

FUEL LINE

Defense Energy Support Center

Vol. 1, 2005



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DEFENSE ENERGY SUPPORT CENTER

FUEL LINE

Fuel Line is an official publication distributed quarterly by and for the Defense Energy Support Center and fuel-oriented clientele. *Fuel Line* is prepared by desktop publishing applications and designed to provide timely, factual information on policies, plans, operations, and technical developments of the Center and interrelated subject matter. Views and opinions expressed in the *Fuel Line* are not necessarily those of the Department of Defense.

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On the cover: Snoopy, Robert McClellan, Kreung Raya terminal, Clayton Allen inside a tank, and the DESC recruiting team

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From the Director

It's been a year since our last Fuel Line, and a lot has happened in that time. The DESC team has successfully tackled pricing litigation, new missions in Iraq and Afghanistan, fuel stock build ups, a natural disaster in the Indian Ocean, and a host of other challenges. On top of that, you've continued to provide top-notch support to our customers. You can be extremely proud of your accomplishments. I am.

In April, DESC won a huge victory in the Court of Appeals for the Federal Circuit. Two of our bulk fuel suppliers sued to contest the pricing standard DESC uses to purchase bulk fuel. They wanted price adjustments back to 1981. Thirty-five more contractors were waiting in the wings with similar claims, \$3 billion worth. But, the Court of Appeals decided in favor of DESC, confirming what I already knew – DESC got it right! Our contracting officers are highly competent professionals.

DESC took on the new mission to establish a fuel truck route from southern Jordan to distribution points in Western Iraq. As of May, the contractor has delivered more than 32 million gallons of fuel, transiting over 1350 miles of hazardous territory for each delivery. The DESC team has also assumed from the Army the mission to transport fuel from Kuwait to the primary distribution hub in Southern Iraq, saving DoD \$93 million in the process. In Afghanistan, the hard work of DESC professionals overcame labor disputes, severe weather, treacherous road conditions, and regional holidays to meet increased fuel requirements. Absolutely phenomenal support to the warfighters!

This winter, a tsunami ripped through the Indian Ocean killing hundreds of thousands and leaving the infrastructure in ruins. Team DESC ensured we could meet the surge requirements for fuel in the region and dispatched quality assurance folks to ensure fuel quality. I'm extremely proud of your vital contributions to this humanitarian relief operation.

When Defense Logistics Agency Director Vice Adm. Keith Lippert visited DESC headquarters in May, he expressed his thanks and admiration for all of the DESC team who made these milestone accomplishments a reality.

I'm proud to tell you that DESC has been keeping our customers very happy. A recent trip to the Pacific theater reinforced our success, as Brig.Gen. James Kennon, the U.S. Pacific Command's top logistician, heaped praise on DESC for our support, especially for our help with fuel infrastructure improvements in the theater. In addition, the results of the latest customer satisfaction survey show 96% of our customers were satisfied or very satisfied with our performance. That's an outstanding accomplishment.

As always, I am proud of the job you do for DESC and of all we together accomplish for the warfighter. I look forward to sharing DESC news with you more regularly and to meeting more of you as I travel throughout the DESC community.



*DESC Director
Richard J. Connelly*

Fuel Line resumes quarterly schedule

The Fuel Line resumes publishing quarterly with this issue. As we strive to improve the way we communicate throughout DESC, you can expect to see changes in looks and content in future issues. Let us know what you'd like to see by e-mailing: DESC.fuelline@dla.mil

A Little Friendly Competition Between Neighbors

Charles M. Schulz once said through his character Linus, "I love mankind; it's people I can't stand." While this witticism is taken out of context and probably does not reflect the author's true feelings, it does appear to reflect the hearts of most people today. For instance, why is it most of us live our whole lives without ever meeting the person on the other side of the fence? Gone are the good ol' days when you could borrow a cup of sugar from your neighbor and walk away with some free gossip, too. We've isolated ourselves. It may be a product of 21st century technologies or 21st century bad manners. But with all the fences we've built up between us, what is it about a cartoon dog that can tear them all down so easily?

As I seem to be preaching the message of *Love Thy Neighbor*, in the interest of full disclosure I ought to tell you that my sister's and my Snoopy snow sculpture began in the spirit of one-upmanship with the

However, we had no idea the reaction we would receive as a result of our little one-sided competition. Kind words from passersby, letters in the mail, even one person who rang our doorbell and asked for our autographs.

Suddenly, fences didn't matter. Strangers found themselves on common ground. Everyone loves Snoopy. (Snoopy, the great equalizer?)

Well, regardless of whatever deep social or psychological questions it might raise, we bet it made you smile, didn't it? Perhaps then, we are that much closer. ▼



family next-door. We had originally set out to build a regular snowman... a 6-foot tall snowman, but otherwise ordinary. Only upon seeing our neighbor's snowbear did we begin concocting smaller and better things. Unbeknownst to our neighbors, they were involved in a mini snow battle royal in middle suburbia. (We may be biased, but we think our Snoopy won.)

By Brianna & Danielle Wenberg

Who do you think won this friendly competition?



The neighbors' snowbear



Snoopy and Woodstock on top of Snoopy's dog house



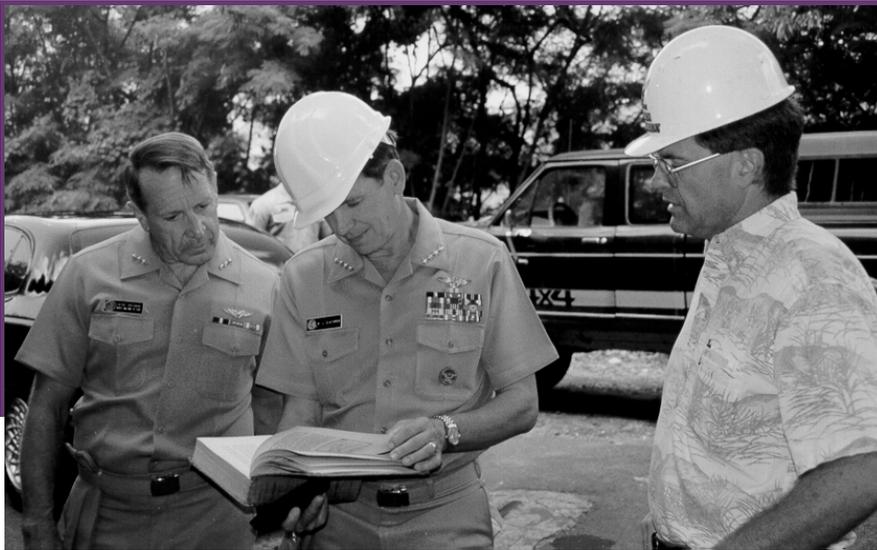
Brianna, 17, and Danielle, 15, Wenberg

Construction - Doghouse:

