist them in the procurement of renewable energy, and we anticipate this will continue to expand.

Our mission, our continued support to our customers and our successful emergence as the DoD's provider for energy solutions are successful only through the continued commitment of our world-class team and our partnerships with our customers. Thank you.

Kim J Huntley

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

Fuel Line

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On the cover: A photo illustration of the 180th Fighter Wing, Ohio Air National Guard, solar field in Swanton, Ohio, Aug 10. The back cover is a mirror image. See pages 4 and 16 for details on DESC's renewable energy focus. (Original photo by Senior Airman Jodi Joice)



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Director sees future of defense energy now

By Lt. Col. Jon Ramer
Commander, DESC Americas West

Defense Energy Support Center Director Kim Huntley toured the largest solar photovoltaic plant in the United States Jan. 9.

Photovoltaics is the field of technology and research related to the application of solar cells for energy by converting sunlight directly into electricity.

DESC supplies energy products and services to the Defense Department and other federal agencies. Though hydrocarbon fuels make up the bulk of DESC's energy sources, the center is also committed to providing feasible alternative energy sources – now and in the future.

The solar power farm, located at Nellis Air Force Base, Nev., covers 140 acres and generates more than 14 megawatts of electricity. It was designed and built by SunPower Corporation at a cost of more than \$100 million. The system will provide an average of 25 percent of the base's electricity requirements at a fixed price for the next 20 years.

More than 72,000 solar panels cover a large area of formerly



unproductive desert sand and reclaimed landfill.

The power farm is also a test bed for new technologies. The Air Force is testing several different designs of panels at the facility to help determine the most efficient design for future solar plants.

Altogether, the power plant helps the Air Force save more than \$1 million a year in energy costs while reducing carbon dioxide emissions by 24,000 tons annually.



Above Defense Energy Support Center Americas West Commander Air Force Lt. Col. Jon Ramer, DESC Director Kim Huntley and the Nellis Air Force Base, Nev., 99th Air Base Wing Commander Air Force Col. Dave Belote tour the base's solar photovoltaic plant Jan. 9.

Left The solar photovoltaic array at Nellis Air Force Base, Nev.

Terminal proves DESC's commitment to warfighter

By Lt. Col. Jon Ramer
Commander, DESC Americas West

With the snip of giant scissors, Defense Energy Support Center Director Kim Huntley officially opened a new fuel terminal at Marine Corps Air Station Miramar, Calif., Jan. 8.

The terminal comprises four 80,000-barrel jet fuel storage tanks and is DESC America's latest partner-with-industry project.

The ribbon cutting officially activated the \$24-million project in front of an audience of 75 after a rapid 16-month construction period. This project will dramatically improve DESC's support to naval warfighters in the San Diego area for many years to come.

Dignitaries representing the beneficiaries of the terminal touted the project as proof of DESC's unparalleled commitment to the warfighter.

"Whatever the warfighter needs, DLA and DESC are going to deliver," said Huntley. "This project is just one of the many ways we strive to think 'outside the box' in how we support our customers."

The project was originally conceived in 1997 as a way to move fuel significantly faster down the Santa Fe Pipeline. Kinder Morgan fuel shipments generally move on the line at about 7,000 barrels per hour. However, whenever military products were moved to MCAS Miramar or to Navy Base Point Loma, the line would have to slow to 2,300 barrels per hour to accommodate the smaller military pipeline connection.

So, originally Kinder Morgan and DESC worked out a proposal to build two 80,000-barrel breakout tanks so fuel batches could always move at the maximum flow.

However, the proposal met with resistance for several years.



Storage tanks at a new fuel terminal, Marine Corps Air Station Miramar, Calif. (Courtesy photo)

Defense Energy Support Center Director Kim Huntley speaks at the ribbon-cutting ceremony for a new fuel terminal at Marine Corps Air Station Miramar, Calif., Jan. 8. The terminal is touted as proof of DESC's commitment to the warfighter. (Courtesy photo)



But, the Miramar project became much more important with the advent of military construction project P-401, a \$167-million venture to build 1 million barrels of storage at Point Loma in the San Diego Bay.

The most expensive MILCON project ever undertaken by DLA, P-401 will take five years to complete. During the construction, Point Loma will lose more than 360,000 barrels of storage space.

To compensate for this temporary loss and still provide fuel support to the three carrier battle groups assigned to the San Diego area, DESC worked with Kinder Morgan Energy Partners to construct and operate four tanks for a total of 320,000 barrels of storage right off the commercial pipeline at MCAS Miramar.

These new tanks, combined with an additional 300,000 barrels of newly-leased storage in the Los Angeles basin and the conversion of 420,000 barrels of storage at Defense Fuel Support Point San Pedro will provide nearly triple the amount of storage space lost.

Many industry and military dignitaries joined Huntley at the ceremony, including President of Kinder Morgan Energy Partners Pipeline Division Tom Bannigan, Marine Col. Chris O'Connor, commander of MCAS Miramar, Army Col. Shawn Walsh, commander of DESC Americas and retired Brig. Gen. Steve Bliss, a former commander of DESC.

"Kinder Morgan is proud of our support to the military," said Bannigan. "With this project and others, Kinder Morgan plans to be DESC's energy partner for many years to come."



Small team

**By Air Force Lt. Col. Richard C. Sater
DLA Joint Reserves**

Without the gas, nothing goes. Consider the following: “Without fuel, we’re all pedestrians.”

That’s the observation of Annette McDonald, quality assurance representative for Defense Energy Support Center Kuwait at Camp Arifjan.

DESC-Kuwait commander, Air Force Maj. Ryan Bakazan, agrees. “Fuel is the top priority for the warfighter. No fuel means no flights, no power production, no convoys. If the supply line dries up, you have immediate tactical, operational and strategic impacts on the mission,” he said.

Given the fact that everything in Iraq requires fuel, the compact size of DESC Kuwait seems inversely proportional to the importance of the job. Only six people comprise the organization: the commander, a civilian deputy chief, two inventory managers, and two quality assurance representatives.

Bakazan is six months into a two-year tour of duty, considered a permanent change-of-station move for him. An Air Force logistics readiness officer by trade, “fuel is the area I have the most experience in,” he said. It serves him well.

DESC-Kuwait oversees contracts to deliver fuel from local suppliers to end-user locations inside Iraq. Bakazan identifies three critical components of the job: monitoring the “big picture” fuel requirements and projecting future needs; overseeing the day-to-day tactical process of delivering fuel where it is needed; and maintaining effective relationships between supplier and contractor.

On a daily basis, DESC Kuwait handles millions of gallons of three different fuels: JP8 jet fuel, which comprises the bulk of the requirement; diesel fuel; and gasoline, referred to locally as “motor gas,” or mo-gas. Fuel arrives in Iraq via three supply routes. Lines of supply run from Jordan, Turkey and Kuwait. Bakazan’s operation is responsible for the lines from Jordan and Kuwait. DESC-Europe oversees the Turkish route.

Bakazan coordinates with the fuel supplier and the trucking company for delivery to various established fueling hubs, known as defense fuel support points, or DFSPs.

“We validate the requirements of our customer, check the orders, give them to the suppliers, and make sure the fuel meets the specifications of the contract,” Bakazan said. “Then we make sure the fuel is transported to the delivery sites,” forward-operating bases, posts, any fuel-consuming locale operated by the U.S. military in country.

Challenges are many, not the least of which is the weather – frequently hot, dry, windy and dusty. Another challenge is



Above and top left Air Force Maj. Ryan Bakazan, Defense Energy Support Center Kuwait commander, points out the U.S. fuel destinations in Iraq and reviews daily status reports. (Photos by Air Force Lt. Col. Richard P. Slater)

maintaining the proper balance between fuel supply and fuel requirements. “Sometimes we have too much on hand, and we need to ask our suppliers to deliver less. Or sometimes we need a little more than we projected,” Bakazan said. Managing the critical relationship between the U.S. military and local suppliers requires tact, patience and understanding of the cultural differences.

It’s “a daily process to be sure we get quality fuel and have the trucks to supply the fuel that the warfighter needs,” Bakazan said.

Like Bakazan, McDonald accepted a permanent-change-of-station to be one of two QARs for DESC Kuwait. Her job is “to ensure that the contractor abides by the contract,” she says. In other words, the purchased fuel must meet the specifications of the end user.

“Even before the contract is signed, we make sure they understand everything in it,” she says. All specifications are written into the contract in detail.

Fuel that meets specifications becomes the responsibility of Lee Green and Navy Petty Officer 2nd Class Roy Cunningham, the team’s inventory managers.

“We place the orders with the contractors, monitor and track them for accountability, from the refinery to the pipeline to the truck to the DFSPs,” Green said. He’s midway through a two-and-a-half-year tour of duty, a permanent-change-of-station move for him as well.

In addition to their other duties, the inventory managers aid the defense fuel support points with accounting issues and, in general,

tackles big mission

provide overall assistance when required, Green says.

“We also make site visits to the DFSPs to ensure they’re conforming to DESC guidelines,” said Cunningham, a reservist deployed for one year from DESC headquarters, Fort Belvoir, Va.

From the DFSPs, the fuel is delivered to the end user in Kuwait and Iraq in support of air operations, training, and installation requirements.

A local customer is the 311th Sustainment Command (Expeditionary) at Camp Arifjan. Deputy branch chief for supply and services, Army Maj. Felix Black, is fully satisfied with the product as well as the support his unit receives.

“They’re very accommodating,” he says of the DESC team. “We have a close-knit working relationship, and they’re very flexible. They work diligently to meet our requirements in a timely manner.”

He’s particularly pleased to have DESC representatives next



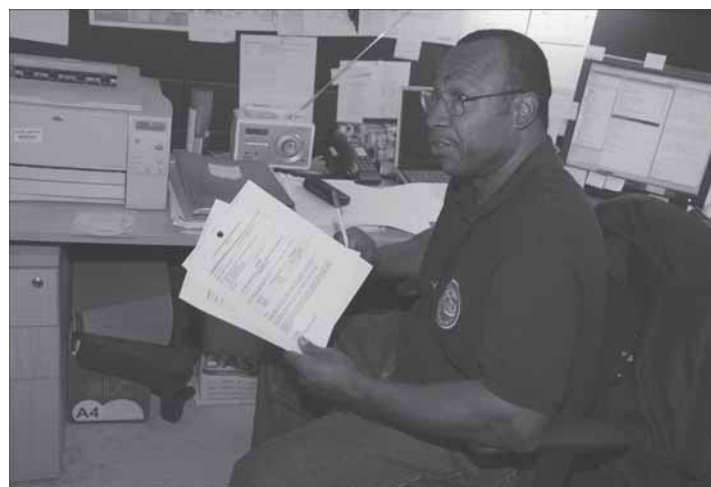
Defense Energy Support Center Kuwait Quality Assurance Representative Annette McDonald reviews paperwork at her desk, Camp Arifjan, Kuwait.



Defense Energy Support Center Kuwait’s Navy Petty Officer 2nd Class Roy Cunningham, inventory manager, and Commander Air Force Maj. Ryan Bakazan review inventory reports.

door as opposed to in another country. “It’s great to have someone on site that we can directly communicate our concerns to. There’s no waiting. It saves time,” he explained.

The job is satisfying to all concerned. “I like the immediate impact you see – an observable difference every day,” Bakazan says. “We’re the link between the big requirements picture and the tactical picture.”



Defense Energy Support Center Kuwait Inventory Manager Lee Green prepares documents for a presentation at Camp Arifjan, Kuwait.

“We’re supporting the guys in the field,” Cunningham says. “We’re making sure they have the right fuel at the right time to get the job done.”

DESC-Kuwait puts the gas in the tank. Maybe “we never see it, touch it, or smell it,” Green says. But, their team effort ensures that essential fuel reaches its destination – truck by truck and day by day.

Lean Six Sigma Change leadership in San Antonio

By **Alix Gayton**

DESC Aerospace Energy CBU

Defense Logistics Agency and Defense Energy Support Center have proactively addressed continuous process improvement with vigor by pursuing the best available tools to identify and implement opportunities for organizational change. One of the most recent additions to the change leadership toolbox is our top-level management zeal to “Go Lean.”

DESC’s Aerospace Energy Commodity Business Unit conducted its first Lean event in December and reaped some unexpected benefits.

DESC is an organization comprised of human beings, including seasoned, capable and high-performing technical specialists. So, the natural first response is to challenge return on investment from resources required to engage in Lean Six Sigma, Theory of Constraint tools and processes. Would the payoff be worth the effort?

What made Lean and TOC tools attractive to average working-level managers in Aerospace Energy, San Antonio, Texas? What did we get from our first Lean experience?

The Lean change leadership story at DESC starts with recognition that Lean process improvement is a long-term investment in people, team building, individual and process owner empowerment and cultural change. While first year projects will target smaller, “quick wins,” and two to four day “rapid improvement events,”

DESC Customer Support strategy is to immerse leaders and workers at all levels with training and facilitators (Blackbelts/ Greenbelts) in order to push the Lean paradigm shift.

These first steps form the building blocks of long-term change management and constant process reevaluation. With Lean as the mindset, focus shifts toward bolstering those processes that bring the most value to the customer and developing and supporting the team (the Lean change coalition). It’s about creating a sense of urgency throughout the organization. A sense that starting today all work efforts should go to delivering better results for the customer both today and tomorrow.

At Aerospace Energy, the first Lean project involved delays in DD250 processing. DD250, Material Inspection and Receiving Report, is used to inspect and accept contract services and deliverables. The goal was to reduce the time required to process DD250’s, both in terms of vendors’ payments for product and services delivered, and customers’ payments back to DESC.

The rapid improvement event was conducted in December. The CBU employed a cross-functional team representing all internal process stakeholders. The Aerospace Energy Greenbelt facilitator requested and received the support of a DESC

Blackbelt/mentor.

The most significant benefits to Aerospace Energy were the tools, networking, training, and team interactions involved in the process study efforts associated with the first event. Collateral tasks associated with using the Lean tools foster study discipline and team interaction. To quote the old Greek adage, “the more you know, the more you know you don’t know.”

By the end of the RIE, team members were pleasantly surprised to see all of their levels of effort represented, and all of their process issues acknowledged. Team members were able to visually realize how their actions impact other stakeholders’ efforts. They identified primary bottlenecks and high impact, highly-feasible first steps toward improvement. They witnessed their key managers aware and engaged with their efforts, their issues, and their passion for improvement.

At this phase of our initial event, the big “win” is as much in the willing investment in teambuilding and a grass roots approach to successful transformation, as it is about the prospective reductions in processing time and process steps.

Below A Defense Energy Support Center Aerospace Energy Commodity Business Unit team participates in the unit’s first Lean Six Sigma event in December. **Left** One of the charts the team created during the event.





Guardsmen hone in on successful missile test

Spectators watch as a ground-based interceptor missile lifts off from Vandenberg Air Force Base, Calif., Dec. 5 during a live test of the nation's ground-based midcourse defense system. Alaska Army National Guard warfighters from the 49th Missile Defense Battalion at Fort Greely, Alaska, launched and directed the missile from the Fire Control Center Fort Greely, which successfully

destroyed a target ballistic missile in space. "This is an operational system that is guarding America, it's part of the first line of defense for America, and you have Guardsmen doing that," said Guardsman Army Brig. Gen. Randy Banez, Alaska's assistant adjutant general for space and missile defense. Banez is also deputy of Defense Energy Support Center Alaska. (Photo courtesy of the Missile Defense Agency)

Director's Intent: Lean Six Sigma

By Kim J Huntley
Director of DESC

The Defense Energy Support Center's role as a logistics provider is to provide award-winning support to Department of Defense warfighters. In order to meet this challenge, we must alter the processes we use in our day-to-day business.

Lean Six Sigma is a proven process that combines the principles of Lean to eliminate non-customer-value-added activities and improve cycle time, while Six Sigma reduces variation and produces highly repeatable processes. Two years ago, DESC began LSS implementation.

A number of personnel have been trained in LSS and many successful events have been accomplished. Though DESC has proven success with Lean, it is necessary for us to use a more structured, direct approach with greater leadership and supervisory involvement.

In order to accomplish this, each commodity business unit and office will be responsible for conducting a number of Lean events within a specific period. These events need to be kept

simple, be complete in two to four days and have all action items closed within 60 days.

Our primary focus is to streamline our current processes to improve the way we do business.

As we continue to move forward, an overarching, strategic value stream mapping of DESC will be conducted to better target opportunities. Everyone will be involved in at least one event, and the supervisor and leaders must attend one event from start to finish and should try to sit in on every event at some time during the event.

Our objective is to get better at Lean, but at the same time, not turn the organization upside down. The key to our future success will be to refine our processes and metrics a little more each day. Each small victory is one less concern for the warfighters and will allow them to concentrate on their core business of fighting the war on global terrorism.



Team rep endan

By Kelly Widener
DESC Public Affairs

The Palos Verdes Blue butterfly lays egg masses like this one on deerweed, one of two plants the developing caterpillars eat.

Commonly known for supplying the life force to Department of Defense and federal civilian agencies through fuel and energy solutions, the Defense Energy Support Center also supports life of another nature as it restores habitat and establishes colonies of a once-thought-to-be extinct species.

The discovery of a Palos Verdes Blue butterfly colony living at the Defense Fuel Support Point San Pedro, Calif., in March 1994 ignited a unified effort between government agencies, universities and conservation organizations to help the species survive.

“We joined efforts with The Urban Wildlands Group, Inc. to develop the Captive Rearing Program, which allows us to help the butterflies survive extinction through captive breeding and environmental restoration,” said Lt. Col. Bill Sames, Defense Logistics Agency’s staff entomologist. “The entire support process involved in this program through each phase of the butterflies’ life is very specific and detailed to ensure success and maintain genetic diversity.”

Up until 2007, the DFSP was the only location operating the Captive Rearing Program; however, following successes of new rearing techniques and the growing need for additional labor, officials determined a second site should be established at

Moorpark College in Ventura, Calif. The college site, known as The Butterfly Project, allows the Captive Rearing Program to continue with the required labor

support and accessible skills and knowledge of the species through students participating in internships with both the Life Sciences and Applied Sciences Divisions. These students work to support the recovery of this butterfly.

DLA, DESC, Navy, Fish and Wildlife Service, The Urban Wildlands Group, Inc., Palos Verdes Peninsula Land Conservancy and Moorpark College are the current partners, though many others helped with the PVB butterfly’s recovery, said Jana Johnson, a biologist contracted by The Urban Wildlands Group, Inc. to lead the Captive Rearing Program. “There have been valuable lessons both in the challenging moments and success stories of this project. Early experiences in failures with the captive rearing of the butterflies were used to research, modify our methods and perfect the approach for this particular species.”

Once the captive female butterfly mates, she lays her eggs on a deerweed, which is one of two plants the developing caterpillars eat, said Sames. Students then carefully contain the egg-populated plants in screened boxes or plastic larval containers and monitor them until the larvae emerge and start their growth stages.