Construction materials consisted of two of Dad's socks for ears, pink spray-on hair dye to make the roof, well, pink (best we could do for red); electrical tape for Snoopy's collar; and one styrofoam box inside the dog house that should have made it easier, but in actuality made twice the work for us. Total construction time: 4-6 hours. Built in January 2005.



NEWSMAKERS...



In the mid-1960s, then Deputy Commander in Chief, Pacific Fleet, Vice Adm. Herbert Browne; and Adm. Ronald Zlatoper, then CINCPACFLT, visited Red Hill with Jim Gammon

Jim Gammon, the man who introduced Oahu's Red Hill underground fuel facility to thousands of spellbound listeners, retired quietly on Sept. 3, 2004, after 24 years as the fuel superintendent and engineer for Pearl Harbor's Fleet and Industrial Supply Center.

East Coast born and raised, Jim earned a civil engineering de-

"I'm the luckiest guy in the world in terms of what I do for a living...When I go to my office every morning, I feel like I'm going to the Sistine Chapel to paint."

gree from Purdue University, and after a series of positions that included a stint in the Navy, he came to Hawaii in 1980, beginning the job that would consume the next 24 years of his life. Jim had little idea

what awaited him in Hawaii, but perhaps the last thing he expected to find was what some people have enthusiastically called "the 8th wonder of the world" – the Red Hill underground fuel storage facility. One of America's greatest engineering triumphs, the underground facility houses miles of tunnels and 20 immense fuel tanks, each of which is capable of holding a 20-story building. Completed in 1943, this subterranean network of tanks and tunnels - dubbed *The Underground* - is still used today to provide fuel for the Pacific Fleet. And to Jim's amazement, this astounding underground universe fell under his oversight.

Warren Buffet once said, "I'm the luckiest guy in the world in terms of what I do for a living . . . When I go to my office every morning, I feel like I'm going to the Sistine Chapel to paint." That's exactly how Jim felt about his work at Red Hill. Red Hill consumed him; he lived and breathed it and explored its every nook and cranny. He sought out the men who built it, picking their memories about its construction, and he developed a close friendship with Maui's Charlie Boerner, who had been the construction inspector from 1941-1943. When Charlie passed away in 1997, there was probably no one in the

world who had a more thorough understanding of Red Hill's history and its current operations than Jim.

As the extent of his knowledge became known, Jim was often asked to conduct Red Hill briefings and tours. His audience included four-star admirals, politicians, community leaders, environmental groups, and folks from all walks of life, but no matter what their calling, when Jim spoke, they listened. What Carl Sagan was to the heavens, Jim Gammon was to the Underground. An articulate, eloquent speaker, Jim's spellbinding talks mesmerized listeners, taking them back 50 years to a time when they could hear the strike of the picks and the rumble of falling rock, where the dust and the grit and the acridness from the dynamite blasts filled their lungs, where men cursed and sweated and died in shadowy tunnels.

Jim's passion for Red Hill did not lead him to neglect his other functions with the supply center's fuel department, and he helped enact solutions to some of the most knotty and pressing problems of his time. His goal was a simple one: Make the fuel terminal better today than it had been yesterday. On Jim's watch, the facility never had a large-scale catastrophe, and this is due in large part to his "Safety First" mantra.

Jim was a walking repository of information on Pearl Harbor's fuel facilities, and he was famed for having a library of blueprints cataloged, microfiched, and stored with Library of Congress precision in his mind. On the other hand, Jim's office was a command joke, and it would not be an exaggeration to say that it bordered on utter chaos. Blueprints, plans, diagrams, photographs, and construction reports were strewn haphazardly across his desk and over his floor as though by some strange alignment of the heavens, a miniature Big Bang had occurred behind his door. If there was any order to the

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NEWSMAKERS...

*Gammon retires. . .
continued from page 4*

clutter, it was not apparent . . . at least, not until the day a welder's spark inadvertently started a fire in old dunnage behind Red Hill's tunnel walls. At first, wisps of smoke snaked throughout the tunnel, but as more dunnage began to burn, the tunnel became a smoke-filled cavern. No one had realized that a large crawl space filled with dunnage existed on the other side of the tunnel walls, and no one had any idea exactly where it was, where it led, or how large it was. No one knew, that is, until Jim disappeared into his office and reappeared moments later with an aged and grimy set of blueprints that revealed the secret niche, enabling firemen in air tanks and protective gear to break through the wall at precisely the right spot and extinguish the flames.

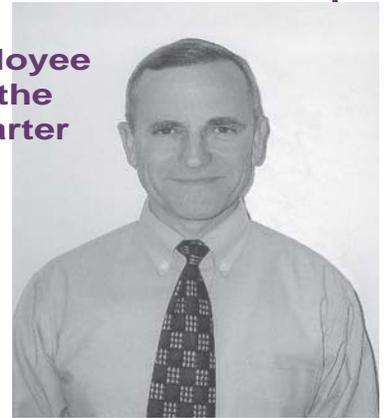
But despite all the advancements Jim brought to the fuel department, his crowning achievement came on a balmy summer day in 1995, when the American Society of Civil Engineers recognized the Red Hill facility as a National Historic Civil Engineering Monument, putting it on par with Hoover Dam, the Golden Gate Bridge, the Panama Canal, and other prominent projects. On hand to mark the occasion were about 80 of the aging men who had built this underground colossus - Kahanamokus and O'Briens, Domingos and Leventons, Hamadas and Helmicks – a diverse, cross section of America that 54 years earlier had put aside their vast differences and become a cohesive construction team, working shoulder to shoulder deep in the sweltering pit that was Red Hill. And when their task was done, they drifted home in anonymity, sworn to secrecy, their extraordinary accomplishment hidden by many tons of rock and dirt, and they never dreamed that more than a half-century would pass before the world would learn of their staggering achievement.

And now they were back. They came from across the nation, some with canes and one with a walker, bent and weary men, but men whose eyes lit and whose steps lightened as they glimpsed the wartime project that they had not seen in five decades. It was largely Jim's doing that this dignified, humble group of aging men was able to return to Red Hill to claim their rightful place in history; it was Jim who had spearheaded the effort to find their long lost names and addresses; and it was Jim who had cajoled and pushed to open Red Hill's shadowed tunnels to the light of the world and thereby bestowed upon these proud men the accolades they so richly deserved.

At Jim's farewell luncheon, guests went to the front of the room to enthusiastically recount their favorite "Jim Gammon memories" . . . and there were many. But for a handful of people in the audience, the greatest, most defining, and most enduring memory of Jim does not include Jim at all; instead, it shows 80 elderly men standing proud and erect on a windswept parade ground overlooking Pearl Harbor. ▼

Jim's "retirement" was a short one, leaving him barely enough time for a game of checkers with the old folks in the park. After two weeks of retired life, Jim moved to Florida and began work as a utilities engineer for the City of West Palm Beach.

Employee of the Quarter



**James Sale
DESC-DL**

Mr. Sale demonstrated superior performance executing fuel support in his role as U.S. Central Command's lead planner. As a planner, James is continually engaging in all aspects of operational support to the war fighter and does not hesitate to take action whenever needed. His expert knowledge of Southwest Asia made him the first choice for updating DLA and DESC leadership on host-nation, coalition, and multi-service capabilities. When inventory levels at Karshi-Khanabad, Uzbekistan, suddenly dipped below normal levels, Jim immediately coordinated a viable re-supply option requiring Embassy intervention. He monitored daily issues/receipts, worked refueling workarounds with U.S. Transportation Command, and kept DESC leadership, CENTCOM, and the Joint Staff abreast of the 300K shipment transiting through four former-Soviet Union countries. When into-plane refueling capabilities at a critical refueling location in Turkmenistan diminished and jeopardized sustainment to two major installations in Afghanistan, Jim energized the right support team and assisted in developing alternate capabilities. Jim's total involvement in this region ensured fuel support kept all the forces flying in support of Operation Enduring Freedom.

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Barry Dibble Retires

Barry J. Dibble, aka Mr. DFAMS in many peoples' minds within the Defense Energy Support Center, decided to retire after 33 years of government service on Jan. 3, 2005. A majority of his career, 25 years, was spent in a variety of positions within DESC. After serving within the Air Force for four years, including a one-year stint in Vietnam, Dibble began his Federal Service in 1975, working as a GS-5 supply assistant with the Central Intelligence Agency. In 1980, he began his career with DESC as a procurement analyst, and it was there that he began working with the Defense Fuels Automated System. Little did he know then that 25 years later, rather than working on the birth of a 'new system,' he would be working on the 'sunset' of the same 'old system.'

Dibble continued to climb the career ladder within the procurement field until July 5, 1987, when he transferred to the Office of the Comptroller, later dubbed the Directorate of Resources Management and subsequently 'transformed' into Financial Operations. Dibble seemed to find his niche within the Financial Integrity & Analysis Division, holding a number of different positions until he was promoted to the GS-13 level as the Lead Management Analyst within the Financial Liaison Branch. Management brought new challenges for Dibble, but he was equal to the tasking. One of his duties re-

quired him to act as an intermediary between the Defense Finance and Accounting Service on a wide array of payment and billing related issues. As a result, Dibble is a household name in DFAS, and he enjoys an excellent reputation in Columbus, Ohio.

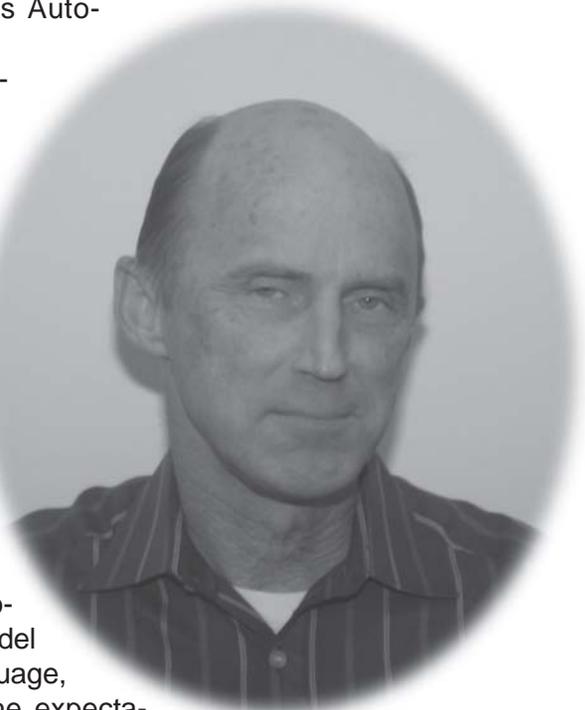
Upon learning of Dibble's impending retirement, a sense of panic has been voiced within DESC and DFAS as well. "What will we do?" and "does anyone else know as much as him" regarding the operation of DFAMS? The short answer of course is Barry will be sorely missed and corporate knowledge such as he displays is hard to come by, but somehow DESC will find its way with the implementation of the 'new system', Fuels Automated System.