Students then place the growing larvae into small cups and feed them until they pupate. Once they pupate, students place them in a cool, dry, protected area and refrigerate them with the arrival of winter to guarantee and synchronize winter conditions for all the pupae.

opalates gered butterfly

After the discovery of a Palos Verdes Blue butterfly colony in March 1994, a captive rearing program was started to protect the butterfly from extinction.



Nelly Gonzalez, a volunteer from the Palos Verdes Peninsula Land Conservancy works at the Defense Fuel Support Point San Pedro, Calif., nursery to grow plants the Palos Verdes Blue butterfly needs for food and reproduction.

In February, the pupae are removed from the refrigerator. Sunlight, warmer temperatures and moisture stimulate them to emerge as butterflies.

“To monitor their becoming butterflies, the pupae are placed in ventilated styrofoam cups, called eclosion cups, where each is assigned a seat number,” said Sames. “As they emerge, they automatically climb up the side, which has been painstakingly scored with a bobby pin by a student to provide “steps” for the butterflies to ascend. The seat numbers allow us to determine which one emerged so we can keep records and analyze breeding combinations.”

The entire process from breeding to new life accounts for all factors that affect the butterfly species in the wild such as temperature, precipitation and environmental habitat. Program results varied from 93 (early in the project) to over 10,000 captive PVB this past year.

“The program has made a significant impact on the survival of the

PVB,” said Sames. “Not only does the DFSP support the program directly, but it also supports it indirectly by monitoring actions at the location so the butterfly’s habitat is protected and meets the requirements for the sustainment of this species.”

About nine acres on the DSPF are set aside as restored habitat. Another area is used to support the captive rearing program and native plant nursery. Within this area, The Palos Verdes Peninsula Land Conservancy and its volunteers work to restore and protect the plants needed by the PVB and for native plant restoration work on the DFSP. Nursery workers collect seeds, germinate the seeds, transplant the seedlings into larger pots, and eventually transplant them into plant restoration sites. The unique co-existence of the specific PVB food plant on the DFSP, which the nursery now works to maintain and develop, unknowingly protected the butterfly’s habitat until its discovery.

Additionally, the DFSP works directly with the U.S. Fish and Wildlife Service before taking any actions that may impact the land surrounding the colony, said Sames.

Success can be measured in many facets of the program, Johnson said. It can be measured in raising the captive stock from 186 to over 10,000 this past spring, establishing new populations of PVB on the Palos Verdes peninsula, receiving funding to contract the students who work in the program, and increased awareness of the public.

“The goal of the program is to protect this species until suitable off-post habitat and colonies have been established. The DFSP and its cooperative partners will hopefully, by working as a team, successfully release the butterfly species at approved locations so its numbers in the wild can continue growing,” said Sames.

CBU cruises to Small Business procurement success

By Barbara Peterson
Aerospace Energy CBU

The DESC Aerospace Energy Hypergols contracting officer awarded a competitive five-year, follow-on contract to Dixie Chemical Company Inc., Houston, Jan. 21, for the production, storage and distribution of JP10 and Priming Fluid 1.

JP10 is a high-density, synthetic hydrocarbon liquid propellant used to launch all U.S. Navy and Air Force cruise missiles. PF1, also a liquid propellant, is used by the Air Force in its air-launched cruise missile and air cruise missiles. The procurement, a 100 percent Small Business set-aside, resulted in a contract for both bulk and drum quantities of JP10, as well as drummed PF1.

Award of the new contract was a culmination of two years' of procurement planning and strategizing by the Aerospace Energy Commodity Business Unit's JP10/PF1 Team. Members include not only Aerospace Energy representatives, but their on-site quality assurance specialist and a chemist from DESC's Quality and Technical Support team.

The Requirements Branch, Logistics Management Division, worked with customers in early 2007 to develop the follow-on contract's requirements. Additionally, the team re-engineered the follow-on contracts' acquisition strategy as well as the programs' business processes. They determined the requirements for a Defense Fuel Support Point for the bulk storage and distribution of Defense Logistics Agency-owned JP10 would

further increase supply availability in support of the Defense Department's critical cruise missile programs.

The evaluation of offers included the team's attempts to identify a Defense Department installation rather than an industry to serve as a DFSP for "standing reserve" storage of both products. Since JP10 and PF1 are propellants used in support of various Navy and Air Force programs, such as the Navy's Tomahawk and Harpoon missiles and the Air Force's ALCM/ACMs, increasing the supply availability of DLA-owned product made good business sense. Ultimately, the team decided this new procurement would include a requirement for a commercial DFSP for bulk JP10, as well as both JP10 and PF1 in drums. This ensures DESC always has a contingency reserve on hand — thereby ensuring DESC customers have an uninterrupted supply of both propellants.

From a government contracting perspective as well as market research, the production of specialty petrochemicals is a niche market that encompasses several small businesses. The production of JP10 and PF1 lends itself well to small businesses because the relatively small requirements are easily met using periodic batch processing methods in equipment that can also be used for other niche products. Aerospace Energy's historical procurement data also showed that DESC had received very competitive offers in the past for these products when soliciting them as a 100



The JP10 Source Selection Evaluation Team looks on as a five-year contract is awarded to Dixie Chemical, Houston. From the left, Roman Bernal, Jackie Trevino, Irene Mitschke, Liliana Pyle, Debra Murphy, Jerry Guzman, Jim Young and Jessie Hamilton look on as Hypergols Contracting Officer Barbara Peterson prepares to sign. Team member Charlene Smoot is not pictured.

percent Small Business set-aside.

Once the decision was made to solicit the requirement as a competitive set-aside, the team began ensuring as much interest in the upcoming procurement as possible. It was solicited in the Federal Business Opportunities as a commercially, competitive, 100 percent Small Business set-aside to ensure the maximum visibility. Additionally, the requirement was presented to several potential offerors by an Aerospace Energy contracting officer during the latest DESC Small Business conference in Naperville, Ill., in June. Lastly, the JP10/PF1 CO held a pre-proposal conference on Sept. 5 to stimulate interest and communication with potential offerors.

A Source Selection Plan, with specific evaluation factors and subfactors, and their relative importance to price, as well as the standards against how each factor/subfactor would be related was developed and documented in a Formal Source Selection Plan prior to issuance of the solicitation. Section L and M of the RFP clearly set out the requirements for evaluation of a commercial item Request for Proposal pursuant to FAR 12.602.

In the end, Dixie Chemical Company Inc.'s offer was determined to be the best value to the government, price and other factors considered.

The period of performance for the newly-awarded contract is Jan. 21 through Jan. 19, 2014, with the first four months to be used by Dixie Chemicals, the incumbent contractor, to add the required DFSP storage capability. Product delivery will commence May 20. The estimated amount of the award was \$10.5 million.

"It was clearly a successful procurement that can be attributed to a good, solid re-engineering of the acquisition strategy and JP10/PF1 business process, as well as solid teamwork," said Aerospace Energy Commodity Business Unit Director Sharon Murphy.

A Tomahawk cruise missile launches. (Courtesy photo)



Chemical additives:

Factoids on JP10 and PF1

JP10 is a high-density fuel composed solely of exo-tetrahydro(dicyclopentadiene). The typical manufacturing process for JP10 begins with the hydrogenation of dicyclopentadiene or DCPD. The raw material for the process, DCPD, is readily available on the chemical market. It is produced as a by-product of the ethylene manufacturing process. DCPD is used in the manufacture of polyester resins that are used in boats, shower stalls, and other products; insecticides; paints; flame retardants and many other products in addition to JP10.

The production of Priming Fluid, or PF1, is related to the production of JP10. PF1 is DCPD-based and is essentially JP10 with an additive of 15 percent methyl-cyclo-hexane, or MCH. It is used to ignite JP10 because PF1 has a much

lower flashpoint. It is oftentimes procured and delivered to customers concurrently with JP10.

JP10's use is specific to Defense Department missile programs, and there is no commercial application for processed JP10. However, there is a commercial market for custom blending and manufacturing of chemicals. It is a commercial practice for customers to routinely request the manufacture of specialized chemicals. These custom blended chemicals are manufactured with commercial components readily available in the marketplace. The manufacture of these custom blended chemicals uses commercial processes in a commercial facility.

The current JP10/PF1 contractor, Dixie Chemical Company, has the only working JP10/PF1 production

facility in the United States and possibly the world. The cost of retrofitting Dixie's facility was evaluated as part of the previous procurement and upon award, was paid by Defense Energy Support Center's Aerospace Energy Commodity Business Unit at the beginning of the contract.

This new requirement includes a line item and sufficient plant retrofit time for new industry entrants to successfully compete against the current incumbent contractor; thereby, maximizing competition. This line item was considered an Other Than Price Related Factor in the evaluation for this requirement as any plant retrofit cost proposed by an offeror is a real cost that DESC will realize if an offeror other than the current incumbent receives the award.



Fuelies confer in Middle East

**By Air Force Capt. Rob Austin
DESC Middle East**

Defense Energy Support Center Middle East hosted the 2009 Headquarters U.S. Central Command Joint Petroleum Conference at Naval Support Activity Bahrain, Jan 26-30. With attendees from virtually every major petroleum activity within the area of responsibility, it proved to be a very productive session.

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

DESC-ME Commander Army Col. Thomas Kelly enthusiastically welcomed the participants and acknowledged the outstanding work being done by the CENTCOM joint petroleum office and all agencies involved with determining requirements, procuring, distributing and providing timely on-specification fuel to the end-user.

Key organizations provided briefings: CENTCOM JPO, DESC Bulk Fuels Commodity Business Unit, Naval Operational Logistics Support Center, Army Petroleum Center, Air Force Petroleum Agency, U.S. Air Forces Central Command, U.S.

Transportation Command JPO, U.S. European Command JPO, U.S. Africa Command, DESC-ME, U.S. Army Forces Central Command, 3rd Expeditionary Sustainment Command, U.S. Army Combined Arms Support Command, U.S. Joint Forces Command, 311th Expeditionary Sustainment Command, 165th Quartermaster Group, Combined Joint Task Force-101, and U.S. Naval Forces Central Command.

One night all 58 conference attendees participated in a no-host social gathering at a local restaurant, providing the forward deployed “fuelies” an opportunity to relax and enjoy a moment of recuperation from their daily stresses.

The conference concluded with a review of after action items by Air Force Maj. Chris Carter. Finally, Army Col. Forrest Wentworth, of CENTCOM, praised DESC-ME Operations staff and the NAVCENT/N4 fuels representative for making the conference a success.

The conference was held in the Freedom Souq, Building 911. This was a fitting location for a conference focused on improving fuel support to the warfighters of Operations Enduring Freedom and Iraqi Freedom; Building 911 was named in memory of those who lost their lives in the terrorist attacks of September 11, 2001.

FISC Pearl Harbor going lean

By Navy Lt. Cmdr. Scott Hedrick
FISC Pearl Harbor fuel director

FISC Pearl Harbor's Fuel Department recently hired a communications consultant to provide a unique seminar for non-supervisory personnel. The intent of the seminar was to enhance communications and build a sense of teamwork among employees.

We felt as if our junior civilian employees were not willing to come forward with problems or new ideas, and we needed to ensure our folks know they have a voice in process improvement.

The communications seminar concentrated on the following areas:

- Persuading other people to stop, listen and see your point of view
- Finding solutions, not fault
- Turning resentment into rapport with Words to Use
- Controlling emotions so they don't control you
- Maintaining perspective and not letting difficult people ruin your day
- Instantly ending complaints and gracefully exiting arguments
- Communicating in a way that turns conflict into cooperation

Using the seminar as a primer, the department requested the help of FISC Pearl Harbor's Lean Six Sigma Black Belts to develop a four-hour curriculum for lean fuel projects. Not only did this provide opportunities for employee involvement in the lean process, it also certified all fuel personnel as white belts.

Lean Six Sigma Black Belt Janet George said, "The FISC fuel team is highly engaged and the team seems eager to accomplish great things."

At a brown bag lunch with the Fuel Department team, FISC Pearl Harbor's Commanding Officer Navy Capt. Randy Moore, enhanced the lean training by personally acknowledging all personnel for their specific accomplishments and encouraging them on their current and future projects.

Immediately following the communications seminar and the white belt training, personnel were highly motivated, and the Fuel Department has seen an increased level of communication and process improvement up and down the chain of command.

Fleet and Industrial Supply Center Pearl Harbor employees put their newly honed communication skills to work during a weekly staff meeting in February. Gathered around the table from the left are Mel Ranada, Tony Sele, Maka Campbell, Karl Thomas, Daniel Muranaka and Toni Hoy. (Courtesy photo)



Expanding mission gets green light at DESC

By Kelly Widener
DESC Public Affairs

The Defense Energy Support Center has the unique mission of providing Department of Defense and other federal agencies energy solutions to support missions and operations worldwide. This requires DESC to actively engage in different energy field opportunities while, at the same time, continually expanding its support role by exploring emerging technological advancements and energy and fuel commodities to ensure its customers receive the most effective and efficient services.

In today's operational environment, supporting customers worldwide requires leveraging a reach capability that not only supplies energy and fuel commodities to locations but also supports continued sustainment, said Kim Huntley, director of DESC.

This sustainment must incorporate factors such as the impact to the environment, energy use, fuel prices and commodity availability and development. Volatility, changes or sensitivities in any of these, or other factors, support the benefits of ongoing expansions and research focuses in the energy and fuel field, and even DESC's supporting role, toward new alternatives and energy opportunities.

Supporting energy requirements

"Energy requirements are a driving force behind our supporting role to customers through issuing solicitations, and providing procurement and administrative contractual oversight," said Andrea Kincaid, a division chief in DESC's Installation Energy Commodity Business Unit. "The agency works to not only assist DoD entities with facilitating their projects but also supports the ongoing efforts for federal civilian agencies to successfully meet their federally mandated goals."

The procurement process for required support of these initiatives is a challenging one, and DESC personnel provide technical and often innovative expertise to acquire the resources, added John Nelson, program manager for the Renewable Initiatives Branch.

Following the development of specific solicitations that meet needed energy and support requirements, DESC reviews submitted contract proposals from capable industries and companies, awards the contracts, and maintains contractual oversight until

the contract expires. In some circumstances, DESC is able to consolidate several energy requirements into one solicitation, supporting multiple customers at one time and then overseeing their energy sustainment needs for the contract duration.

Branching into hydrogen energy

DESC recently developed the Renewable Initiatives Branch within Installation Energy. The branch provides contracting support to assist military and federal civilian agencies with onsite renewable projects.

One such project is for a Defense Logistics Agency depot; an on-site solar photovoltaic array will be installed to support the use of hydrogen as a fuel source. Another project is being coordinated with the Department of Energy's Princeton Plasma Physics Laboratory for a solar photovoltaic array to be built on-site. Photovoltaic is a linked collection of photovoltaic modules, which are in turn made of multiple interconnected solar cells. The cells convert solar energy into direct current electricity.



A photovoltaic array of solar panels at Nellis Air Force Base, Nev. (Courtesy photo)

DESC is supporting the use of PV systems at locations like the Defense Distribution Depot San Joaquin located in Tracy, Calif. The PV system there will generate electricity which will be used to generate hydrogen to run warehouse forklifts during a two-year demonstration project, said Kincaid. This program seeks to expand the use of hydrogen as an efficient and effective energy source.

Forklifts used in DLA warehouses are currently powered by lead acid batteries or propane. The use of hydrogen fuel cells would decrease required maintenance space within the warehouses where the batteries must be charged and later allowed to cool. Also contributing to a healthier work environment than with propane, the hydrogen fuel cells' only emission output is water vapor.

"There are currently three contracts under the two-year demonstration program, but DESC expects to see more awards in the future," said David Pamplin, a chemist assigned to the DESC Quality and Technical Support Office.

Participating locations for this demonstration project include defense distribution depots in Susquehanna, Pa., and Robins Air Force Base, Ga. Next month, Susquehanna will begin powering 40 forklifts, and Robins 20, using hydrogen fuel cells.

These demonstration projects have the potential to expand the traditional hydrogen energy role and open opportunities and operational settings where hydrogen may replace less efficient energy sources, said Pamplin.

Synthetic fuels as an emerging energy source

Along with hydrogen initiatives, DESC is also researching the opportunities for synthetic fuels, such as Fischer-Tropsch, as an emerging operational fuel source for its customers.

"The Air Force is continuing with its certification testing of the Fischer-Tropsch 50:50 blend in its platforms and equipment working toward the goal of acquiring 50:50 synthetic fuels blend in 50 percent of its domestic aviation fueling requirements by the year 2016," said Dan Baniszewski, DESC Quality and Technical Support Office. "Assisting with this fuel requirement, DESC has already successfully awarded three contracts for the service and



A Defense Distribution Center Susquehanna warehouse employee refuels a hydrogen cell technology forklift at the facility in New Cumberland, Pa. (Courtesy photo)

more are expected to be awarded over the next few years."

The potential growth in demand of Fischer-Tropsch synthetic fuels requires DESC to remain proactive and anticipate possible future requirements. That was the purpose of the 2009 DESC Alaska Synthetic Fuels Industry Summit hosted by DESC in March.

"The Summit, held in Anchorage, Alaska, brought together DoD colleagues, energy and fuel subject matter experts, industry professionals and organizations representatives and political stakeholders in the Alaskan communities to afford the opportunity for attendees to gain insight on our specific plan for pursuing a pilot program for Fischer-Tropsch synthetic fuels support," said Mark Iden, deputy director of Operations for DESC.

The Alaska synthetic fuels pilot program has the goal of providing Fischer-Tropsch synthetic fuel to cover DoD JP8 requirements in the state of Alaska and potentially other DoD and federal civilian agency jet fuel and ground diesel requirements within the state.

Waste to fuel

Going "green" is increasingly taking on more meaning and with greater impact in terms of supporting operations and energy sustainment as DoD and the military services engage in new initiatives to turn waste into fuel.

A prototype project involving a partnership between DESC and Bell BioEnergy Inc. in Tifton, Ga., is now providing biomass test units to six participating Army installations and one DLA site. These biomass test units employ new technologies to turn biodegradable waste into fuel, soil and other marketable products.

They operate by breaking down biowaste products through a bacterial action with the potential capability of producing longer, unique hydrocarbon strands. This bacterial action occurs while releasing oil, which can then be processed to useable fuel; in this case diesel fuel is the target result. Additionally, one of the by products

Continued on page 18.

Expanding mission

made from the process is potting soil that can be used on Army installations. Throughout the one-year testing phase, DESC will evaluate these products to determine their potential use as diesel fuel.

Each mobile test unit comprises a 45-foot trailer with 10 reactor units, 10 fuel receivers and a control office. The control office staff records and analyzes the biodegradable waste, bacterial strain, fuel output and energy inputs.

DESC and BioEnergy specialists oversee testing to ascertain and validate the hydrocarbon types produced by the test units and establish whether the fuel produced is usable. Following the year testing phase, these specialists will determine if the fuel output and waste breakdown is successful and ready for equipment testing.

Participating locations include Fort Stewart, Ga.; Fort A.P. Hill, Va.; Fort Bragg, N.C.; Fort Benning, Ga.; Fort Lewis, Wash.; and Fort Drum, N.Y. One unit will also operate at the Defense Fuel Support Point in San Pedro, Calif.

The initiative supports one of the green initiative goals of the military branches, which is to reduce dependence on fossil fuels and operation footprints.

Expanding mission

These programs and others support the increasing energy alternatives and technology that is becoming infused into the DESC mission. Energy solutions involving wind, solar, algae and more are potential opportunities with benefits that are being tested, evaluated and implemented over time.

"We are continuing a step further in our energy support commitment to our customers," said Huntley. "We are branching off, engaging and embracing the technology, science advancements and emerging opportunities in the field to ensure our provided energy solutions remain the unsurpassed for our customers' requirements and sustainment goals."

Test results demonstrate

By Wm. Michael Cochran
DESC Europe

Commitment to excellence. It's more than just a motto for a certain West Coast National Football League team. For the DESC Europe Petroleum Laboratory, it's the standard its employees have come to expect.

"It means that our hard work, dedication and commitment to excellence have finally placed our DESC Europe Petroleum Laboratory among the best in the world," said senior lab technician Army Sgt. 1st Class Fernando Romero.

Romero was referring to the most recent #1 co-rating the lab received from the Institute for Interlaboratory Studies proficiency tests for Jet Fuel A1. These results were for the October 2008 performance evaluation.

The evaluation included 125 participant laboratories in 56 different countries, including 19 NATO laboratories. A rating of "excellent" is given on each individual test where there is a score of greater than 99 percent. The DESC-Europe lab received a phenomenal 100 percent accuracy rating on all 21 tests conducted in the study.

The Institute for Interlaboratory Studies, located in Spijkenisse, The Netherlands, organized the proficiency tests. Every year since 1995, the IIS organizes proficiency tests for Jet Fuel A1 and other petroleum, chemical and consumer products. The IIS is accredited in agreement with ISO Guide 43 and ILAC-G13:2000, (R007) since 2000 by the Dutch Accreditation Council. The Jet Fuel A1 program was conducted according to the "Aviation Fuel Quality Requirements for Jointly Operated Systems (AFQRSJOS)," sometimes referred to as the "Joint Fuelling System Check List for Jet A-1."

This is the second straight #1 co-rating the lab has received for the proficiency tests. In the March 2008 study, 70 laboratories, including 18 NATO participants, in 34 different countries participated. Under the then supervision of Stephen Parker – now working for



Axel Spear and Specialist Gilbert Lopez of the Defense Energy Support Center Europe Petroleum Laboratory perform particulate contamination and filtration time testing of a JP8 fuel sample. (Courtesy photo)

commitment to excellence



Army Staff Sgt. Barbara Mooney performs total acid number testing of a JP8 fuel sample in the Defense Energy Support Center Europe Petroleum Laboratory, Kaiserslautern, Germany.

DESC Quality and Technical Support – the lab achieved it’s first ever ranking of #1.

Why is this important?

Participation in proficiency tests is mandatory for laboratories accredited according to ISO 17025 and EN 45003.

ISO Guide 43 says, “Proficiency Testing is the use of interlaboratory study to determine the performance of individual laboratories for specific tests and to monitor laboratories’ continuing performance. Participating in PT-schemes provides laboratories with an objective means of assessing and demonstrating the reliability of the data they are producing.”

This goes directly to the **Defense Logistics Agency’s Guiding Principles for 2009:**

Our Purpose... We exist to support our nation’s warfighters. We focus everything we do on providing what they need to accomplish their mission. We will be fast, flexible and totally responsive.

Our solutions... We must always seek and deliver the best solution for the armed forces and the Department of Defense.

In an era of ever-increasing resource constraints and fiscal responsibilities, the ability of the lab to sustain proven performance at the worldclass level ensures confidence from our customers and demonstrates our commitment to ensuring that we are delivering the maximum payoff from taxpayer resources in supporting the warfighter.

Under the supervision of Maurice Krumnow, Romero, Army Sgt. 1st Class Hung Ray Yang, Army Staff Sgt. Barbara Mooney, Specialist Gilbert Lopez and Axel Spear participated in the tests.

To Lopez, the second straight co-ranking of #1 means, “It assures us that we are not putting out any results, it proves that we are putting out the accurate results. It also proves that we are putting in a lot of hard work on our part; that we have the staff capable of performing the work properly, and it also shows that we have the best equipment and are maintaining it properly!”

Confidence that a laboratory consistently produces reliable results is of major importance to our warfighting customers, but also to the lab itself and the DESC organization.

“Being part of the mission and striving for excellence in the lab” is rewarding, said Spear, who describes his greatest challenge as, “Making sure that all the machines are calibrated and maintenance issue free.”

“Knowing that we are responsible for assuring the fuel is on-spec for the personnel [in] those aircraft or ground vehicles in which fuel is being pumped” is rewarding to Lopez.

During his recent visit to Europe, DESC Executive Director Patrick Dulin visited the lab and presented DESC coins to the team in appreciation for their outstanding work.

Commitment to excellence. Supporting the warfighter. That’s what drives the DESC Europe Petroleum Laboratory!



After presenting Defense Energy Support Center coins for top performance, DESC Executive Director Patrick Dulin, far right, poses with, from the left, Army Specialist Gilbert Lopez, lab technician, Sgt. 1st Class Hung Yang, lab non-commissioned officer in charge, and Maurice Krumnow, lab supervisor chemist, all from the DESC Europe Petroleum Laboratory.

DESC lab trains soldiers for Kosovo mission



Army Staff Sgt. Christopher Mattson performs a distillation test at the Defense Energy Support Center Europe petroleum lab.

Photos by Army Staff Sgt. Tyrone Basnight

Army Cpl. Sergio Gonzalez, A Company 1-185 AR, performs density analysis of a jet fuel sample.



By Wm. Michael Cochran DESC Europe

The DESC Europe petroleum laboratory recently trained five soldiers deploying to Kosovo as part of the Kosovo Forces 11 rotation. This was the fourth group of deploying soldiers DESC trained by request of U.S. Army Europe.

DESC-EU's lab staff, under the guidance of Maurice Krumnow, conducted the training for National Guard soldiers from A Company 1-185 AR, Bakersfield, Calif.; 40th Infantry Division, Los Alamitos, Calif.; and 1/207th Aviation Battalion, Fort Richardson, Alaska. The soldiers were scheduled to deploy for nine months as part of Task Force Falcon.

The soldiers required special training to serve as petroleum laboratory specialists, Military Occupational Specialty 92L, because their primary military service has been as petroleum supply specialists, MOS 92F. In addition to aircraft refueling operations, they are also responsible for performing acceptance testing on aviation and diesel fuel supplied to Camp Bondsteel.

The 10 days of training focused on theory and hands-on experience. A heavy emphasis was placed on safety and working in a lab environment. DESC's lab technicians covered American Society for Testing and Materials test methods, familiarity with test equipment, learning how to identify samples properly and "C" type tests on JP8 and diesel fuel.

This is the third KFOR team trained by Axel Spear and the second by Spec. Gilbert Lopez, DESC-EU lab technicians.

Training people outside their MOS can be challenging.

"The biggest challenge is being confident in yourself that you are doing the work properly and are not missing any steps," said Lopez. "It's very easy to make a little mistake that can ruin a test."

"Being part of the mission and striving for excellence in the lab," makes the job rewarding said Spear. Army Staff Sgt. Barbara Mooney, on her second tour at the lab, and Sgt. 1st Class Hung Ray Yang also conducted training.

"It's a great challenge to get these folks trained in only 10 days to the level where they can perform tests that ultimately will be used to accept or reject products," explained Krumnow.

An additional benefit to the training is "the lab serves as a reach-back tool for the deployed soldiers when they have questions or need guidance once they get into country. We have maintained a great rapport with previously trained KFOR units and will continue to support these warfighters as the need arises," he added.

This support is part of an on-going partnership between DESC and the warfighter. The laboratory, which is located on Rhein Ordnance Barracks in Kaiserslautern, Germany, has provided this pre-deployment training for numerous other customers as well. "It's part of our ongoing commitment to the warfighter," said Krumnow.

Finance system milestone transparent to many in DESC

By Susan Declercq Brown
DESC Public Affairs

The Defense Energy Support Center launched a new financial accounting system Feb. 1, but if all goes well the milestone will go relatively unnoticed – at least by those who always plan ahead.

A team of DESC's finance and information technology experts has been working for more than a year to ready the Enterprise Operational Accounting System for application in DESC. The accounting system, based on commercial off-the-shelf software, is based on the Defense Logistics Agency's Enterprise Business System, and aligns DESC's accounting practices with headquarters and other DLA business units, said Bill Comar, a supervisory financial analyst in DESC's Financial Operations.

"The system's still very new to us," said Comar. "We don't know what we don't know. So there will be a learning curve as we roll out the system."

Krista Ludwigsen, one of the financial analysts who works with EOAS described the learning curve as "huge." She encouraged DESC employees seeking travel authorization, purchase orders, data calls or other financial products to plan ahead while the finance team becomes accustomed to the new system and the actions become more routine.

"Those who tend to come in on Friday seeking authorization to travel on the weekend or wait to expedite purchase orders could be disappointed," said Vanessa Gardner, Financial Operations branch chief. "We'll do our best to meet your requirements, but these processes will take longer than usual during the first few months as action officers learn the new system and build required reference data into the system."

Comar recommended DESC employees try to submit military interdepartmental purchase requests called MIPRs, travel authorization requests and the like one week before the approval is needed.

Building reference data entails building vendor tables, new lines of accounting, and object classes. For instance, purchase orders may address vendors whose codes are not in the EOAS system, said Ludwigsen, and a request for a vendor code may take 24 hours.

As the finance team works through documents, they will populate the system with reference data and requests will be processed faster.

DESC is migrating to the EOAS system in stages. In February, the non-labor portion of the center's operational budget was launched simultaneously by DESC, and DLA's Defense Distribution Center and others. The labor portion will be launched on Mar. 15, according to Gardner. And, there will be another learning curve.

Capital budget functions will move to EOAS in August, with another learning curve to follow.

Until September 2010, the center will maintain two accounting systems, the legacy Defense Business Management System and EOAS, but by September 2009 no new documents will be created in the old system. And, the following September DBMS will be shut down.

Eventually, DESC will implement systems to interface with all five EBS core processes: finance, procurement, planning, technical and quality and order fulfillment.

The migration will be transparent to most users as they will continue to interface with the system through recognizable systems like the Defense Travel System, Powertrack, Fuels Accounting System, and Automated Time and Attendance Production System. But, finance team members have undergone two to three weeks of training to learn new terminology, procedures, cost and profit centers, etc., in preparation for the migration. Courses included business analyst training, financial operations liaison training, financial hierarchy, SAP navigation, business intelligence reports, and financial accounts payable core processes. The EBS-linked systems will align the DLA enterprise through common business rules and are "very far reaching into the center's business," said Comar.

A further benefit to EOAS is the increased level of detail captured in the system through more data cells.

"It will be increasingly easier to answer a broader range of questions and apply the data to new applications," said Comar. "In the long run it will be a much better tool for senior leaders to make informed decisions."

Through an application called SuperViewer, senior leaders will even be able to access reports directly from their desktops, said Gardner.

"That means no more batches for us to run," explained Comar.

Eventually, DESC will implement systems to interface with all five EBS core processes: finance, procurement, planning, technical and quality and order fulfillment.

DESC Japan: not an island

By Air Force Lt. Col. Carmen Goyette
Commander, DESC Japan

With the concept of “no man is an island,” or in this case, “no sub-regional office is an island,” representatives from Defense Energy Support Center Japan visited DESC Korea in early November.

We visited DESC Korea as part of an initiative to increase cross-pollination throughout DESC Pacific and pick up ideas from the different sub-regional offices. Because DESC Japan and DESC Korea are interconnected operationally, it made sense to start with this visit.

DESC Korea has a very strong contingency/exercise construct already built and available for use by DESC Japan as a template. Starting with DESC Korea’s template saves some “wheel reinvention,” valuable time, and mental pain.

Quality Assurance Specialist Richard Knapp and I, the DESC Japan commander, attended the first two days of the Petroleum Action Group-Korea and checked out DESC Korea’s physical layout and operations.

The overview briefings provided valuable insight into Korean peninsula logistics and lines of communication between various logistics agencies and customers during armistice and contingency operations. They helped us understand how DESC Japan would need to link into DESC Korea’s operations if

required for a contingency or national emergency.

We looked at the physical layout of DESC Korea’s secure operations room, assessing the Secret Internet Protocol Router Network, called SIPRNet, and CENTRIX, called Centcom-Regional-Intelligence-Exchange-System, connectivity requirements as well as basic room accessibility by required operational personnel, to see what worked and what didn’t. Using their room for comparison, we were able to plan our future building’s secure room layout as well as our currently scheduled office upgrade to optimize secure productivity.

We carefully scrutinized their information flow, both within DESC channels, and between DESC and the sub-area petroleum officer, looking at their standard briefings and their various scheduled conferences. DESC Japan will be borrowing some of DESC Korea’s ideas and modifying portions of our operational briefs to include some areas DESC Korea covers more thoroughly than DESC Japan currently does.

Mirroring information content also makes the information more accessible to headquarters staff and leaders because they don’t have to decipher different styles of presentation. We also discussed possible conferences with SAPO Japan to facilitate operational discussions involving Japan.

Knapp and I took back a couple of contingency-specific action items involving contingency clauses, telephone confirmations, and assessments of host nation support capabilities to evaluate for applicability and method of execution in Japan. All are great ideas, now serving as templates in Japan, which saved us lots of start up work.

Finally, we reaffirmed our good working relationship with DESC Korea and discussed lines of communication between the offices, with specific points of contact so we will be ready to coordinate quickly as required.

We learned a lot from our compatriots on the peninsula. And, if nothing else, we were able to put faces to names and make the kind of valuable personal connections that the petroleum, oil and lubricants family is so good at.

It was definitely worth it to reach out and see how other offices and organizations do things and assess whether it’s worth copying. As they say, imitation is the greatest form of flattery, and in the end, it could save a lot of time and energy if an office doesn’t need to reinvent the wheel.



NSPS... NSPS... NSPS

National Security Personnel System

By Stanley Jasiczek
Manpower and Workforce Development Office

“Wake up. Wake up; you’re having nightmares again.”

Several times over the last few months, Julie DeBruler’s husband woke her when she was thrashing in her sleep. Each time, she composed herself and focused, “Oh yeah, I’ve got to get ready for the pay pool panel, and the meetings, and answer all those NSPS inquiries.”

This is not a scene from the “Twilight Zone” or the ramblings of a mad woman. This is a result of launching the National Security Personnel System for 470 Defense Energy Support Center employees worldwide.

DeBruler was one of the key people in this effort and what an endeavor it proved to be. A key Manpower and Training Analysis employee, she became the NSPS “go to” person.

“It was like trying to learn how to drive a locomotive while the train was screaming down the track,” said Darcy Hall, director of the Manpower and Training Analysis Office called DESC-H. It took the collaborative efforts of many people from several offices at the Defense Logistics Agency level and across DESC to make this transition a success.

DESC-H had primary responsibility for implementing NSPS, but there were many others who contributed to the success of the program. Kathryn Fantasia, who served as Pay Pool 1 Advisor, quickly became the NSPS “Yoda” early in the undertaking and found herself trying to quell the great disturbance in the force (NSPS implementation).

Hall quickly identified the way ahead and implemented several strategies which included training the workforce on the intricacies of NSPS, coordinating training for supervisors, and interpreting the DLA NSPS business rules and applying them to DESC’s program.

DLA’s Human Resources directorate continually provided guidance, and DESC’s data administrators were fundamental in making the NSPS conversion a success.

Several DESC employees served as data administrators while still performing their regular work duties. They included Linda Taetsch for headquarters Paypool 2, Deborah Noble for DESC Americas, Lynne Yoneda for DESC Pacific, Rita Henry for DESC-Europe and Carrie Alfalaj for DESC Middle East. In addition, contractors Tara Handron of Booz Allen Hamilton and Stephanie Lehman of Petroleum Management Consultants assisted in the transition process.

Implementing NSPS was a massive effort in itself. To make matters more challenging, the implementation was condensed

into an eight-month cycle. The pressure was on.

Employees overseeing the process were responsible for many tasks including accurately placing employees in the correct pay pools, providing training, balancing pay pool structures, preparing the Compensation Work Bench and ensuring job objectives met the Specific, Measurable, Alignment, Realistic and Timed, or SMART, criteria. They were also responsible for meeting all DLA process timelines.

To meet the challenges and prepare for the record pay pool, a mock pay pool was held in spring 2008. It was integral to the success of the record pay pool. In addition to the mock pool, NSPS self-assessment training was provided to 353 DESC employees. To provide the training, the DESC-HP team, Booz Allen Hamilton contractors, and Donnie Robinson traveled to seventeen locations worldwide over a 30-day period.

The last three months of 2008 were a very busy time for NSPS administration. The assessment period closed Sept. 30; after this date, rating officials submitted the employee performance appraisals that would be discussed during pay pool panel deliberations.

October proved to be the pinnacle of demands because DESC was closing out the 2008 NSPS requirements while at the same time preparing for the upcoming appraisal cycle. At this time, data administrators collected and organized performance appraisals and distributed to pay pool panel members for their consideration. Panel deliberations were held; each employee’s appraisal was discussed and a rating was issued. By the end of October, employees were required to develop performance plans in a new version of the Performance Appraisal Application.

The PAA streamlines and automates performance management processes and documentation requirements and makes it easier and more efficient to track and monitor performance. The new version of the PAA caused headaches among employees, but the DESC-H team welcomed questions and worked to resolve technical issues.

In December, addendums to DD Form 2906—the employee performance plan—were distributed to rating officials, and rating officials delivered performance conversations to their employees. In early January, the DLA Human Resources Center finalized the NSPS payout, and employees could access their final DD Form 2906. In the end, all deadlines were met and the payout was issued without a hitch.

Over the last eleven months, the General Service to NSPS conversion of DESC employees has been challenging, but the overall success of the NSPS mission is a testament to the professionalism of all involved.

Fuels legend sunk

By Susan Declercq Brown
DESC Public Affairs

He was tenacious. He was relentless. And, fuels was a job he could sink his teeth into. And, when Marshall Gore sunk his teeth into a problem he rarely let go until the problem was solved.