Dibble is recognized as one of the few remaining functional experts of DFAMS. He routinely provides education in the form of briefings, flow charts, and operating instructions to both internal and external personnel. He will drop what he is doing to assist those in need of help. His programming skills in Model 204, the DFAMS language, have far eclipsed the expectations of those he works with. He is accustomed to

pulling a rabbit out of the hat in terms of satisfying data calls on short notices.

Of course it also becomes a challenge to his co-workers to find that rare programming mistake so that his humbleness is ensured. However, those that work with Dibble affectionately have dubbed him 'the man' because of his institutional knowledge of both the systems used to process data and the business processes utilized to accomplish the Defense Energy Support Center mission.

We will miss Dibble as a federal employee, but his accomplishments are many and his mark on DESC will not be forgotten. ▼



NEWSMAKERS. . .

Employee of the Quarter
continued from page 5

In Iraq, Jim again demonstrated a record of excellence. Finally, he was the key to ensuring the Operations Center was fully appraised of issues surrounding fuel support originating in Jordan, Turkey, and Kuwait. Jim's day-to-day efforts continue to provide uninterrupted support to Operation Iraqi Freedom land, air and sea forces. Jim's superb performance earned him the highest degree of confidence from all levels of management, respect from peers, and nurtured a strong working relationship with fuel managers in CENTCOM, U.S. Central Command Air Forces, and the Joint Staff. Jim's exceptional efforts earned him a level of credibility that reflects positively on DESC. ▼

The
Employee of
the Quarter
is for every-
one. It's up to
you to submit
a person for
the
outstanding
job they have
done within
the quarter.

Ask The Boss

Ask The Boss is one of the main features of the DESC eWorkplace Community Page. It is a means by which you may send a truly anonymous e-mail to DESC Director Richard Connelly.

To access it, simply click on **Ask The Boss** in the Detailed Navigation iView. (The pale yellow box in the upper left-hand corner of the screen). A dialogue box will appear. Type or copy and paste your message in the box, and when done press Send. The e-mail will be delivered to Connelly's Outlook inbox with the rest of his e-mail. To preserve your anonymity, your name does **NOT** appear in the **From:** block. Instead, the block reads, **From: Ask The Boss Feedback**. *Unless you identify yourself, there is virtually no way to determine who sent the e-mail.*

Additionally, unless you identify yourself and request it, there is no way for Connelly to e-mail a response back to you directly. The reply would go to an empty mailbox, **AskTheBossFeedback@dla.mil**, and no one would ever see it. Instead, responses to questions appear underneath the dialogue box.

Undoubtedly some of the issues you raise will be new to Connelly or require a detailed answer. We ask that you be patient in receiving a response to your question.

Coming out in the next issue....

**DESC Customer Satisfaction Rates
Highest in DLA**

and

**Appeals Court Backs DESC's Bulk
Fuel Contracts**

Navy Petroleum Laboratory *provides vital service*

By Steve Frey, Fuel Director, FISC San Diego, Jan. 25, 2005

With the exception of its 73 customers, very few people know about the Fleet and Industrial Support Center San Diego's Navy Petroleum Laboratory at Defense Fuel Supply Point, Point Loma or the essential services it provides to the regional Navy, Marine Corps and Homeland Security units operating in southern California.

The Point Loma Petroleum Laboratory was first established in January 1957. Its primary function was, and still is, to conduct quality assurance testing of the fuels and lubricating products delivered and issued to the nearby fuel depot and all Navy ships homeported in San Diego. Over the years, the customer base has been expanded in the region to include the naval air stations at North Island, Lemoore, Point Mugu and Fallon; the Marine air stations at Yuma, Pendleton, Miramar and Barstow, and all the Coast Guard ships homeported in San Diego and Alameda.

The facility was originally built because there were no service laboratories, commercial or military, in San Diego capable of providing the specialized testing and reporting needed by the military community. Forty-seven years later there still are no other laboratories capable of providing the specialized testing and critical evaluations needed to keep the Navy, Marine Corps and Coast Guard's high performance jets and complex ship propulsion units operational.

Surprisingly, only two highly qualified and respected employees conduct these mission essential tests and analyses – Digna Feria, lead chemist, and Ophelia Acain, a physical science technician.

Feria has worked in the FISC San Diego fuel laboratory for 25 years and has seen many changes in the Navy and in her profession. "I remember when everything was manually-operated to what it is now with state-of-the-art equipment," she said.

Acain has been with FISC San Diego for more than a year and finds the work interesting, with a variety of new challenges nearly every day. She also appreciates the camaraderie found at the fuel depot. "The people here work as a team and everyone is very supportive," she said.

In a world of its own, the laboratory conducts an average of 9,000 tests on some 1,200 samples each year. The fuel testing and evaluations are conducted in strict compliance with DoD/American Society for Testing and Materials' fuels specifications. The analysis covers a full range of tests, some of which are basic quality assurance certifications, accident investigation analysis, routine correlation testing and

accelerated stability testing of jet fuels.

Adding to the daily stress and pressure is the infrequent but vital collateral duty of running a battery of tests for Air Force One whenever it is in town. When the President flies into one of our local military air stations, it is not uncommon for the Secret Service to request a crucial detailed jet fuel analysis from the Petroleum Laboratory. The latest such request was made on Dec. 7, when the President flew into MCAS Miramar on his way to Camp Pendleton to rally the deploying troops headed for Iraq.

Several thousand military aviators and shipboard sailors, including the Commander-in-Chief, are dependent on the test certifications of these two very highly professional individuals.

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Digna Feria and Ophelia Acain run fuel through a battery of tests to ensure measurements are within standards.

Joint Task Force 536: Tsunami Relief

By SFC William Davenport, USA
SFC Curtis Morgan, USA and Mark Firmani
DESC-Korea

Carlson Wagonlit? SATO Travel? Who are you going to call? It's New Year's Day here in Korea. Our friends and colleagues back in CONUS have just now tuned in to *Dick Clark's New Year's Rockin' Eve 2005* with Regis. What's the telephone number to Thai Airways? What's the flight schedule to Seoul? No flights available? What about the train? Can we get there in time? There is no Thai Airways representative on duty in Seoul. Can we book with a phone call to Thailand? "OK, Mark, we can make it," we tell our counterpart, Mark Firmani, who is in Singapore making everyone's intra-Thailand travel arrangements.