Called a bulldog by some and a tiger by others, Gore was a POL legend to many when he retired Feb. 6, at the Fort Belvoir, Va., Officers Club, after 61 years of federal service and 56 years in the petroleum, oil, and lubricant community.

At Gore's farewell dinner, his co-worker of 30 years John Bartenhagen observed that Gore's retirement shared the date with National Bulldog Day in Great Britain. Bartenhagen, who retired from the Defense Energy Support Center in 2007, and now works for Petroleum Management Consultants, told an apocryphal tale about the bulldog.

"A bulldog's nose, I learned, was slanted backwards so that once the dog bit you, it didn't have to let go in order to breathe," explained Bartenhagen. "I noted that in very many ways it was appropriate since Marshall was very much like a bulldog when he wanted someone to do something he thought was necessary to protect the government's interest.

"Marshall was always relentless in his pursuit of getting the Department of Defense a fair shake," Bartenhagen said. "It was a privilege and an honor to have worked with him."

Gore's service began long before he joined DESC, then known as the Defense Fuel Supply Center in 1974 as a distribution facilities specialist.

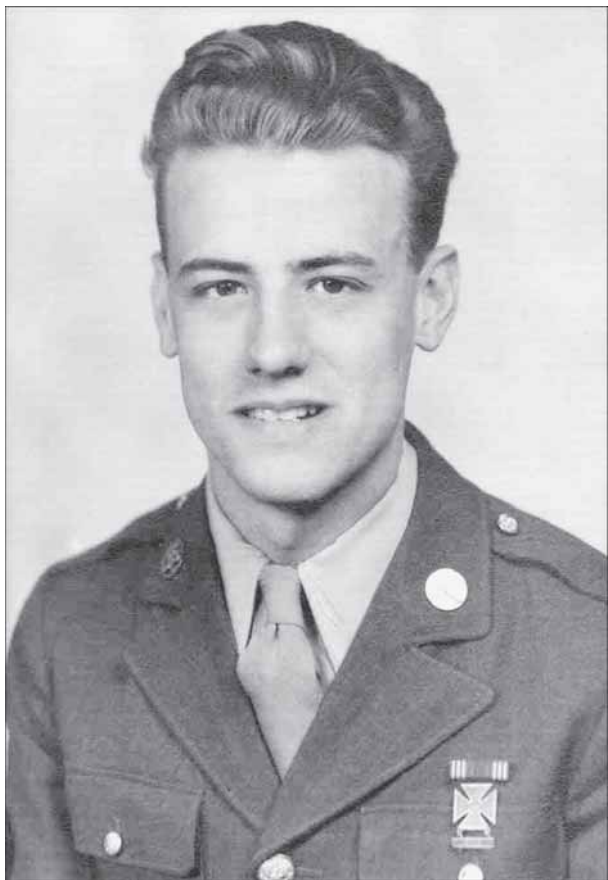
Enlisting in the Army Air Corps in 1942 after the Japanese attack on Pearl Harbor, Gore served three years at Bolling Air Force Base, Washington D.C., Fort Lee, Va., and Great Bend Army Air Field, Kan., before being discharged in early 1946 after the conclusion of the war.

With so many soldiers returning at the same time, jobs were hard to come by, said Gore. He took a job delivering 100-pound sacks of popcorn to theaters. After three months, he'd had enough and found employment as a meteorologist's aide in the Air Weather Service. He joined the District of Columbia National Guard in 1948; he received a commission as a second lieutenant in 1949.

In 1951, he was recalled to active duty in response to the Korean War. He served as a food service officer in Maryland, Delaware and England before being shipped back to the United States in 1952. He arrived at Bolling AFB expecting to be assigned as a food service officer, but instead he found himself thrust into the role of base petroleum supply officer.

Ill prepared, Gore said he scoured fuels manuals and regulations and then set out to bring the fuel unit into compliance with them.

"Within 30 days everyone had put in for a transfer," said Gore. "I really shook things up – which is what they wanted." It was the beginning of the POL legend, and photos of Gore and the jeeps his "fuelies" drove in the Eisenhower Inauguration parade are included in a recently produced history of Air Force fuels.



Marshall Gore joined the Army Air Corps in 1942.

Marshall Gore tackles an obstacle course circa World War II.



teeth into job

Subsequent assignments as deputy sub-area petroleum officer in Naples, Italy, fuels officer at Otis Air Force Base, Mass.; Thule, Greenland; and Suffolk County Air Force Base, N.Y., followed.

Gore continued to earn a reputation as a demanding commander with high standards – a stickler for constant improvement.

At Otis, Gore submitted a suggestion limiting the motor pool to driving 10-ton tractors 15 mph when towing the 5,000-gallon fuel semi-trailers. Though it prevented wear and tear to the trailers, the drivers were upset because the drive between the motor pool and the fuel section was three miles. But, Gore said it was the right thing to do.

At Suffolk County, Gore supervised 136 airmen, once receiving 28 new airmen with no fuels training. He immediately established an aggressive training program to certify the airmen in fuels work. Later, when he chaired the promotion board on the base, he was called on the carpet for only promoting fuelies. Gore was able to show that the fuelies had progressed rapidly in their training and had earned the promotion whereas few other airmen had.

“Either they eat you alive or you eat them alive,” said Gore, who tells a story about his son accepting a ride from a stranger on the base and being ejected from the car after the driver learned who his father was.

In another assignment, Gore had the additional duty of approving civilian awards. He denied an award to the wing commander’s secretary, though she had always received an award in the past. “She failed to improve on her work last year,” Gore explained. “Each year you set a new plateau, and you need to improve on that to merit an award.”

Outside the office, Gore had a softer side. The walls of his home in Annandale, Va., are freckled with oil paintings he and his wife painted while they were in Naples. Calling the painting “a phase,” Gore says he won’t become another Grandma Moses in retirement.

Plaques on the walls also reflect a proud career in the military, including one with a tiger on it he received as a farewell gift from the Taiwanese after a tour as the chief of petroleum for the Military Assistance and Advisory Group there.

“I believe that was their nickname for me – Tiger, though they never called me that to my face,” he said.

From Taipei, the Tiger and his family – by then a wife, daughter and son – returned to Norfolk, Va., in June 1969 to serve in the Joint Petroleum Office. But the assignment was short lived when less than a year later, as operations in Vietnam were shutting down, all Reserve officers were mandatorily retired. By this time, Gore was a lieutenant colonel.

Just as during the draw down after World War II, Gore found the job market glutted with unemployed and the going tough. He parlayed his fuels experience into a job as operations coordinator with a retail fuel company. For three years, Gore managed the insurance and the vehicle fleet and accompanied drivers to traffic court. Within just few months on the job, he discovered the



Distribution Facilities Specialist Marshall Gore speaks at his retirement ceremony and luncheon Feb. 6, at Fort Belvoir, Va.



Marshall Gore's first retirement from the Air Force in 1970, Norfolk, Va.

company had vastly overpaid on title taxes and he wrested a refund from the state. But, Gore found the job unchallenging. So, in 1974 he interviewed for a position as a distribution facilities specialist at Cameron Station, Va., the home of the DFSP, and discovered the interviewer remembered him from an impressive briefing Gore had delivered years ago in Naples. The job was his.

Over the years, as Gore progressed to chief of DESC's

Continued on page 26



Top: DESC Deputy Director Navy Capt. Dianne Archer bids farewell to Marshall Gore Feb. 6, after his retirement from federal service.

Bottom: 1970s, Gore receives one of many career military awards.

Cont'd from page 25.

Facilities Management Division, he travelled a lot.

When a tank exploded in Newington, N.H., in 1981, killing two people, Gore was part of the investigation team. Initially, Gore found the Newington personnel uncooperative, so he threatened to call the U.S. Marshals. This brought about a change of heart, Gore said, and he collected his information.

Later that year, he was sent to the Grand Forks Defense Fuel Support Point, Neb., to run the terminal when the contractor had failed. This was the first time a DESC employee was sent in such a circumstance, Gore said. When a terminal employee told Gore valves to all the tanks had to be open when a delivery was received, Gore defied the local expert, closed valves to all but one tank and safely and efficiently received the fuel. Over 32 days, Gore supervised 266 tank truck deliveries, three pipeline tenders and seven transfers by pipeline to nearby Grand Forks Air Force Base.

As a member of the Defense Logistics Agency Inspector General team, Gore travelled to Guam, Diego Garcia, Hawaii, Singapore and Korea over one 45-day trip. Gore also spent two weeks in Somalia surveying U.S. built tanks being brought back into service for a government-owned-and-operated facility.

In the mid-'80s, Gore was instrumental in taking over the government-owned and government-operated terminals in Alaska, writing the statement of work for contractors to operate the facilities, and contracting out operations. And, between April 1990 and February 1992, Gore travelled nine times to Korea to coordinate the closing of the Trans Korean Pipeline and transfer to the local government.

In all, Gore was part of the DESC team for 35 years.



Gore chronicles 56-year progress

By Susan Declercq Brown
DESC Public Affairs

After 56 years in the fuel business, Marshall Gore has seen a lot of change.

Things are a lot more sophisticated than they were in 1952 when he joined the fuels community as wing fuels officer at Bolling Air Force Base, Washington D.C.

Gore, who worked as a distribution facilities specialist for the

Defense Energy Support Center since 1974, retired in February after 61 years of federal service.

Flightline fuels operations were very different in the '50s. Fuel officers were expected to specialize in fuels rather than the entire supply spectrum as they are now, said Gore. With career field expansions and officers responsible for a larger mission, the fuels officer really needs to rely on the expertise of the chief master sergeants more these days than in the past.

Before the advent of computers in the fuels community, fuel officers had to sift through handwritten dispatch logs to track inventory levels. The logs were also used to track the workload of individuals so adjustments could be made for better efficiency.

"Now we track inventory, equipment and personnel usage with specially designed software," Gore said.

"We used to use an aqua system as a means to move fuel and it was a real environmental problem," Gore said. The aqua system included belowground pits in which strong vapors would quickly overpower fuel handlers. In addition, microbiological growth often developed in the storage tanks, contaminating the fuel. And, teams had to dispose of the contaminated water as well.

At the time, Gore's unit had no jet fuel, only aviation grades 115/145 and 100. Because of the high lead levels in the fuels, fuel handlers had to undergo regular testing to ensure their health was



The Gore family gathers in 2009 for the Feb. 6 retirement ceremony: son-in-law Ron Harris, daughter Beth Harris, retiree Marshall Gore, daughter-in-law Sharan Gore, and granddaughters Jennifer and Caroline Gore.



Marshall Gore at Camp Sims, Md., rifle range in 1943.

Why work so many years in a second career, especially after facing debilitating brain surgery and recovery in 2001-2002?

Gore said he was determined not to be like his father, a D.C. police officer who retired after 35 years, sat in a rocker on the front porch and died within a few years of retirement.

“As long as I feel good, I’ve got to be active,” he said.

Of his 56 years in the POL business, he said, “It was all good, because I always made a challenge of it. It was a great ride!”

Gore’s looking for a new job to sink his teeth into – perhaps volunteering at the local hospital. He’ll probably have the place humming six months after he arrives.

not affected. When jet fuel was introduced, it brought with it new challenges. The Fuel System Icing Inhibitor was manually poured into the fuel tanks; this procedure began to make people sick, Gore said. Initially, FSII handler were required to have monthly blood tests to monitor their exposure to the chemicals. The conversion to more sophisticated additive injectors has been a big improvement, he said.

Gore said the responsibility for training often fell on the fuels officer back then. Often he had 20 or more fuel handlers at a time who hadn’t yet earned 3- or 5-level certification. Fuel sections would have to set up their own schools to ensure their workers were adequately trained.

Gore said another leap in sophistication has been in the environmental arena. In the 1950s, “we just didn’t know what we know now about what can damage the environment,” he said. Now, we have spill prevention and response plans, and procedures for safe and environmentally sound pier operation and receipt of product. Back then it was often “the seat of your pants,” Gore explained.

Gore says their have been big changes to his job since he first signed on to the Defense Fuels Supply Center (DESC’s predecessor) as a distribution facilities specialist at Cameron Station, Va., in 1974.

“We weren’t hired to type back then,” he explained. Statements

of Work were written in long hand and then typed by a secretary. After several renditions of proof reading and editing, the final products were typed, using several sheets of carbon in between paper to create carbon copies. When word processors were introduced in the 1980s, efficiency was greatly improved. “With the advent of word processors, spell checkers and the like, there were no more clerks. Now we had to learn to type with speed and accuracy,” he lamented.

When e-mail was introduced in the late-’80s, people who had never learned to put a paragraph on paper now had to learn to compose letters. It was a big change

Gore said the ability to save to a disk Statements of Work, contracts and other documents enabled his team to modify contracts for new uses without having to start from scratch each time, and without having to produce a litany of revisions in the process.

“Last year DESC produced a tool kit all the military services could use to create Performance Work Statements. It’s much more efficient and more standardized than how we used to get things done,” he said.

Gore counts the technological changes and sophistication as both one of his greatest challenges and greatest rewards in his 35 years with DESC.

Records Management

Are my e-mails official records?

By Mike Heidebreder
DESC Records Management

An overwhelming amount of Defense Energy Support Center business communications occurs via E-mail. Whether someone is at a defense fuel support point communicating with DESC's DFSP Management Office concerning an inventory issue, at a DESC region e-mailing DESC Quality and Technical Support concerning a quality issue, or at Fort Belvoir verifying a contractor's invoice, the e-mail may be an official record.

But, not every e-mail is an official record. The law does not require every e-mail be saved; rather, it requires the preservation of those messages that document DESC policies, programs, and activities.

In other words, employees must determine if e-mails they create or receive are official DESC records. In making these decisions, all personnel should exercise the same judgment they use when determining whether to retain and file paper records.

Examples of messages that may constitute DESC records

E-mail that is appropriate for preservation as evidence of DESC's organization, functions, policies, decisions, procedures, operations, or other activities of DESC, or because of the information value of the data they contain.

E-mail providing key substantive comments on a draft action memorandum, if the E-mail message adds to a proper understanding of the formulation or execution of a DESC action.

E-mail providing documentation of significant DESC decisions and commitments reached orally — person-to-person, by phone or in conference — and not otherwise documented in DESC files.

E-mail conveying information of value on important DESC activities, if the E-mail message adds to a proper understanding of DESC operations and responsibilities.

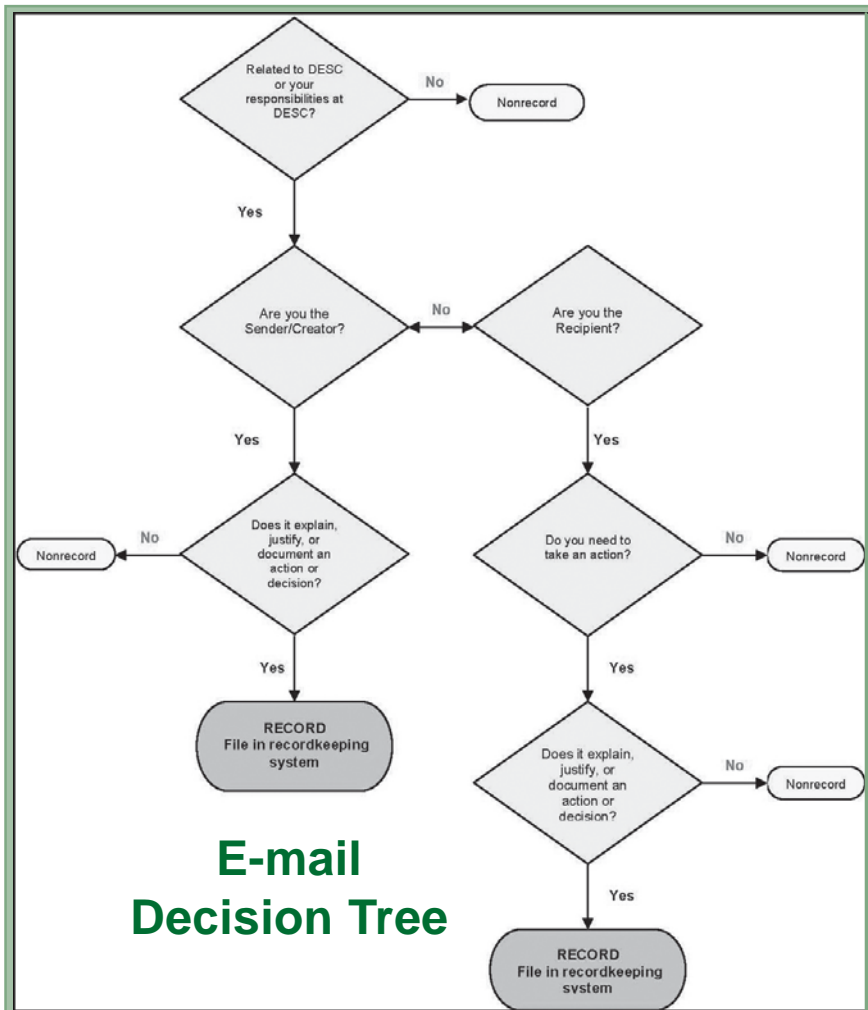
Record-keeping systems for e-mail

E-mail records must be maintained in a recordkeeping system; either in a paper filing system or an electronic filing system. The National Archives and Records Administration defines a recordkeeping system as, "a manual or automated system in which records are collected, organized, and categorized to facilitate their preservation, retrieval, use, and disposition" (36 CFR 1220.14).

Microsoft Outlook does not qualify as a recordkeeping system. Currently, the two alternatives at DESC are to print and file in your existing office paper recordkeeping system, or file the e-mail record in a directorate's share drive providing that a file plan structure has been established with adequate permission safeguards.

Employees may, of course, retain a personal copy in their personal e-mail, but they must ensure that the record is placed in an approved record keeping system.

The one exception to this is for e-mail records that are "transitory" — documents of short-term interest which have reference value but no documentary or evidential value — and have an approved retention of 90 days (DLA Schedule - 110.19). Maintain a transitory record in the e-mail system until its retention has expired.



Dulin visits NATO terminal renovation



Defense Energy Support Center Executive Director Patrick Dulin exchanges gifts with the *Direttore Direzione di Commissariato M.M. Di Augusta, Capt. C.V. Emanuele Martina*, during a recent visit to Augusta Bay NATO Defense Fuel Support Point, Sicily. The visit was a key stop on a DESC Europe tour. The DFSP started a long-awaited NATO infrastructure project in February, which will significantly upgrade the four existing pipelines connecting the tank farm and pump house as well as completely renovate the four storage tanks.

Key points to remember

DESC e-mail systems are for “official use” only by authorized personnel.

Before deleting any e-mail message, the author should determine whether it meets the legal definition of a record and, if so, preserve a copy of the message.

Printed messages kept as a record must contain essential transmission, receipt data, and attachments; if not, print the data or annotate the printed copy.

Delete messages that are not records when no longer needed.