You can imagine how manic a phone call to deploy on New Year's Day might be. Sgt. 1st Class William Davenport left his family within six hours of being notified. Sgt. 1st Class Curtis Morgan had a little more notice; but it was insignificant, as he was at the hospital trying desperately

to get the corpsman to make arrangements for necessary shots to deploy to Phuket, Thailand; Colombo, Sri Lanka; and Banda Aceh, Indonesia. The initial mission was to assess our existing contractors' capabilities and to conduct a pre-award survey for aviation gasoline located in Sri Lanka, Thailand and Indonesia.

To conduct this mission DESC Pacific ordered three quality assurance representatives to meet at the Tactical Logistics Control Element that the joint task force had established in Utaphao, Thailand. The team was to make transportation arrangements with the joint task force on military airlift from there. Morgan was the first to make his connection to Colombo, Sri Lanka, with the Air Force team that would establish ground control for all U.S. military flights to Colombo. Straight away, Morgan was able to assist in ensuring that the very flight on which he arrived would be refueled.

The flight crew did not have the new Platinum AIR Card and the contractor was going to refuse service under the DESC into-plane program. Morgan was able to explain the situation to all parties and offer the correct alternate method of payment under our contract. He identified correctly that there was no interruption in supply by the tsunami. The tsunami did interrupt the international airport's primary means of resupply by rail cars; however, they were able to meet the demand by tank truck delivery. He explained the contractor's current capabilities to deliver product under our existing contract and how much they may be able to deliver above our requirements.

Although, the Colombo International Airport had seen a surge in requirements due to the tsunami relief efforts, they had lost their tourism flight requirements.

Davenport was the next quality assurance representative to deploy from Utaphao. He found Phuket, Thailand, in better shape than Colombo. There had been absolutely no affect to the supply chain from the tsunami. Petroleum Authority of Thailand has a wharf terminal in Phuket and receives Jet A-1 fuel by barge from Bangkok. The trip takes two days. The Petroleum Authority of Thailand has 30,000-liter tank trucks that deliver the product to the airport 50 minutes away. They dispatch four to six trucks per day to the airport, use refuelers and a 26-point hydrant system to service the airport.



Kreung Raya terminal

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Joint Task Force

*Tsunami Relief . . .
continued from page 9*

There had been no increase in requirement in Phuket. No U.S. military aircraft had serviced under our into-plane contract for three months. Davenport took the opportunity to query the Petroleum Authority of Thailand about their aviation gasoline capability in Phuket. The supply chain led back to Bangkok. This information gave him a head start on his pre-award survey, still to be conducted in Utaphao.

Davenport was the first to return to Utaphao from his mission in Phuket. He arrived on a C-130 that was also carrying evacuees from Phuket. His next mission was to deliver samples to the SGS laboratory in Rayon and to evaluate the laboratory for the possibility of testing jet propellant thermally stable fuel. He arrived at the laboratory and prepared the necessary paperwork for the testing to commence. Davenport was impressed with the laboratory's promptness in completing the testing and the staff's professionalism. He witnessed the testing of samples from three different into-plane locations.

The next day, Bill Brinning, DESC's Pacific quality manager, contacted the quality assurance representatives and identified a new mission to survey into-plane locations at Penang and Langkawi, Malaysia. Immediately, they put their heads together and started researching flight schedules, points of contacts, and supporting laboratories in the area. Morgan was identified to deploy to Malaysia. He hadn't had a chance to recover from his fast paced trip to Sri Lanka, not to mention the jet-lag that followed. At first there were three locations; no two, no three.



Kreung Raya terminal

This confusion would be enough to drive an airline ticket agent crazy, if you could find one. Morgan was lucky enough to have met someone that had a brother who owns a travel business. Four hours later, Morgan bought round-trip tickets to the capitol of Malaysia, Kuala Lumpur, and back to Bangkok with follow-on transportation to Penang and Langkawi, Malaysia.

The following day Davenport and Morgan went to Bangkok to do the pre-award for Avgas.

It was determined the supply source was from Australia via iso-containers. Once the containers were received in Bangkok, the contents would be transferred into a 600,000-liter storage tank. The Petroleum Authority of Thailand then transfers the fuel to 55-gallon drums that they ship to smaller terminals. During the survey, it was noted that the smaller terminals can only store a maximum of 5000 liters according to Thai law. The resupply turnaround was two days from Bangkok to the smaller terminals. Once the pre-award was completed, Morgan and Davenport drove to the Bangkok airport. Morgan was off to Malaysia.

World Fuel Services, Singapore, has several contracts with DESC and had been contacted

by DESC about possible contracting support in the area. World Fuel Services representative Phillip Chong assisted Morgan in making arrangements to visit Petronas, the company that provides fueling services at Penang and Langkawi airports. At Langkawi, a Petronas representative was waiting at the steps as Morgan exited the plane. The goal was to assess both airports in one day so Morgan would be available for any new assignments. Both the Petronas manager and Morgan started straight away. There were five C-130s, a small communications team, and a handful of Tactical Aircraft Logistics Center personnel who had been on the ground for around three days. Morgan was able to obtain a fuel sample and put it on a plane that was taxiing down the runway for Kadena Air Base, Japan. Petronas had already begun refueling aircraft on good-faith regardless of payment methods. Petronas explained that World Fuel Services had praised DESC and that was good enough for them. After the assessment at Petronas in Langkawi and feeling confident in Petronas' capabilities, Morgan got on a plane for Penang late that afternoon.

Continued on page 22 ▼

DESC Initiates Balanced Scorecard

By Robert McClellan
DESC-DS

DESC is inaugurating a new Balanced Scorecard. The balanced scorecard will translate DESC's strategies into action. The previous balanced scorecard had many measures that did not relate well to a fuel and energy environment. The new balanced scorecard will be aligned to the Defense Logistics Agency's, but will be more fuel and energy focused and will provide DESC with a more effective management tool.