Delete messages that are records, after they have been placed in the recordkeeping system.

When e-mail is retained as a record, its retention is governed by the DLA records schedule.

In a nutshell, e-mail should be treated the same as any other document created in normal business as a DESC employee. “36 CFR §1234.24 Standards for Managing Electronic Mail Records,” and Section 2 of the “DLA Records Management Procedural Guide” contain further guidance and agency requirements. Use a decision tree to determine if an e-mail is a record. For additional guidance or questions contact the Records Management Branch at descrecords@dla.mil or (703) 767-4965.



A portion of the 84-point truck fill stand at Seongnam Terminal, one of the four bulk terminals operated by the Daehan Oil Pipeline Corporation in Korea. Defense Energy Support Center representatives visited the facility last fall.

Korean partner hosts DESC visit

**By Army Lt. Col. Peter J. Lane
Commander, DESC Korea**

Defense Energy Support Center representatives visited a key partner in Korean fuel distribution last fall.

The support of United States Forces Korea operations on the Korean peninsula is a combined effort of the Republic of Korea and the U.S. A critical element in providing this support is the partnership between Defense Energy Support Center Korea and the Daehan Oil Pipeline Corporation to distribute JP8 throughout the peninsula and to operate several critical defense fuel support points.

As in any partnership, an effective engagement strategy is critical to ensure a positive and productive relationship is maintained. In support of this, DESC Pacific Commander Navy Capt. Ronald Black and the DESC Korea commander visited DOPCO's corporate headquarters, located at its Seongnam Terminal Facility in Seoul, Republic of Korea, in October.

Founded in 1990 as a Republic of Korea government-owned entity, DOPCO manages and operates four bulk fuel distribution terminals — Koyang, Seongnam, Cheonan, and Daejeon — as well as five major pipelines. Those pipelines are the East and West Legs of South-North Pipeline; the Kyungin Pipeline from Incheon Refinery to Goyang Truck Terminal, Gimpo Airport and Incheon International Airport; the Hoseo Pipeline from the Hyundai Oil Refinery in Daesan to Cheonan Truck Terminal; and the Trans-Korean Pipeline of which control was assumed from SK Corps. in 1999.

The TKP was built by the U.S. in the 1970s and was transferred from U.S. ownership to the Republic of Korea's Ministry

of National Defense in 1992. In 2001, DOPCO was privatized. The Korean government sold most of its shares to the four Korean refining companies: SK Energy, GS Caltex, Hyundai Oil, and S-Oil. Today, SK Energy is the majority shareholder.

DOPCO operates the Seongnam Terminal, Pyongtaek Defense Fuel Support Point, Uijeongbu DFSP and Waegwan DFSP. It provides storage and terminal service for DESC under a 2004 memorandum of agreement between the United States and the government of the Republic of Korea regarding the transition of bulk petroleum support for the U.S. forces in Korea.

The Seongnam Terminal serves as the terminal end for the 900-kilometer DOPCO-operated South-North Pipeline. It is the originating location for the DOPCO-operated 76-kilometer TKP spur. As a dedicated 100,000 barrel DESC DFSP, Seongnam Terminal receives shipments up the SNP in preparation for shipments down the TKP to Suwon Air Force Base, Osan Air Force Base and to the DOPCO-operated Pyongtaek DFSP at U.S. Army Garrison Humphreys.

During the site visit, Black and I met with DOPCO executives: Choi Kwang Sik, president and chief executive officer of DOPCO; Yu Kwang Dong, vice president, and Kim Seung Young, general manager of the DOPCO Military Logistics Cooperation Team. Discussions covered a variety of topics including DOPCO's capabilities and the potential for expansion of storage facilities at its Seongnam Terminal, possible solutions to the distribution challenges posed by the 2014 expiration of the MOA between ROK MND and DESC, and DOPCO's rapid response and thorough containment and recovery of fuel spilled when the TKP was

Defense Energy Support Center and Daehan Oil Pipeline Corporation representatives meet during the DESC visit. Clockwise from the center, 12-o'clock position, are DESC Korea Commander Army Lt. Col. Peter Lane, DESC Pacific Commander Navy Capt. Ron Black, and DOPCO representatives Mr. Choi, Mr. Yu, Mr. Kim and Mr. Kae.



Defense Energy Support Center representatives toured the Seongnam Terminal's newly completed Master Control Center. A SCADA terminal appears in the foreground, and the digitized schematic of the distribution system appears on the wall.



punctured by a civilian construction crew Oct. 20.

Following the discussions, DOPCO representatives provided an orientation of their operations. A tour of DOPCO's state-of-the-art Master Control Center featured the newly installed Supervisory Control and Data Acquisition System which enables personnel manning the MCC to monitor and control, in real time, the operation of the South-North Pipeline.

Another highlight was the Leak Detection System which DOPCO developed and for which it is seeking an international patent. The LDS is a sonic wave based monitoring system that is able to detect losses of eight kiloliters per hour (50 Bbl/hour). DOPCO developed the LDS internally because the company was unhappy with the level of accuracy and fidelity offered by other commercially available systems.

The group concluded with a tour of the Seongnam Terminal facility. The terminal's primary hub of activity is its impressive 84-point truck fill stand — both the biggest and highest volume truck fill facility in Seoul. The facility distributes 53 percent of Seoul's light fuel consumption requirements. Seongnam Terminal currently has 2 million barrels of storage capacity with a variety of different storage tank sizes in use.

The visit illustrates DESC Pacific's emphasis on developing and maintaining strong relationships with both commercial and military partners. Good relationships ensure clear lines of communication and enables parties to work together effectively to resolve issues and overcome challenges. This ensures healthy partnerships prepared to "fuel the fight tonight."

Multi-unit joint teamwork, innovation get fuel over shore

By Dave Ray

DESC liaison to USCENTCOM

The Defense Energy Support Center's Bulk Fuels Commodity Business Unit was faced with a unique challenge. DESC needed to replace a capability to receive fuel over the shore at an undisclosed location in U.S. Central Command's area of responsibility. And, they needed to do it sooner rather than later.

All traditional military construction methods would take too long and not meet the requirement in time. This is where joint teamwork and innovation provided the solution.

In July 2007, a meeting was held at Fort Belvoir, Va. Subject matter experts in over-the-shore fuel and engineering from the Navy and DESC worked out an innovative military engineering solution and a Five-Phase Plan of Action and Milestones.

The solution: take an excess U.S. Navy offshore petroleum discharge system, refurbish it to commercial industry standards for permanent installation by Navy amphibious Seabees and underwater construction divers within a 30-day installation process. This was to be accomplished within 16 months.

The other noteworthy innovation was the OPDS solution would cost \$22 million compared to a commercial solution costing \$44 million and taking four to five years to accomplish.

The refurbished OPDS was renamed the Single Point

Mooring System in order to avoid confusion in its future commercial use.

The U.S. Navy is responsible for providing over the shore fuel discharge capabilities to joint forces when commercial facilities are not available. The Navy has accomplished this joint logistic mission with the OPDS. The system is designed for expeditionary deployment, use and re-deployment to support large military operations. OPDS systems are currently carried onboard specially outfitted Military Sealift Command T-5 tankers, all of which are in care taker status with the U.S. Maritime Administration until required for activation. One exception is the new contractor owned/operated OPDS pre-positioned in the Pacific.

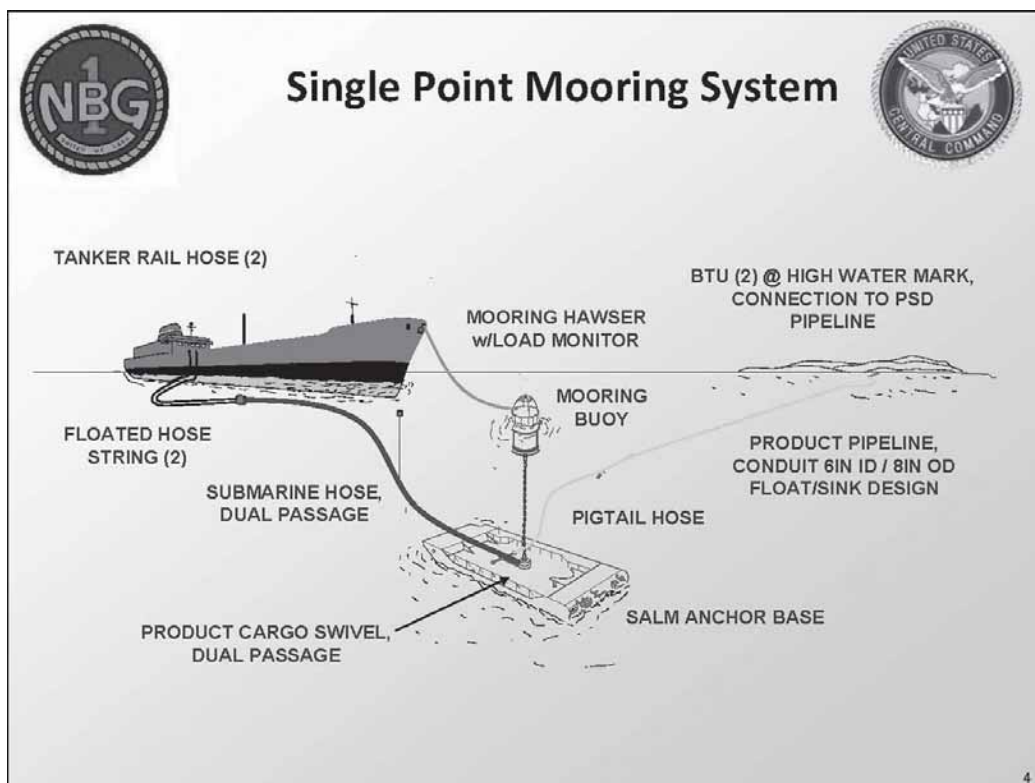
Accomplishing the SPMS installation required drafting, coordinating and issuing Joint Chiefs of Staff and CENTCOM execution orders and a request for Naval forces. This was a military operation requiring support and coordination between 13 major military commands and agencies. Three combatant commands — CENTCOM, U.S. Transportation Command and U.S. Pacific Command — , Military Sealift Command, Naval Central Command/5th Fleet, U.S. Maritime Administration, Naval Facilities Engineering Services Center, Naval Beach Group-One, Naval Facilities Command, Under Water Construction Team-One, Navy Cargo Handling

Battalion-One and Assault Craft Units-One and Five.

MARAD and NAVFAC lead the refurbishing of the SPMS. This required many first time engineering modifications to the OPDS to transform it into an SPMS for permanent installation. Naval Beach Group-One home ported at Coronado Amphibious Base, Calif., hosted two planning conferences to prepare for the military operational aspect of the project.

In July 2008, the Joint SPMS Team conducted a full dress rehearsal of the SPMS off the shore of Camp Pendleton, Calif., as part of TRANSCOM's Joint Logistic Over The Shore-08 exercise.

Following the July rehearsal in late October, more than 150 sailors and supporting Defense Department civilian and contractor SPMS subject matter experts deployed to the CENTCOMAOR to install the system.





The Single Point Mooring System buoy after being launched by the SS Chesapeake, which passes behind the buoy. (Courtesy photo)

This was, in every aspect, a military operation with force protection, host nation interface and support, and military command and control. CENTCOM had assigned NAVCENT with the responsibility of command and control, force protection and inter-theater transportation support for the SPMS operation. NAVCENT designated NBG-One as Combined Task Group-53.9 in their role to oversee the SPMS installation.

Another innovation was the use of a Maritime Prepositioned Squadron ship, the SS Button, to sea-base the Naval SPMS installation force. Sea-basing the work force saved three hours each day which would otherwise have been lost transferring the installation team to and from the SPDS installation site. Additional watercraft from the SS Button were used to streamline the installation process.

The installation, which began Nov. 1, went as planned. It was completed in just 30 days. There were numerous challenges during the 16-month POA&M period and 30 day installation, but all were met with professional innovation by the Joint SPMS Team.

There are many who could be named that made this possible. But, they would all say there is no "I" in TEAM. The Joint

SPMS Team and its innovation produced an efficient, timely and novel solution to support the warfighter.

The Bulk Fuels CBU will contract for the life cycle operations and maintenance of the SPMS. NAVFAC/NFESC and UCT-One divers will continue to be involved in the life cycle maintenance of the SPMS.

Semper Fuels.



DLA reservists serve up mission

By Beth Reece, DLA Public Affairs and Susan Declercq Brown, DESC Public Affairs

Reservists assigned to the Defense Logistics Agency contribute as much to the agency's daily success as their active-duty counterparts. Those assigned to the Defense Energy Support Center are no exception.

From disaster response on the Gulf Coast to getting body armor and fuel to the Middle East, odds are good that DLA reservists are the ones providing logistics support.

"Our reservists are so integrated, such a big part of the organization, that the fact that they're reservists is transparent," said Celia Adolphi, deputy director for the agency's Joint Reserve Force, J-9.

Since operations began in Afghanistan and Iraq, DLA reservists have made more than 700 overseas deployments. Reservists also support DLA operations in the United States.

"If the Defense Distribution Center needs additional manpower to move things from one depot to another, for example, our reserve forces would help make that happen," Adolphi said.

The agency has 735 reserve billets at sites throughout the United States, and 80 percent of them are filled. The Navy accounts for almost half of those slots; the Army and Air Force share the other half with about one dozen Marines.

Those are good numbers, Adolphi said, when considering the military's operational tempo and the fact that the agency has only 557 active-duty billets.

In the past two years, DESC has activated 12 reservists in support of the global war on terrorism; 10 of those deployed

overseas, according to Ketty Fizer of DESC's Human Resources. That's nearly 4000 mandays or reserve power.

Ready When Needed

DESC's Army Master Sgt. Pete Martinez, senior enlisted advisor for DESC Americas, has been activated for more than four years since Sept. 11, 2001, also serving as the operations non-commissioned officer, assisting in planning and executing 3.2 billion gallons of fuel support within the DESC Americas region.

Martinez advises the commander on personnel management of a joint services and civilian workforce, and he manages contingency operations for DESC Americas.

Air Force Master Sgt. Tim Kittle, an individual mobilization augmentee assigned to DESC Korea has deployed three times since 2001. He recently returned from Kabul, Afghanistan, where as a quality assurance representative for DESC Middle East embedded with a contractor, he monitored all fuel movement in and out of the country.

"I volunteered through the back door," Kittle explained. "I was notified I was on the deploying list and would deploy in about six months, probably to Iraq; so I volunteered to go and get it over with in Afghanistan. Other people had deployed, and I figured it was my turn to serve."

Kittle deployed to Altus Air Force Base, Okla., for a year beginning in 2001 to backfill for an active-duty NCO who was deployed overseas. In those days, it was difficult to deploy reservists overseas, even when they volunteered for the duty. A change in policy saw Kittle deployed to Incirlik Turkey for seven months in 2006.

Cultural differences make deployments both rewarding and challenging the NCO said. He tries to learn the language and customs so he can talk with natives in their own language.

Navy Petty Officer 2nd Class Roy Cunningham is on his second deployment for DESC. He is serving as an inventory manager in the DESC Kuwait office where he assists with accountability of more than 1.5 million gallons of fuel each day. He also prepares situation reports for the Kuwait/Iraq and Jordan ground lines of communication, posting fuel transactions and coordinating customs documents and visiting the defense fuel support points in the area.

Cunningham previously deployed to Alasad, Iraq, as the lead petty officer for Naval Mobile Construction Battalion 23 store-rooms. Of the 240-day 2004 activation, 180 days were served in Iraq.

Cunningham said the "real-time support of the warfighter" sets his current duties apart from routine assignments. "The training I've received has helped tremendously with the job here. The nuance and idiosyncrasies are unique, as one would expect, but it's very rewarding knowing your making a contribution to the bigger picture."

Navy Chief Warrant Officer 3 Dorothy Moore has deployed



Defense Energy Support Center reservist Navy Petty Officer 2nd Class Roy Cunningham stands atop a fuel truck in Kuwait as co-workers check the seals on the tanker. Cunningham is serving as an inventory manager in the DESC Kuwait office. (Courtesy photo)

success

twice as a DLA reservist since the agency initiated its forward presence in Iraq in the fall of 2002. Her most recent deployment, which ended in November, was to Camp Victory, as the assistant officer in charge of DRMS' first expeditionary disposal remediation team.

DLA's reservists typically deploy for six months at a time – an attractive point for reservists, Adolphi said. Most reserve units require members to deploy for a year. But, many DLA or DESC reservists elect for longer deployments.

“Six months boots on the ground is a better deal for most people. And we're also flexible enough that we can let our people decide when it's best for them to deploy,” she added.

DLA reservists are also often able to pick the location of their deployments.

Active-duty and civilian employees throughout DLA share the agency's slots for deployment, but Adolphi said reservists have a natural tendency to excel when mobilized.

“They bring these great civilian skills that in many cases complement what they're required to do as a reservist. The fact that they have to balance two careers shows that they're adaptable and flexible, and that's exactly what we're looking for in a deployer,” she said.

“Juggling civilian and reserve duties has changed tremendously over the years as one gets more responsibilities,” said Cunningham. “It's about work life balance and having to prioritize.... The Reserves is no longer a one-weekend-a-month deal. We have to stay prepared, ready and fit to fight at a moment's notice,” he explained.

Help at Home

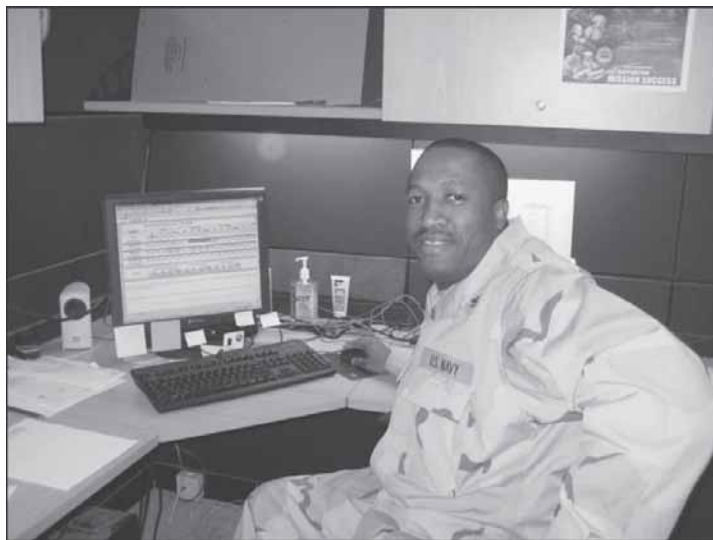
When Hurricane Ike hit the Gulf Coast of Texas this fall, four reservists assigned to the Defense Distribution Center helped deliver emergency supplies to hurricane survivors through DDC's Deployable Distribution Center. Their contributions brought relief to victims while demonstrating the deployable center's operational success.

“Our reserves have been absolutely crucial to our ability to operate effectively, mainly because they are able to quickly plug themselves into key positions where the depth of experience is isolated to a very few,” said Scot Seitz, deputy director of the deployable center.

“Without the reserve component added to our organization, we would simply burn ourselves out in a very short period of time,” he added.

Each DLA field activity has its own joint reserve team leader who links reservists to missions where additional manpower is needed.

Army Col. Tim Garth oversees more than 30 reservists assigned to the Defense Supply Center Columbus, Ohio. It's his job to ensure they are trained and have administrative actions in order so



Defense Energy Support Center reservist Navy Petty Officer 2nd Class Roy Cunningham works in this cubicle while deployed to Kuwait as an inventory manager in the DESC Kuwait office. Cunningham is on his second deployment to the region. (Courtesy photo)

they're ready to mobilize when DLA needs them.

Reservists are most requested as members of DLA support teams in the Middle East, said Garth, who deployed to Kuwait with DLA in 2004. DSCC also occasionally receives requests for reservists to participate in joint training exercises in Korea, Hawaii and Japan.

“If we have a little notice we can usually find someone to help,” Garth said.

Those who join DLA's reserve team often do so to work in a joint environment. At the same time, Garth said, they discover what it takes to ensure warfighters get the right equipment at the right time and place.

“DLA works at a higher level, so if you've deployed before with an Army unit, you probably saw the results of what DLA does,” Garth said. “But if you go with DLA, you get to see it from the top looking down.”

For the most, part nobody knows they're reservists. They're just doing the mission and doing it well,” Garth added. “They are appreciated by everyone there and everyone back here.”

Supportive employers

“I serve because I believe in freedom,” Kittle said. A successful deployment can help play a role in bringing those freedoms to others in the world.

DESC reservists agree a supportive civilian employer is essential to their successful deployments.

“My civilian employer has been very supportive of my deployments. They either hire temporary help or other employees put in overtime to get the job done,” said Kittle.

NAS Lemoore fuelies provide jet fuel and a whole lot more

By Gene K. Blocker
NAS Lemoore Fuels Facility manager

When aircrews fly into Naval Air Station Lemoore, Calif., for fuel, they receive fuel service plus a whole lot more from the NAS Lemoore Fuels Division.

The person who marshals and parks the aircraft could very well be the same person who refuels and then launches it. The NAS Lemoore Fuels Distribution Branch isn't called Aircraft Services for nothing!

At NAS Lemoore, the branch runs and operates the air terminal and transit line components for the Air Operations Department. Transit aircraft crews love to refuel at NAS Lemoore because they know that the fuel truck will be there as soon as the aircraft is shut down, and they can make a quick turnaround.

The NAS Lemoore Fuels Distribution Branch/ Air Terminal/ Transit Line operation is unique among naval air stations. The Fuels Division diversified and took on new responsibilities in 1984 when the first A-76 study took place. The diversification has stuck and been a successful merger while still providing quality customer service to all customers.

Fuels distribution system workers are crosstrained to

perform aircraft handling; their responsibilities include parking and launching anything from a T-34 to a KC-10 tanker. They provide electrical and air starts for various types of transit aircraft.

They also operate the Passenger Terminal to process squadron personnel, baggage and cargo for detachments. More than 1,200 transit aircraft, 15 thousand passengers and 1 million pounds of baggage and cargo were processed during 2008.

The fuel specialists also provide "follow-me" service to transit aircraft and operate the airfield sweeper to remove foreign object debris from aircraft runways, taxiways and ramps. And, the Fuels Control Center dispatcher doubles as the Air Terminal passenger clerk during squadron and air group commander movements.

The Fuels Division accomplishes all of these collateral duties while continuing to provide outstanding refueling service to squadron and transient customers aboard NAS Lemoore.

The division refueled 31,514 aircraft, with more than 43 million gallons of JP5 marine aviation fuel issued during 2008. Eighty-four percent were refueled by truck, while 16 percent were refueled in hot refueling.

More than \$5 million is projected in savings to the Navy's



Fuels distribution workers at Naval Air Station Lemoore, Calif., refuel a Navy C-40 cargo plane. This is a routine fuels activity, but the fuels specialists at NAS Lemoore provide a variety of other non-traditional services.



A fuels distribution worker at Naval Air Station Lemoore, Calif., unloads baggage and cargo from a Navy C-30 aircraft Jan. 30. Fuel specialists at NAS Lemoore are cross-trained to provide a variety of non-traditional services such as this.

A fuels distribution worker refuels a Navy C-9 aircraft at Naval Air Station Lemoore, Calif., Feb 12.



A fuels distribution worker at Naval Air Station Lemoore, Calif., parks a Navy C-40 cargo plane Jan. 30.

flying hour program.

For its 2007 efforts, the NAS Lemoore Fuels Division received the American Petroleum Institute Award for Best Navy Retail Fuel Activity in 2008.



Fuels distribution workers at Naval Air Station Lemoore, Calif., provide disembarkation service to Navy F-18 pilots Jan. 30.

All photos courtesy of Gene Blocker, NAS Lemoore

April 2009

DLA moves forward with alternative fuel cells

By Stacy L. Umstead
DDC Public Affairs

The growing dependence on energy imports in the United States has the Defense Logistics Agency and other federal agencies searching for alternative fuel sources. Defense Energy Support Center is staying one step ahead of the requirement by sourcing alternative energies, sponsoring research in new technologies and providing technical expertise.

A hydrogen fuel cell pilot project recently kicked off at the Defense Distribution Center Susquehanna, a DLA field activity, located in New Cumberland, Pa. As the material manager for hydrogen and the Defense Department's energy guru, DESC provided technical support for the project and the center's Director Kim Huntley was on hand to help with the launch.

The Department of Energy, DLA, and the DDC have partnered to deploy this new technology. "The DDSP project is the first in a series of three research and development pilots of fuel cell and associated hydrogen fueling technologies within the DDC," said Leo Plonsky, DLA's R&D program manager for hydrogen and fuel cell technologies.

Hydrogen is the fuel of choice for most fuel cell applications. It is poised to be the cleanest supply of energy, as it can be generated from a range of renewable sources and emits predominantly water vapor when converted to energy.

Fuel cells function like a battery, with external fuel (hydro-

gen) being supplied rather than the use of stored electricity. "Not only does this technology reduce DLA's independence on imported oil, it reduces greenhouse gas emissions that can contribute to climate change," said Plonsky.

DDSP will deploy 40 hydrogen fuel cell technology forklifts.

DDSP Commander Navy Supply Corps Capt. John King embraces the new technology. "With the fleet of 40 planned fuel cells, we offer the ideal conditions to explore the business case and utility of this technology," he said.

The new fuel cell forklifts have been assigned to the busiest work areas at DDSP, allowing extensive testing.

DDC Commander Marine Corps Brig. Gen. Peter Talleri sees great opportunity for leading the way in this technology. "DDC has 25 distribution centers operating around the world," he explained. "DDC has the will and significant opportunities to globally expand this technology."

Pilot programs are currently underway or planned for DDC distribution centers in Warner Robins, Ga., called DDWG, and San Joaquin, Calif., called DDJC.

According to David Pamplin of DESC's Quality and Technical Support Office, DESC participated in site visits and provided energy experts to participate in source selection evaluation boards for the sites.



Left: Using a hydrogen fuel cell powered forklift, an employee of Defense Distribution Center Susquehanna, Pa., loads freight onto outbound truck.

Right: Hydrogen fuel cell storage tank.

Far right: Hydrogen fuel cell refueling station.

Navy Rear Adm. Mark Heinrich, director of Logistics Operations and Readiness, Defense Logistics Agency, is the first to fuel a forklift using hydrogen fuel cell technology at the Defense Distribution Center, Susquehanna, Pa. Looking on is DDSP Commander Navy Capt. John King, Defense Distribution Center Commander Marine Corps Brig. Gen. Peter Talleri, Defense Energy Support Center Director Kim Huntley and Joann Milliken, Department of Energy.



At DDWG, the project design is near completion. There will be 20 new fuel cell forklifts by spring 2009. Hydrogen will be produced on site via natural gas reformation. The project will further expand the use of mobile refueling and collect additional data for expanding the business case analysis. DDWG currently uses electric and propane lifts.

At DDJC, the pilot project will install 20 new fuel cell forklifts and will investigate the technical issues and business case for using solar energy instead of natural gas to produce hydrogen. The infrastructure will create hydrogen on site, using solar power to electrolyze water. DESC is providing technical expertise. Operations will start up in 2010.

In total, DDC will have nearly 100 fuel cell forklifts in operation, coupled with hydrogen storage and dispensing equipment which will accommodate growth as necessary.

According to DLA Director for Logistics Operations and Readiness Navy Rear Adm. Mark Heinrich, DLA is playing a key role in leading this new technology within the Department of

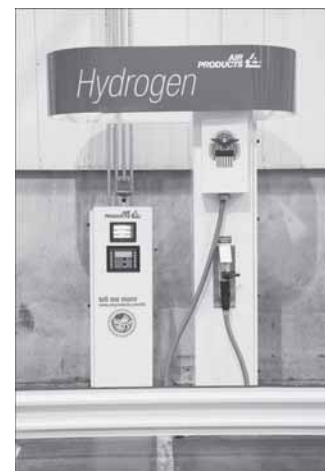
Defense.

“Most people are aware of DLA’s more traditional combat support role and the agency’s around the clock/around the world efforts, but DLA’s new leadership role in the alternative fuels arena will prove invaluable in enhancing the tools the agency needs to support our customers now and in the future,” Heinrich said.

“DLA’s R&D efforts are poised to make a tremendous difference in the future of the agency and DoD. How we invest our limited resources today, can literally help change the world,” he added.

Programs like the hydrogen fuel cell pilot project offer potential solutions to energy challenges related to battlefield logistics, energy security and environmental sustainability.

“Whether it is through forklift efforts, motorized panels that power military bases, or hybrid Humvees, DLA and DoD remain the leaders in this hugely important national effort,” concluded Heinrich.



The Big Picture



Guidance details 2009 initiatives

By Beth Reece
DLA Public Affairs

Navy Vice Adm. Alan Thompson released his 2009 Director's Guidance in January, detailing 22 new initiatives that spur improvements in warfighter support, stewardship, business processes, and work force development.

The Defense Logistics Agency director said the agency made great strides in 2008 meeting customer needs, collaborating with other government agencies and implementing Base Realignment and Closure 2005 outcomes.

"2009 will clearly be another demanding year in supporting the warfighter while ensuring we get the best value from taxpayer resources," Thompson said in the 13-page document distributed agency-wide.

The admiral's vision for this calendar year: Take DLA to the next level — where it is constantly high-performing, customer-focused and globally responsive.

All outlined initiatives fall within four strategic focus areas Thompson introduced during his first days at the agency. Some of the initiatives carry over from the director's 100-day action plan announced Nov. 20.

Initiatives under warfighter support enhancements range from supporting expanded operations in Afghanistan and assisting with equipment resets from the Iraqi theater to improving BRAC-related services. The support of renewable and alternative energy solutions is also crucial.

"DLA will continue doing all it can to ensure access to, and constrain the cost of, fuel and other current energy-related products," Thompson said.

Identifying mission enhancement and cost-reduction opportunities through Continuous Process Improvement and Lean Six Sigma efforts and enhancing information assurance are among initiatives under stewardship improvements.

"Since DLA is very closely aligned electronically



with its customers, mission partners, suppliers and other stakeholders, we must do all possible to preserve a secure environment while sustaining business continuity and enabling strong interoperability," Thompson said.

Business process refinements remain focused on improving outcomes from employing the Enterprise Business System. An independent analytical team will assist DLA in a comprehensive review of DLA's EBS-supported business performance and its untapped potential.

"We will then implement changes as appropriate to enhance related business outcomes," the admiral said.

Afghanistan, business system remain agency's top priorities

By Beth Reece
DLA Public Affairs

Navy Vice Adm. Alan Thompson asked employees during a Feb. 25 Director's Call to view his 2009 Director's Guidance not as a bunch of lofty ideas or a doorstop, but as a plan that will lead the agency beyond its already exceptional reputation for meeting customers' needs.

Defense Logistics Agency has made "substantial progress or completed" the nine initiatives set forth in his 100-day plan, the admiral said. But, in its never-ending quest to grow efficiencies, he added, DLA must retain its focus on being high-performing, customer-focused and globally response.

DLA is a critical enabler in President Obama's approval to send 17,000 soldiers and Marines to Afghanistan this spring and summer, Thompson said. As those forces prepare for deployment, the agency's immediate focus is on providing such critical supplies as food and lumber.

"We really have to get this right," Thompson said, adding that the agency is already moving in portable living structures in spite of Afghanistan's poor infrastructure.

"If you look at the country of Afghanistan, it's pretty much all dirt roads. The ground lines of communication come from the port of Karachi in Pakistan, up through 10,000-foot mountains, and then down into Afghanistan," he said.

A recent surge in attacks along those routes, plus austere weather conditions, make logistics support in Afghanistan a "huge challenge," he said.

Work also continues on DLA's "many-year journey" toward implementing and perfecting the Enterprise Business System, Thompson said, adding that DLA's accomplishments in modernizing its business systems are well known throughout the Department of Defense. The next step: maximizing its performance.

"We didn't spend hundreds of millions of dollars to do a system replacement to perform at the same level we did in the past," the director said. "We made that investment in anticipation of a return, that it would be the engine that would allow us to be more efficient and effective."

Work force development initiatives include improvements to the "DLA 101" orientation for newcomers and better support to employees deployed overseas and throughout the United States. An employee survey will also be done.

"This survey will assess the agency's culture and its affect on the work force's ability to perform at their maximum potential," Thompson said. "We will expedite planning, conducting and taking appropriate follow-on actions regarding this survey of employee perceptions."

Senior leadership will meet monthly to guide implementation of

In the three months since taking over the agency, Thompson has visited DLA employees at most major field sites. He is so consistently impressed with work done across the agency that he asked members to share their ideas and best practices with others.

The admiral also met military members and civilians deployed to Iraq, Afghanistan and Kuwait earlier this month.

"Throughout my trip I kept asking them, 'Would you do this again?' and in every single case they said 'yes.' All of them felt like what they were doing was important."

"Doing what's right for the armed forces and the Department of Defense" – a phrase Thompson uses regularly in reference to the agency's mission – is what customers and taxpayers expect, he said. It reflects DLA's outward focus, rather than a preoccupation with the agency's best interests.

"We are about what we do for others, and that is the military services, the combatant commanders, the forces on the ground," Thompson said.

The admiral's remarks were followed by a presentation on the Federal Employee's Compensation Act from Fred Baillie, DLA Accountability Office director.

Army Brig. Gen. Patricia McQuiston, commander of Defense Supply Center Columbus, Ohio, shared information about DLA's Product Test Centers, where Agency employees ensure product quality is consistently high.

Mae De Vincentis, Information Operations Directorate director, also spoke briefly about the Agency's diligence in network security.

"We need to all be following the standards and the guidance in protecting our networks, for those who do not mean us well will intrude and create disruption and, frankly, prevent DLA as an enterprise from functioning," Thompson added after De Vincentis' remarks.

Photo: Defense Logistics Agency Director Navy Vice Adm. Alan Thompson addresses employees during a Feb. 25 Director's Call. (Photo by Thomas Wilkins)

these initiatives, and the admiral said employees can expect periodic progress reports.

"The executive board members and I will be monitoring our status regularly to keep up momentum, remove obstacles and achieve our objectives. I will periodically apprise you of our progress on these initiatives that collectively support our vision to be constantly high performing, customer focused and globally responsive – always doing what is right for the Armed Forces and the Department of Defense."

Thompson meets Iraqi, coalition partners in Taji

Defense Logistics Agency Director Navy Vice Adm. Alan Thompson met with Iraqi and coalition logistics officials during a visit to Multi-National Security Transition Command - Iraq on Feb. 14. The visit was part of an eight-day tour of logistics assets in Southwest Asia.



U.S. Army Brig. Gen. Steven Salazar, right, director general of the Coalition Army Advisory Training Team, a part of Multi-National Security Transition Command - Iraq, welcomes Navy Vice Adm. Alan Thompson, director of the Defense Logistics Agency, to Taji, Iraq, on Feb. 14. (Photo by Navy Petty Officer 1st Class Jason Winn, MNSTC-I Public Affairs)

Civilian expeditionary force forms

**By Gerry J. Gilmore
American Forces Press Service**

The Defense Department is forming a civilian expeditionary workforce that will be trained and equipped to deploy overseas in support of military missions worldwide, according to department officials.

The intent of the program “is to maximize the use of the civilian workforce to allow military personnel to be fully utilized for operational requirements,” according to a Defense Department statement.

Deputy Defense Secretary Gordon England signed Defense Department Directive 1404.10, which outlines and provides guidance about the program, on Jan. 23.

Certain duty positions may be designated by the various Defense Department components to participate in the program. If a position is designated, the employee will be asked to sign an agreement that they will deploy if called upon to do so. If the employee does not wish to deploy, every effort will be made to reassign the employee to a nondeploying position.

The directive emphasizes, however, that volunteers be sought first for any expeditionary requirements, before requiring anyone to serve involuntarily or on short notice. Overseas duty tours shall not exceed two years.

Employees in deployable-designated positions will be trained, equipped and prepared to serve overseas in support of humanitarian, reconstruction and, if absolutely necessary, combat-support missions.

Top right: *Defense Logistics Agency Director Navy Vice Adm. Alan Thompson meets with Staff Lt. Gen. Abdullah Khamees, Iraqi army deputy chief of staff for logistics, at the Taji National Supply Depot, Iraq, on Feb. 14. Twelve DLA employees are working at the depot as advisors to the Iraqis, helping them to develop a dependable logistical system. This is a vital step toward ensuring Iraq's self-sufficiency during the critical transition from coalition- to Iraqi-led operations in support of the security agreement between Iraq and the United States. This is Thompson's first tour of Southwest Asia since becoming director in November 2008. (Photo by Van N. Williams, MNSTC-I Public Affairs)*



Multi-National Security Transition Command – Iraq, in partnership with NATO Training Mission – Iraq, United States Mission – Iraq and other organizations, assists the Iraqi Interior Ministry, Defense Ministry and Counterterrorism Bureau in generating and replenishing Iraqi security forces to help them increasingly assume responsibility for the country's security.



Navy Vice Adm. Alan Thompson (center) poses for a photo with coalition and Iraqi logistics officials during a visit to Taji National Supply Depot, Iraq, on Feb. 14. (Photo by Navy Petty Officer 1st Class Jason Winn, MNSTC-I Public Affairs)

The program also is open to former and retired civilian employees who agree to return to federal service on a time-limited status to serve overseas or to fill in for people deployed overseas.

Program participants are eligible for military medical support while serving in their overseas duty station.