On September 21, 2004 the DESC Balanced Scorecard Implementation Team, met for the first time to develop the new balanced scorecard. The implementation team was composed of members from different commodity business units and regions. The team was tasked with developing strategic objectives and measures that would make sense for DESC.



Front roll, left to right: Anwar Ali, Frank Boyle, Rick Butler, Rockne Krill, Karolyn Maldonado, Joan Turrisi, Louise Hansen, Bertha Lopez, Robert McClellan - Back roll, left to right: Lt. Col. Joseph Pinckney, Kerry Pilz, Donnie Robinson, Lee Oppenheim, George Atwood and Cmdr. Jeff Cox.

The Customer Support Office heads the balanced scorecard effort. Members of the customer support staff have received extensive training in the balanced scorecard's technique and application. Customer support is using BearingPoint and the Balanced Scorecard Institute, and other experts to provide training and facilitation for developing the new balanced scorecard.

Training was offered in October, November, and December, 2004, for basic awareness and understanding. Employee response to the training was overwhelmingly positive as reflected in the course critiques.

Fuel Line ♦ Vol. 1, 2005

The balanced scorecard was developed by Kaplan and Norton in 1990 and has been adopted by several world-class organizations in the public and private sectors. In fact, DLA has been recognized by the Office of the Secretary of Defense for having an excellent balanced scorecard program. Balanced Scorecard is a management tool that divides an organization into four quadrants for viewing its strategic objectives and metrics. These quadrants are

DESC's strategies and is currently finalizing the strategic and operational metrics. By late summer 2005, DESC hopes to have a fully mature balanced scorecard that adequately reflects DESC's business environment. It will then be cascaded down to the next level, and then further expanded until it reaches each employee.

DESC has planned and is executing an extensive publicity program. The DESC Balanced Scorecard Communication Team will inform and hopefully involve every DESC employee in the program's progress.

The balanced scorecard, when successfully implemented, will improve customer/supplier operations, and will hopefully also bring to every employee a better

Customer, Business Processes, Financial, and Learning and Growth. In the private sector, that is profit driven, corporations find the financial quadrant is the most important with the other three feeding into it. In the government sector, it is the customer quadrant that is most significant. For example, improvements in business processes, a well-trained and customer-driven workforce, and keeping costs contained while providing excellent customer service all lead to greater customer satisfaction – a DESC goal.

As of March 2005, the implementation team completed

knowledge of customer needs, a greater feeling of participation in the DESC mission, recognition for high performance and accountability for low performance, and increased job satisfaction. DLA Director Vice Adm. Keith Lippert and DESC Director Richard Connelly are excited about the Balanced Scorecard and ask every employee to help make it a success. ▼

“I have returned” *Back in the Phillipines*

By Clay Allen
DESC-Korea

MacArthur said some 60 years ago, “I shall return.” Now U.S. government-owned petroleum has returned to the Philippines. The Defense Energy Support Center opted to lease storage for JP-5 fuel in response to a Navy requirement of approximately 15,000 barrels over a 15-month period. There were limited options for DESC as JP-5 is not refined or imported in the Philippines. It was determined that leasing storage and delivering

already scheduled a series of into-plane audits for the following week. Korea’s Quality Assurance Specialist Clayton Allen and Sgt. 1st Class William Davenport were on site Nov 17, 2004, less than a week after the pre-award request. Allen and Davenport delivered a summary pre-award survey report the same night, recommending award.

A conditional award was made to lease a 20,000 barrel tank (tank # 1402) after cleaning and re-inspection. An additional line item was negotiated for a 50,000 barrel tank (tank # 1621) to be used the first of February 2005. Tank 1402 was immediately available through the end of January 2005 and tank 1621 was not available until February. So, the product would have to be transferred later.

The required tank cleaning caused an unexpected delay. The Petersburg had already been in the area expecting to discharge 15,000 barrels. Also, the USNS Stockham had arrived expecting to receive 20,000 gallons. DESC requested the Military Sealift Command to contract a small barge so that JP-5 could be lightered from the Petersburg to the Stockham. Allen and Davenport rejected the first barge retained by MSC due to her transporting black oil. The Military Sealift Command then contracted

the Hoya Grace. She was inspected and accepted by DESC Korea quality assurance specialists. The Hoya Grace had to have 150 feet of hose and fittings manufactured to deliver her cargo to seven iso-containers onboard the Stockham. JP-5 was successfully lightered from the Petersburg on Thanksgiving and delivered the next day to the Stockham. Allen and Davenport inspected and accepted PCSPC’s tank # 1402 on Dec 1, 2004. The Petersburg successfully delivered 19,000 barrels of JP-5 four days later.

Scott Marcinkowski and Allen oversaw the transfer of JP-5 from tank #1402 to tank #1621 at the beginning of February 2005. DFSP Subic Bay, “open for business.” ▼



Milo Sesante, terminal manager, and DESC Korea, Quality Assurance Specialist Clayton Allen

DESC JP-5 from the USNS Petersburg was the most feasible method to expedite such an urgent request. The Petersburg, one of the Offshore Petroleum Distribution System vessels, is now pre-positioned with product.

The Navy required the first delivery of product just before Thanksgiving 2004. DESC Pacific received a request for a pre-award survey of Philippine Coastal Storage and Pipeline Company, Subic Bay, as soon as possible. DESC Korea had



Clayton Allen inspects inside tank #1621 at Subic Bay, Phillipines

DESC-X: Moving the Executive Agent Mission Forward

By Cmdr. Jeff Cox, SC, USN
DESC-X

On August 11, 2004, the Deputy Secretary of Defense designated the Defense Logistics Agency as the DoD Executive Agent for bulk petroleum. The DLA director delegated the authority to execute this mission to the Defense Energy Support Center on Nov 1, 2004. In order to effectively achieve the myriad responsibilities delineated in DoD Directive 5101.8, the Department's overarching guidance on the bulk petroleum Executive Agent mission, DESC recently stood up a dedicated office just for that purpose. The Executive Agent Office (DESC-X) was established via General Order No. 02-05, Dec 3, 2004, with the clear mandate to improve overall bulk petroleum support to the warfighter by ensuring peacetime efficient and wartime effective customer support. This is not an easy task considering DESC's current supply chain responsibilities worldwide, but certainly falls into the realm of things that DESC does best.