All participants will undergo pre- and post-deployment medical testing, including physical and psychological exams.

Defense civilians reassigned from their normal duty to serve overseas will be granted the right to return to the positions they held prior to their deployment or to a position of similar grade, level and responsibility within the same organization, regardless of the deployment length.

Families of deployed Defense Department civilian employees

shall be supported and provided with information on benefits and entitlements and issues likely to be faced by the employee during and upon return from a deployment.

Defense civilian employees who participate in the expeditionary program shall be treated with high regard as an indication of the department's respect for those who serve expeditionary requirements.

Expeditionary program participants' service and experience shall be valued, respected and recognized as career-enhancing.

Participants who meet program requirements would be eligible to receive the Secretary of Defense Medal for the Global War on Terrorism.

Kuwait logistics center improves pipeline to Afghanistan

By Beth Reece
DLA Public Affairs

As 17,000 soldiers and Marines ordered to Afghanistan by President Barack Obama prepare to deploy this spring and summer, logisticians already are orchestrating the shipment of such critical supplies as food and lumber. The Defense Logistics Agency has been working with U.S. Central Command's Deployment Distribution Operations Center in Kuwait since January to support the troop increase requested last year by U.S. Forces Afghanistan Commander Gen. David D. McKiernan, Navy Rear Adm. Mark Heinrich, director of DLA's Logistics Operations and Readiness Directorate, said.

The operations center merges experts from U.S. Transportation Command, Military Surface Deployment and Distribution Command, Army Materiel Command, DLA and service components. Together, they plan the most efficient and timely movement of supplies to troops.

"We're planning for increased demands of food subsistence, building supplies, spare parts and packaged petroleum products in Afghanistan," Heinrich said. "All of our supply centers are deeply involved with the CDDOC and working closely with DLA support teams in Kuwait."

Defense Supply Center Philadelphia is partnering with the operations center to ensure collapsible housing units are sent where needed.

"The [distribution center in Kuwait] is playing a role in

metering the flow — some by air, some by ship — and getting them to where they need to be to meet warfighters' requirements," Heinrich said. "The fact that they're doing that and have visibility, and we know who to talk to there, has been very beneficial to DLA.

Heinrich, who headed the operations center during a voluntary five-month deployment last year, said the arrangement is working because the right people are working together in the right ways. "Our response to warfighters is greater because DLA and its strategic partners have put boots on the ground over there, which allows us to fuse our information and be persistent," he said.

The operations center is the first of its kind to be used in wartime, Heinrich said. It was established in 2004 at CENTCOM's request, with the goal of achieving shorter delivery times and lower costs.

The admiral said he believes the center already has made big improvements. The center lets DLA members see how the supplies they procure are actually sent to customers, he said, which challenges them to evaluate agency processes and occasionally make adjustments that speed delivery.

For example, he said, small changes at the Defense Distribution Depot Kuwait, Southwest Asia, shortened the time it takes to prepare pallets for shipment.

"DDKS produces about 60 pallets each day for air delivery, and



Army Staff Sgt. Thomas Marstin of Company B, 1st Battalion, 4th Infantry Regiment, enjoys the view from an M939 5-ton truck at Forward Operating Base Lane in Afghanistan's Zabol province, Feb. 15. The Defense Logistics Agency is planning for increased demands of food, building supplies, fuel and spare parts for additional troops expected to arrive in Afghanistan by midsummer. (U.S. Army photo by Staff Sgt. Adam Mancini)

DLA man scales Africa's tallest peak

By Dan Bender
DSCC Public Affairs

As a member of the Navy Supply Corps who works for the Defense Logistics Agency, Navy Capt. Jim Patton is especially attuned to the importance of logistical support for missions.

So when he and his wife, Laurie, recently trekked up the side of Mount Kilimanjaro in Africa, one thing that impressed him, besides the spectacular views, was the logistical prowess of the guides who accompanied their tour group up the mountain.

"The guides were masters at logistics and moving a large crowd up and down the mountain and feeding all of us," he said. "They prepared three-course meals for about 15 of us in the group on a gas tank with a single flame, and they had to carry everything on their backs.

"It was phenomenal what those guys could do," added Patton, who is director of maritime customer operations at the Defense Supply Center here. "I was very impressed with the logistical support on the trip."

The Pattons and a friend from San Diego traveled to Tanzania on Jan. 10 and joined a tour group for two weeks in climbing to the 19,340-foot summit of Kilimanjaro, the highest mountain in Africa. The group traveled the Marangu trail, one of several routes up the mountain that require no technical skills in the art of mountain climbing.

Patton, whose only other visits to Africa have been a few brief port calls, described hiking up Kilimanjaro as "a once-in-a-lifetime experience" that left him with "all kinds of memories."

The final push to the summit was the most taxing part of the hike; the group left at midnight to be at the summit for sunrise, he said.

"The night sky from that altitude is a phenomenal view," he said. "Watching the clouds dart about the mountain peaks in the moonlight was unbelievably beautiful."

The biggest challenge was getting accustomed to the altitude, since the air pressure at the top of Kilimanjaro is roughly half that at sea level.



Navy Capt. Jim Patton, director of maritime customer operations at the Defense Supply Center Columbus, Ohio, stands at the summit of Mount Kilimanjaro in January. (Courtesy photo)

"The guides were trained to watch for altitude sickness, and they had our group take its time, which enabled us to not only get used to working in the thinner air but also enjoy the spectacular scenery along the way," Patton said.

The trek up and down the mountain took six days, Patton said, and the group's route took them along well-maintained pathways through rain forest, moorland, alpine desert and, ultimately, the summit at Uhuru Peak.

"It's just gorgeous up there," Patton said. "There are pockets of the glacier all around, and the ice was blue-green in color when the sunlight came through it. "Plus, at night, you could see how deep and beautiful the Milky Way galaxy is when you're away from everything. I could see many of the constellations very clearly."

when you send a pallet via air, there's an expectation that it's going to get there fast," Heinrich said. Pallets built at the depot were being weighed and measured on the airfield, then offered for bid to commercial carriers.

"But the CDDOC started looking at the process and asked, 'What if we did all this at DDKS?'" he said. "'Can we improve the process?'"

Two months later, the depot had installed the Air Mobility Command's Global Air Transportation Execution System, which gives visibility of pallets awaiting shipment.

"So we were able to report those air pallets as soon as they were built at DDKS to the people who offer them to commercial carriers," Heinrich said. "What took about seven and a half days now takes about two days."

Partnerships generated at the center are being used now as the depot assumes management of a formerly Navy-owned warehouse

in Bahrain.

"Today, when folks in Bahrain requisition material from Kuwait, we fly it at a cost of about \$1.98 a pound," he said. "Now that we have a warehouse in Bahrain, we can fill it with material from Kuwait and, working with TRANSCOM, we can truck it, and it will only cost us about 10 cents a pound."

The center also has improved end-to-end distribution by increasing cargo visibility and maximizing airlift assets. And, by initiating the use of "pure pallets," which contain items for one customer only, the center eliminated the need to break down and repackage cargo for specific users in theater.

"The CDDOC plays an important role in synchronizing operations right there on the ground," Heinrich said.

"The future for CDDOC is limitless, and I feel lucky to have been a part of its beginning," he added. "It's made me a better logistician and a stronger member of the DLA team."

Legal Eagles

DESC's Murphy one

Alaska guardsman runs 2009 Iditarod

Army Staff Sgt. Harry Alexie of the Alaska Army National Guard prepares his team to move to the starting line of the grueling 1,150-mile Iditarod Trail Sled Dog Race March 7. The race began in downtown Anchorage, Alaska. Alexie trained with famed Alaskan race champion Lance Mackey. (Photo by Army Spc. Paizley Ramsey)



By Heather Athey
DLA Public Affairs

Bruce McCarty understands urgency. He knows what it means when a warfighter says he needs a spare part right now.

Years ago, McCarty was that warfighter. A Navy commander, he served as a supply corps officer on active duty from 1985 to 1989, and as a reservist from 1989 until April. He's been a Defense Logistics Agency customer, worked the warehouse floor at the Defense Distribution Center's depot in Tracy, Calif., and stood as a battle captain in what is currently known as the Agency's Joint Logistics Operations Center.

Now, as chief counsel to DLA's Document Automation and Production Service, he applies that sense of urgency to the advice he gives to his clients on a wide range of legal fronts. Serving 800 DAPS employees spread across 185 sites worldwide, McCarty is a one-man show. But walking a mile in a service member's shoes has given him perspective on the importance of providing timely, correct advice to the men and women executing the service's contracting and acquisition missions.

"DAPS provides comprehensive document solutions to warfighters, and [my legal support] allows the organization to legally and ethically provide the Defense Department and warfighters with the 'best bang for their buck,'" he said. "Warfighters get first-rate document services when they need them and at a good price. And by saving DoD money, [my actions] let warfighters use those savings on other, perhaps more immediate, needs."

Providing accurate and timely advice to clients so they can keep the agency's cogs turning consumes the daily activities of most of the 120 attorneys in DLA's Office of the General Counsel. Stationed at nearly every agency location, they counsel employees on just about everything from contract law to labor and employee relations, from ethics to interpretations of federal directives like Base Realignment and Closure and competitive sourcing. They also litigate cases on behalf of the government's interests in cases against federal employees.

Kathleen Murphy, chief counsel for DLA's Defense Energy Support Center, and the attorneys in her office provide legal advice and counsel concerning the center's acquisitions from the first step to the last for the agency's largest business unit in terms of sales. Murphy, who first joined the agency in 1987, also oversees DESC's fraud, ethics, litigation, legislation and Alternative Dispute Resolution programs.

"I provide guidance to my clients so they can make smart business decisions," she said. "We help them navigate the rules and requirements of the acquisition process so DESC has

of 120 agency wide

stronger contracting arrangements in place to minimize risks from the beginning.”

Attorneys like Murphy also work to help change federal contracting regulations when they become an impediment to supplying warfighter needs, such as when longer-term contracts are needed to ensure consistent supply of specific commodities like fuel or food.

Warfighter demands will keep evolving, and DLA must have the right business solutions in place to ensure continued support, Murphy said.

Aligned under Fred Pribble, the agency’s general counsel, the entire legal staff actually reports to a separate entity, the Defense Legal Services Agency, which is headed by the DoD general counsel. That way, attorneys can serve operationally as advisors to the agency’s commanders and directors while maintaining the level of independence necessary to ensure clients receive objective legal advice, Murphy said.

When DLA’s attorneys work labor and employment law issues, they have a more indirect link with warfighters. These types of questions impact the employees available to staff the agency and concerns with federal entities like the Federal Labor Relations Authority, the Merit Systems Protection Board and the Equal Employment Opportunity Commission. In such instances, the agency’s lawyers represent the interest of the government by reviewing proposed disciplinary actions and grievances, representing management in arbitration, and litigating alongside the Justice Department and U.S. Attorneys in court.

Similar to their colleagues in private industry, and many of their coworkers at DLA, being one of the agency’s attorneys isn’t necessarily a 9-to-5 job.

“My days start early and go late. Working weekends is not uncommon, nor is getting phone calls at home,” McCarty said. “Each day brings unique challenges, often unscheduled ones.”

The variety of issues and the agency’s vast geographic reach are part of DLA’s draw for some of the lawyers.

“One of the best parts of DLA is the ability to be in different locations, doing something different,” said Gwendolyn Hoover, associate counsel at DDC. She started with the agency in 1992, practicing government contract law at the Defense Personnel Support Center, now the Defense Supply Center Philadelphia. She later moved on to the Defense Construction Supply Center – now the Defense Supply Center Columbus, Ohio – where she practiced government contract law, and then labor and employment law. Hoover transferred to the Defense Distribution Center in 2002, where she specialized in labor and employment law before being



Kathleen Murphy, chief counsel for the Defense Energy Support Center, is one of 120 attorneys assigned to the Defense Logistics Agency. Serving the agency since 1987, she leads a team to advise and counsel DESC leaders concerning the center’s acquisitions from the first step to the last for the agency’s largest business unit in terms of sales. Murphy, who first joined the agency in 1987, also oversees DESC’s fraud, ethics, litigation, legislation and Alternative Dispute Resolution programs.

promoted to associate counsel for one of the center’s contract law teams.

Despite the different specialties, the desire to help others – both DLA employees and customers – is a common tie binding these attorneys together.

“We, as lawyers, look at things from a broader view,” Hoover said. “A lot of people see legal as a roadblock to getting what they want, but our insistence on the highest ethical and professional standards translates into mission success for the agency and its customers.”

President vows



By Jim Garamone American Forces Press Service

President Barack Obama pledged a “prudent use” of military power as the nation works toward “ushering in a new era of peace” in his inaugural address to the nation Jan. 20.

“Our security emanates from the justness of our cause, the force of our example, the tempering qualities of humility and restraint,” he said from the west side of the Capitol after taking the oath of office as the 44th president..

The use of these principles will allow America to develop greater understanding of other nations and greater cooperation against common threats from them, he said.

“We will begin to responsibly leave Iraq to its people, and forge a hard-earned peace in Afghanistan,” Obama said. “With old friends and former foes, we’ll work tirelessly to lessen the nuclear threat, and roll back the specter of a warming planet.”

Obama said Americans will not apologize for their way of life, nor waver in its defense. “And for those who seek to advance their aims by inducing terror and slaughtering innocents, we say to you now that our spirit is stronger and cannot be broken; you cannot outlast us, and we will defeat you,” he said.

America is a country of doers and risk-takers; it is an immigrant country where each generation worked hard to provide for the next, he said.

“For us, they packed up their few worldly possessions and traveled across oceans in search of a new life,” Obama said.

“For us, they toiled in sweatshops and settled the West, endured the lash of the whip and plowed the hard earth.

“For us, they fought and died in places like Concord and Gettysburg, Normandy and Khe Sahn,” he continued. “Time and again, these men and women struggled and sacrificed and worked till their hands were raw

so that we might live a better life. They saw America as bigger than the sum of our individual ambitions, greater than all the differences of birth or wealth or faction.”

Americans today must continue this journey, he said. It is time for hard decisions and a time of change. “Our time of standing pat, of protecting narrow interests and putting off unpleasant decisions, that time has surely passed,” he said. “Starting today, we must pick ourselves up, dust ourselves off, and begin again the work of remaking America.”

Obama rejected the idea that the nation has to choose between its safety and its ideals. “Our Founding Fathers — faced with perils that we can scarcely imagine — drafted a charter to assure the rule of law and the rights of man, a charter expanded by the blood of generations. Those ideals still light the world, and we will not give them up for expedience’s sake.”

In the United States, all languages are spoken, all religions are practiced, and all good people are welcomed, he said. “And because we have tasted the bitter swill of civil war and segregation and emerged from that dark chapter stronger and more united, we cannot help but believe that the old hatreds shall someday pass; that the lines of tribe shall soon dissolve; that as the world grows smaller, our common humanity shall reveal itself and that America must play its role in ushering in a new era of peace,” he said.

Obama reached out to the nations of the world in his speech. He told them that America “is a friend of each nation, and every man, woman and child who seeks a future of peace and dignity, and that we are ready to lead once more.”

He also spoke to the Muslim world, saying America seeks a new way forward, based on mutual interest and respect.

“As we consider the road that unfolds before us, we remember with humble gratitude those brave Americans who, at this very hour, patrol far-off deserts and distant mountains,” the president said. “They have something to tell us, just as the fallen heroes who lie in Arlington [National Cemetery] whisper through the ages. We honor



not to waver in U.S. defense

them not only because they are guardians of our liberty, but because they embody the spirit of service; a willingness to find meaning in something greater than themselves.”

He called on all Americans to shoulder that burden of service. He said it is the faith and determination of the American people upon which this nation relies.

“Greatness is never a given. It must be earned,” he said. “Our journey has never been one of shortcuts or settling for less. It has not been the path for the faint-hearted — for those who prefer leisure over work, or seek only the pleasures of riches and fame.”

The faith and determination of Americans can serve the nation well in a time rife with challenges.

“Our nation is at war against a far-reaching network of violence and hatred,” the president said. “Our economy is badly weakened, a consequence of greed and irresponsibility on the part of some, but also our collective failure to make hard choices and prepare the nation for a new age.”

Americans have lost their homes, their jobs, their businesses, and health care is too costly, he said. Schools are failing too many, and the American energy policy plays into the hands of the nation’s enemies.

“Today I say to you that the challenges we face are real,” the president said. “They are serious, and they are many. They will not be met easily or in a short span of time. But know this, America: They will be met.

“What is required of us now is a new era of responsibility — a recognition on the part of every American that we have duties to ourselves, our nation and the world, duties that we do not grudgingly accept but rather seize gladly, firm in the knowledge that there is nothing so satisfying to the spirit, so defining of our character, than giving our all to a difficult task,” Obama said.

“This is the price and the promise of citizenship,” he said.

If Americans seize this responsibility, then the challenges will be surmounted, he said.

“Let it be said by our children’s children that when we were tested we refused to let this journey end, that we did not turn back nor did we falter; and with eyes fixed on the horizon...we carried forth that great gift of freedom and delivered it safely to future generations,” Obama said.

More than 5,000 service members participated in the inauguration and provided ceremonial assistance. Many more worked behind the scenes to support the event. The military’s involvement in the presidential inauguration is a centuries-old tradition dating to George Washington’s inauguration, which honors the commander in chief, recognizes civilian control of the military and celebrates democracy.



Photos of Defense Department inaugural support counter clockwise from upper left: Army Staff Sgt. Derrick Brooks, from Fort Meade, Md., stood in for President-elect Barack Obama during the rehearsal for the inauguration. (Photo by Lance Cpl. Bryan G. Cafrey) Members of the Army “Old Guard” march during the ceremonies, wearing uniforms procured by Defense Supply Center Philadelphia. Maria Martins hand-embroiders a new vice presidential flag at DSCP; fifteen embroiderers are making 90 new presidential and vice presidential banners. Two embroiderers take 45 days to complete one flag. President Barack Obama delivers his inaugural address. More than 5,000 men and women in uniform provided military ceremonial support to the inauguration, a tradition dating back to 1789. (Photo by Air Force Master Sgt. Cecilio Ricardo) The U.S. Armed Forces Joint Color Guard posts the colors. (DoD photo by Army Spc. Daniel J. Herrera)



In the Limelight

Fappiano named Employee of the

By Susan Declercq Brown
DESC Public Affairs

Air Force Capt. Francis “Frank” Fappiano is Defense Energy Support Center Employee of the Quarter for the 1st quarter of 2009. Fappiano is an operations officer for DESC Middle East.

“Captain Fappiano’s performance has been truly outstanding and this acknowledgement is well-deserved,” said DESC Director Kim Huntley in an e-mail announcing Fappiano’s selection Feb. 9.

The officer, described as confident and highly capable by DESC Middle East Chief of Operations Army Lt. Col. Ed Cruz, was the center’s first choice to perform as DESC’s liaison officer to Multinational Forces-Iraq at Joint Base Balad, Iraq, supporting the warfighter with helium and bulk fuel requirements.

Fappiano, distinguished himself by exceptionally superior service, enabling DESC to provide uninterrupted helium, aviation and ground fuel support to several forward operating bases inside Iraq.

Approaching every challenge with earnest enthusiasm, Cruz said, the operations officer successfully provided helium and

fuel sustainment support to FOBs within Iraq. He provided detailed daily updates to higher headquarters, allowing commanders and staff to gain situational awareness of helium inventories and resupply posture throughout the theater of operations. Working directly with U.S. warfighters, he identified helium replenishment orders to suppliers, ensuring 100 percent on-time delivery.

He tracked helium inventories, assisted customers with supply orders, accurately reported fuel and supply chain status to headquarters DESC, the U.S. Central Command Joint Petroleum Office and interested organizations within the area of responsibility.

In addition to representing Defense Logistics Agency and DESC honorably at a four-star headquarters, Fappiano improved upon and further developed the aerostat helium support program for Operations Iraqi Freedom and Enduring Freedom. He single-handedly coordinated efforts to build a well-organized storage site for full and empty trailers and high-pressure cylinder assemblies, ensuring adherence to environmental regulations.

DLA names Taylor Sr NCO of Quarter

DESC Public Affairs

Air Force Master Sgt. James P. Taylor is the Defense Logistics Agency Senior Non-Commissioned Officer of the Quarter for the 1st quarter of 2009. Taylor was assigned to the Defense Energy Support Center before reassignment to Osan Air Base, Korea, in March.

“During this period, Sergeant’s Taylor’s leadership and professionalism was evident while assigned to two separate business units within DESC,” said Air Force Maj. Daniel Olmstead, chief of DESC’s Contingency Plans and Operations Division and Taylor’s former supervisor.

Taylor helped to accelerate a Defense Department initiative to reconcile completely real property inventories worldwide.

“He validated over 16,000 fuel assets in DESC’s Supplier Relationship Management database,” said Olmstead, and he reconciled inventories at 72 sites. The NCO researched more than 90 projects worth \$21 million and created SRM database training tools with real property coding data for all capitalized fuel sites.

“In addition, his one-team focus allowed him to transition seamlessly to DESC Inventory Accounting where he quickly

mastered four accounting systems.” There he researched shipments, sales and receipt transactions and invoices for the Pacific region fuel accounts. Taylor maintained daily oversight of more than 500 million gallons of JP8 aviation fuel, several grades of diesel fuel and gasoline for the Republic of Korea region.

As DESC’s Logistics Educational Advancement Program NCO, Taylor made significant enhanced the Sustainment, Restoration and Maintenance Program Management Office and DESC Inventory Accounting teams.

Olmstead described Taylor as “dedicated to learning everything he could to improve the fuels career field from the headquarters DLA level to base level.” As a senior NCO and spokesman for the DESC enlisted force, Taylor also reviewed enlisted evaluations and make recommendations to the DESC director.

Outside the office, Taylor was equally active. He earned six credits toward a degree in psychology, completed a contracting course, a project manager’s seminar and a professional development seminar. He was also active in local food banks, a breast cancer awareness fair and the Washington Area Top 3.

Quarter

“The storage site was first conceived of by my predecessor, Army Sgt. 1st Class Robert Tate,” said Fappiano. “We had been borrowing space with nothing more than a handshake agreement,” he explained. Tate located an available site with a concrete pad and cover area. The Fappiano finalized an MOU [Memorandum of Understanding] for land and maintenance support at Sather Airbase, Baghdad International Airport. He also arranged for a local civil engineering squadron to level, compact and gravel a parking area for 30,000 to 50,000 pound trailers.

“It was just in time,” Fappiano explained. The site they had been using previously became unavailable just as the new facility was completed.

The new agreement and site engineering saved the Department of Defense more than \$250,000 in maintenance and handling fees.

The new site is segregated and dedicated to helium storage with room to accommodate what Fappiano termed “an increasing mission.”

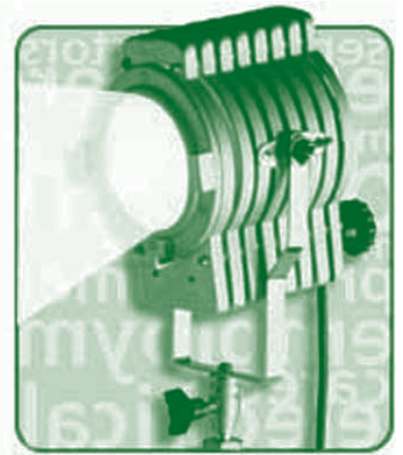
The captain assisted the Iraq Sub-Area Petroleum Office with the first-ever initiative to build an Iraq Transportation Network to distribute bulk petroleum in support of coalition forces. He volunteered for a “road march” to Al Taqaddum, Iraq. There he conducted a site walk-through rehearsal and inspection, ensuring Iraqi drivers and ITN managers understood procedures to receive, maintain accountability and distribute capitalized fuel products.

Because of his excellent communication skills and military bearing, he was hand-picked to brief the MNF-I commanding general’s Battle Update Assessment slides for CJ1/4/8 Logistics and Engineering Section and to be an escort officer for the MNF-I change of command.

Fappiano said networking was the most challenging aspect of his job.

“Every time you get comfortable, something changes,” he said, describing how high turnover rate in the region presented an ever-changing roll of points of contacts and customers.

Though working with so many highly professional people makes



1st Qtr '09

**Air Force Capt.
Francis “Frank”
Fappiano**

his profession rewarding, the Air Force officer said, keeping up with the changes kept him hopping.

Cruz praised Fappiano for meeting “every challenge head-on, representing headquarters DLA and headquarters DESC honorably, and excelling under extremely difficult circumstances in a combat zone.”

“The most rewarding part of my job is hearing about all the successes we’re having in Iraq and Afghanistan,” Fappiano said. “It’s realizing that the focus of our commanders on the ground is not ‘will I have enough fuel or supplies?’ but on the mission.” He said that focus is possible because there’s a phenomenal team of professionals working very hard to ensure that good fuel support is a given.

Fappiano’s “tremendous efforts directly and positively supported U.S. and coalition forces, successfully providing needed resources to satisfy warfighter mission requirements,” said Huntley.

The DESC director offered his “sincere thanks to Frank and the entire DESC-ME team for all their efforts in supporting DESC’s mission successfully.”

Fappiano took gratitude a step farther, thanking everyone deployed to the AOR, “away from family and friends, keeping us safe at home.” He also thanked his wife and daughters for being so supportive while he was deployed.

DESC partners energize Business Alliance Awards

By Virginia R. Broadnax

DESC Office of Small Business

Three Defense Energy Support Center partners received honors from the Defense Logistics Agency in a Jan. 28 ceremony in Springfield, Va.

Each year since 1998, the Director, Office of Small Business Programs administers DLA's Business Alliance Awards and Recognition Program. BAA recipients are those customers and vendors who have demonstrated outstanding performance in at least one of the seven award categories.

"The full spectrum of what you provide is absolutely essential to keep our men and women supplied with everything they need to defend the United States, pursue the Global War on Terrorism and interact effectively with our many allies and partners around the world," said Navy Vice Adm. Alan Thompson, DLA director.

DESC contractors and vendors won in three categories: Innovative Business Performer of the Year, Commanders' Choice and Customer of the Year.

Innovative Business Performer of the Year

Awarded to a large, small, small disadvantaged, women-owned, service-disabled veteran-owned, and/or HUBZone small business that has met the required prerequisites of the Vendor Excellence Award and has undertaken risks associated with innovative business practices. Such practices include shared production, electronic commerce, prime vendor, quick response, performance-based services acquisition/logistics, tailored logistics support solutions, etc.

National Welders Supply Company, Inc., doing business as Airgas National Welders, Charlotte, N.C., won the honors for Innovative Business Performer (Large Business).

National Welders provided innovative solutions when design changes were required, and they stepped up production for the first five units of high-pressure cylinder assemblies when the Army needed HPCAs earlier than expected.

The HPCAs are used to transport bulk gaseous helium into the war zones in Iraq and Afghanistan where it is used to inflate U.S. Army aerostats. The aerostats provide surveillance and security from the air for ground troops in Operations Iraqi Freedom and Enduring Freedom.

National Welders exhibited outstanding customer service and exemplary professionalism through the entire procurement and production phases of the contract. And, they were proactive in notifying the DESC when problems arose.

The Commanders' Choice Award

Awarded to the non-DLA individual whose dedication and commitment to DLA's mission affects the quality of life for the agency's number one customer — the warfighter.

Zaki Saleem, chairman of Cogeco (PVT) Limited in Lahore,

Pakistan, received the Commander's Choice Award because he consistently gives assistance to resolve difficult Afghani and Pakistani customs issues and provides expertise and oversight of quality which contributed enormously to the success of critical DLA operations.

Saleem is responsible for the management oversight of quality, validation, and testing for all DESC fuel and fuel trucks loaded in Pakistan and Afghanistan in support of U.S. and coalition troops involved in the Global War on Terrorism in Afghanistan. Over the past year, he ensured 6,359 tank trucks with 65 million gallons of fuel were inspected, tested, properly documented and provided to the warfighters. Saleem contributed enormously to the success of this critical DLA operation.

Customer of the Year

Awarded to the Defense Department and non-DoD customer organization that exemplifies the highest degree of professionalism; meets or exceeds criteria in one or more other categories and clearly stands above the rest in its commitment to DLA and its programs and initiatives, such as DLA Prime Vendor, Quick Response, Performance Based Services Acquisition/Logistics, and Tailored Logistics Support Solutions.

The Environmental Protection Agency's Sustainable Facilities Branch in Washington, D.C., received the Non-DoD Customer of the Year Award for being an outstanding champion, partner and customer to DESC's Electricity Branch.

The EPA was called DLA's most ardent non-DOD customer. EPA purchased 100 percent of its renewable energy requirements through DESC's Renewable Energy Purchase Program. In fiscal 2008, these purchases totaled more than 414.2 million kilowatts of renewable energy valued at more than \$2.1 million for locations throughout the United States. As a loyal customer and leader in renewable energy, EPA has assisted DESC in refining its procurement process and contributing to DESC's status as the largest purchaser of renewable energy credits in the federal government.

DESC's Small Business office thanked the recipients for taking on the monumental task of serving the warfighter. They also thanked DESC's commodity business units for "nominating those small and large businesses that have partnered with DESC to get energy and fuel requirements to the warfighter every time—on time!"

Other categories were Vendor Excellence, New DLA Contractor of the Year, Outstanding Readiness Support and Outstanding AbilityOne Program Vendor.

In the words of Charles F. Kettering, "There exist limitless opportunities in every industry. Where there is an open mind, there will always be a frontier."

Picture this...

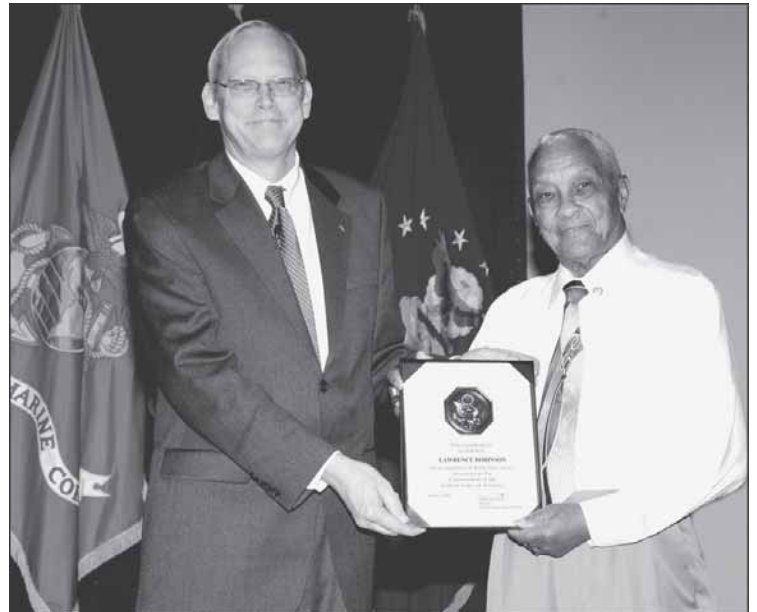
Bulk Petroleum Overseas Team

The Defense Energy Support Center's Bulk Petroleum Overseas Team gathers outside the main entrance to the Bulk Fuels Commodity Business Unit, Fort Belvoir, Va. The team recently added two forward operating bases in Afghanistan to the list of destinations it supports through fuel transportation contracts. These contracts provide the delivery of government-owned aviation fuel to support troops in Afghanistan. In addition to transportation service contracts in the region, the CBU has administered Free-on-Board Destination supply contracts since July 2007, providing aviation, diesel, and gasoline fuels to Afghanistan from locations in Pakistan. From the left are Michael Bissig, Jeffrey Cannon, Lynda Brown, Tia Ahmed, Natapol Sirikhan, Uniqueka Davis, and Tammy Carter.



Robinson honors 49th year

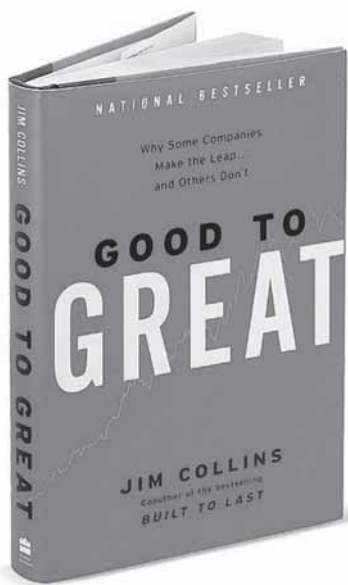
Lawrence "Robbie" Robinson, a supply manager in the Defense Energy Support Center's Command and Customer Support Office, receives a certificate commemorating his 45 years in federal service from DESC Director Kim Huntley Feb. 16. Robinson, who actually has 49 years of service, also received his 45-year pin. Robinson began his career as a GS-2 grocery bagger at Cameron Station Army Commissary in February 1960. He eventually was promoted to deputy commissary officer. Later he worked as a supply manager for the Military District of Washington Commissary System and chief of the Supply Division at Cameron station where he remained until 1994. Since that time, Robinson has worked for the Defense Energy Support Center, formerly known as the Defense Fuel Supply Center. Before assuming his current responsibilities, Robinson was chief of the DESC operations center. (Photo by Thomas Wilkins)



Fastest polar bear in DLA

After the award ceremony, first place winner Mike Atkinson displays his trophy for the Defense Logistics Agency-sponsored five-kilometer run Feb. 3. Atkinson, who works in the Defense Energy Support Center's Command and Customer Support Division, stands behind the DLA building, Fort Belvoir, Va.





Review

Distilled Greatness

By Richard Knapp
DESC Japan

As described on the Defense Energy Support Center Pacific commander's reading list, the book "Good to Great" by Jim Collins (HarperCollins, 2001) offers many valuable points and concepts for the commercial world that can be applied to logistics and government service. The book and its content are described as a prequel to his previous volume, "Built to Last," which identified companies that had risen to the top and maintained their success in the long term. "Good to Great" focuses on how companies were able to rise above ordinary levels of success, and contrasts them with organizations that couldn't maintain that success over time.

Probably most important of the concepts is the Hedgehog Concept. Rather than a goal or target, a Hedgehog Concept is an understanding of an organization's potential: specifically, "an understanding of what you can be the best at." According to Collins, desire, motivation, and enthusiasm aren't enough to support a rise from good to great status. Neither is simply building strength, improving competence.

An essential ingredient in achieving greatness is the ability to identify what specific product or service the organization can be the best at. Once recognized, the Hedgehog Concept allows a pathway to becoming the best. As the book states, "focusing solely on what you can potentially do better than any other organization is the only path to greatness."

In line with the Hedgehog Concept, and just as important, is the idea of the single economic denominator—a key driver that allows an organization to become the best. The economic denominator is part of a single ratio to be increased over time that drives an economic engine to its peak potential: greatness. Examples given included profit per variable x , or cash flow per x , where x is a denominator with the greatest sustainable effect on

the economic engine. A complex concept, but the exercise of determining this single ratio provides a valuable insight into what can improve an organization and achieve greatness.

Real world instances of ratios with weak economic denominators in the retail world include "profit per store"—straightforward, but short-sighted. Walgreens improved on that by adopting a "profit per customer" focus. Adding more stores in a smaller area, up to nine stores in a square mile, increased convenience and led to increased profits across the network.

A focus on profit per store would have redirected efforts, decreased the number of stores and kept them in less expensive locations. Ignoring convenience would have limited effectiveness and profitability and been unsustainable over time.

Another example of selecting an effective economic denominator comes from Fannie Mae. Rather than focusing simply on "profit per mortgage," Fannie Mae addressed profit per mortgage risk level. Through that, the company realized its peak potential by being the best at understanding risk of default in mortgages, then selling insurance on that risk. Collins described that as "simple, insightful—and right."

Conversely, and outside the coverage of this book, when Fannie Mae lost its focus and took advantage of government regulation to accept increased risk they fell from greatness.

Still another instance of riding an economic denominator to becoming great occurred in the steel industry with Nucor. In the middle of heavy price competition, Nucor devoted its attention to profit per ton of steel, rather than profit per employee, or profit per fixed cost. This focus on the end result combined the company's strong work ethic with advances in technology to drive its economic engine. A stricter concentration would have redirected resources toward one over another and eventually held the organization back.

Other straightforward but important topics discussed by Collins include culture of discipline, understanding your passions, the "stop doing list," aligning worker interests with management interests, and a general pattern of buildup followed by breakthrough. The concepts and methodologies are supported by the strict criteria Collins and his researchers used to select the elite good-to-great companies, and the companies that failed to measure up.

While "Good to Great" is written with the commercial world in mind, it provides a means to analyze and improve any organization. Its examples and the supporting material lead readers into a new way of thinking they probably otherwise wouldn't encounter or consider. Of course, on a micro level, as individuals we take on our own hedgehog concepts in logistics aligned with facilities, inventory, transportation, or quality. We may even have the equivalent of an economic denominator that we used to prioritize our work and goals. At the macro level, if an organization can properly arrive at its hedgehog concept and economic denominator the alignment of micro and macro can open up a pathway to greatness.

In a government organization like Defense Energy Support Center, what could represent the best "economic denominator" that would lead it from good to great? If that's not immediately clear, considering Jim Collins' ideas and working toward the answer as DESC Pacific has started should lead to a greater understanding for how to effectively provide logistics to our warfighters.

DLA's Areas of Focus

- **Warfighter Support Enhancements**
 - **Stewardship Improvements**
 - **Business Process Refinements**
 - **Workforce Development**
-

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