While most DESC employees have heard of the term Executive Agency or EA, only those closely associated with the ongoing executive agency initiatives are aware of the structure and

charters of the various executive agent workgroups. Richard Connelly, the DESC director, has chartered five groups to guide the formulation, pursuit, and implementation of bulk petroleum initiatives. The Component Steering Group is chaired by the DESC director and is comprised of representatives from the military services, Joint Chiefs of Staff, combatant commands, DLA, and DESC. Supporting the component steering group are four integrated process teams that focus on initiatives in the following four areas: distribution, information management, quality, and equipment & training. Like the component steering group, the four integrated process teams are also comprised of representatives from the military services, combatant Commands, and DESC. The executive agent integrated process teams are where the rubber meets the road. The concept

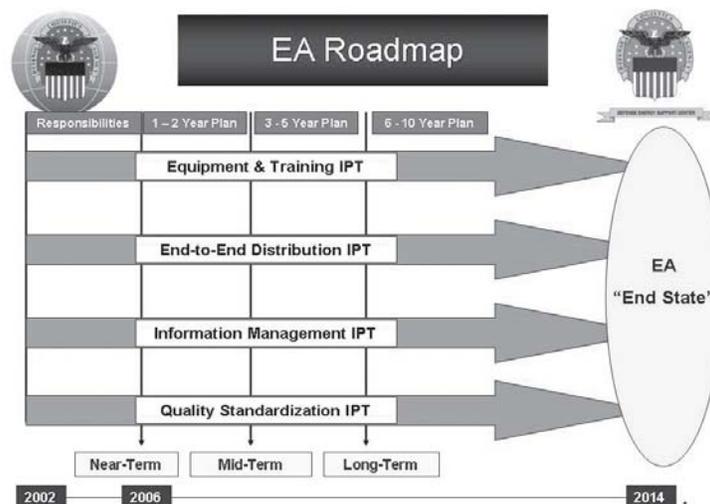
DoD Executive Agent: The Head of a DoD Component to whom the Secretary of Defense or the Deputy Secretary of Defense has assigned specific responsibilities, functions, and authorities to provide defined levels of support for operational missions, or administrative or other designated activities that involve two or more of the DoD Components.

DoDD 5101.1 September 3, 2002

of operations envisions all executive agent initiatives to be generated from within one of the four integrated process teams for approval by the Component Steering Group, coordination and approval at the service and OSD levels, and eventual implementation.

The Executive Agent Office's roadmap, cleverly titled the EA Roadmap, is our basic outline detailing prospective near-term, mid-term, and long-term timelines for all IPTs and the Component Steering Group and has been approved by all members. The roadmap helps us to track progress in meeting our responsibilities under DoDD 5101.8.

Mark Iden is currently assigned as the DESC-X director and Cmdr. Jeff Cox, is his deputy. The office is also staffed with four employees who serve as subject matter experts in support of their respective integrated process teams. ▼



Establishment of Government Fuel Card Program Office

By Frank Pane
DESC-K

Under Department of Defense Directive 7400.aa (draft), Department of Defense Charge Card Programs, the Defense Energy Support Center is delegated OSD-level program management responsibility for fuel card programs. To effectively implement this authority and to successfully manage the two fielded fuel cards, the Aviation Into-Plane Reimbursement (AIR) Card and the DoD Fleet Card, DESC recently established the Government Fuel Card Program Management Office (DESC-K).

The AIR Card is used to procure aviation fuel and related ancillary ground services at commercial airports for DoD and federal civilian aircraft, authorized foreign governments, as well as state and local law enforcement aircraft under the 1122 Program (counterdrug). It provides a means for DESC to capture data electronically, facilitating requirements data and standard unit pricing. The AIR Card replaces the SF 44, and similar service-specific aviation fuel purchase tools such as the AF 315 and AF 1896, designed for on-the-spot, over-the-counter purchases of supplies and non-personal services. Unlike a purchase or travel card, the AIR Card is assigned to an aircraft. The aircrew presents the card at the time of refueling.

The new AIR Card contract was awarded to Multi Service Corporation. It is accepted at over 7,800 fixed base operator locations world wide, and is also the singular order/payment instrument against DESC into-plane refueling contracts.

AIR Card commercial purchases were approximately \$421.5 million in FY04.

The DoD Fleet Card, used for ground transportation fuel, is distinct from the GSA Fleet Card, and is the only charge card authorized by DoD to obtain supplies and services for DoD owned or leased vehicles from commercial service stations. There are approximately 58,000 active DoD Fleet Cards, and total purchases for FY04 were approximately \$37.8 million.

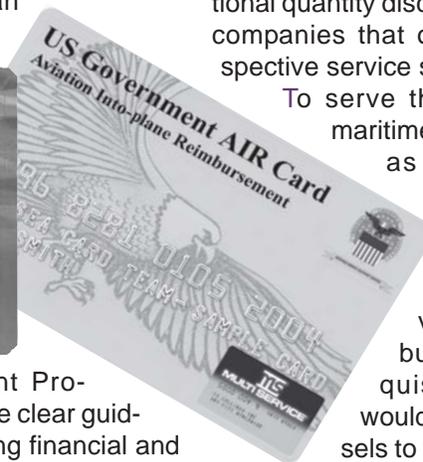
One of the primary focuses of DESC-K is to ensure the Service and Federal Civilian

Agency Component Program Managers have clear guidance to ensure strong financial and procurement integrity of the fuel cards. To achieve this, they developed fuel card specific coverage for the Office of Management and Budget Circular *Improving the Management of Government Charge Card Programs*. Additionally, DESC-K drafted fuel card coverage for the *DoD Charge Card Guidebook*, and drafted DESC-DC-P-8 *DESC Government Fuel Card Program*. They also created a dedicated web page that can be found at www.desc.dla.mil. This web page contains pilot/aircrew information, training documentation, links, and other pertinent information.

Another area of key emphasis is maximizing benefit to the cus-

tomers. The new AIR Card contract that began January 1, 2005, added approximately 600 additional AIR Card-accepting locations world wide from the previous contract. Additionally, teaming with Multi Service Corporation, DESC-K continues to add refueling merchants at customer requested non-contract airport locations. With regards to DoD Fleet Card, DESC-K has taken a proactive role with the Fleet Card contractor, U.S. Bank/Voyager, to develop a broader merchant base overseas to increase card acceptance. DESC-K will also be active in seeking additional quantity discounts from the oil companies that oversee their respective service station affiliates.

To serve the needs of the maritime customers such as Navy, Military Sealift Command, and Coast Guard, DESC-K is developing a Ships' bunkers Easy Acquisition card that would be used by vessels to facilitate payment for bunkers fuel at DESC contract locations and also to facilitate payment at non-contract port locations. The SEA Card is scheduled for piloting in the summer. Additionally, dedicated Service and FEDCIV account managers have been created to foster a strong collaborative relationship with the customer. These efforts reflect some of the steps being taken to maximize available fuel support to the warfighter while minimizing the required logistics footprint.



Continued on page 22 ▼

DESC eWORKPLACE

Imagine completing routine tasks so quickly that you save the time to do your “real work.” Imagine that you have the information and communications you need to get your job done right the first time. Imagine being able to do your day’s work without having to work through lunch or stay past your time to leave. Now imagine doing all of this from just one site. That site is the DLA eWorkplace.

The DLA eWorkplace brings straight to your desktop the information you need to manage your work and career. Instead of the daily grind of opening multiple files, searching shared drives, and scouring obscure Web sites, eWorkplace delivers to your fingertips content specific to your needs. By using eWorkplace you can:

- Share files too large to be e-mailed;
- Find files that used to be buried five to six levels down on shared drives;
- Have group collaboration with either people in DESC or your counterparts in other parts of DLA;
- Communicate with other people in realtime using instant messaging;
- Access your official personnel information, manage your pay and leave, and apply for positions on-line.

So How Do I GET STARTED?

You get to eWorkplace by clicking on the Enterprise Portal icon on your desktop. Just look for this:



Enterprise Portal

What will pop-up on your screen is the eWorkplace home page. If you have never used eWorkplace, we strongly recommend that you go to the **eWorkplace Features** block on the left hand side of the screen and click on **eWorkplace University**. There you will find guides and tutorials to help you navigate through eWorkplace and get the most out of it.

THIS IS OKAY FOR DLA BUT WHERE'S THE DESC STUFF?

In the everyday course of business, it is easy to refer to DLA when we actually mean DLA headquarters. DLA eWorkplace is for the entire agency, but individual components within the agency have Organization pages that meet their unique needs. For example, the DESC eWorkplace Organization page was launched on September 30, 2004. An Organization page for J6F, the information operations support to DESC, is scheduled for June 2005.

To get to the DESC specific page, click on **My Workspace** in the top menu bar on the eWorkplace home page. You will be recognized by eWork-

place as a DESC employee and be taken to the DESC Community page first. The main feature of the Community page is the **DESC Community Files** block, or iView, displayed in the center of the screen. Each folder in the iView contains files that everyday users like yourself have determined to be worthwhile sharing with others. As of this writing we have:

Acquisitions & Contracts by Business Unit - This is a major initiative to move files from the shared drives to a central repository. When it is finished it will contain signed contracts and amendments broken out by commodity and type of contract.

Briefings and Presentations - Here we have charts and slides that are of general interest to all of DESC.

Corporate Calendar - The schedule of events and items of significance to DESC senior management.

Corporate Culture - The results by business unit or office of the 2004 Climate/Culture Survey and the Denison Model.

DESC Charters and General Orders - The documents that establish working groups and teams and official DESC orders.

DESC Metrics and Statistics - A variety of DESC performance measures, most focusing on the Balanced Scorecard.

Continued on page 16

eWorkplace

continued from page 15.

DESC Sales Authorizations - The documents that permit the sale of DESC fuel to commercial customers.

Meetings - The agendas and minutes of recurring meetings, mostly the Military Services Partner meetings.

Multi-Media Communications - Videos that can be viewed right on your desktop, especially the DESC Director's Town Halls.

Policies, Procedures and Manuals for Managing Energy Products - DESC Standard Operating Procedures, official guidance, and the DoD 4140.25 - M.

Reference Materials - These are links to the electronic versions of the FAR, DFAR and other procurement regulations, thus maintaining the most up-to-date versions.

Working Documents - Files that are shared outside of collaboration rooms.

In addition to the Community page there is the DESC (DLA wide) page. The folders on this page have information that might be of interest to the entire agency. For instance, there are folders for:

Announcements (Retirements, Farewells and Fundraisers) - Flyers and notices of upcoming social events.

DESC Fact Books, Magazines and Newsletters - Fact Books from 1999-2004, the *Fuel Line*, and bulletins.

DESC Photo Gallery - Electronic pictures for use in briefings and displays.

The DESC eWorkplace is **not** static like many Web pages are. New information - in the jargon, called content, - is being added or updated all the time.

OKAY THIS IS SOME NICE STUFF, BUT WHAT'S IN IT FOR ME?

"What's in it for me?" is the money question for any information technology development. It all comes down to what information does a user need and what is the best way of displaying it for them. In the case of eWorkplace it is **you**, the user, who decides what's in it for you.

There are four guiding principles to determine what content is appropriate for eWorkplace:

- It is information someone else could use.
- It is not classified information.
- It is not procurement sensitive information.
- It is not personnel sensitive information.

Aside from features that obviously apply across all of DLA or DESC, **you** determine what content you need to best do your job. The philosophy of the eWorkplace team is "How can we make this happen?" and not, "We've already decided what you need."

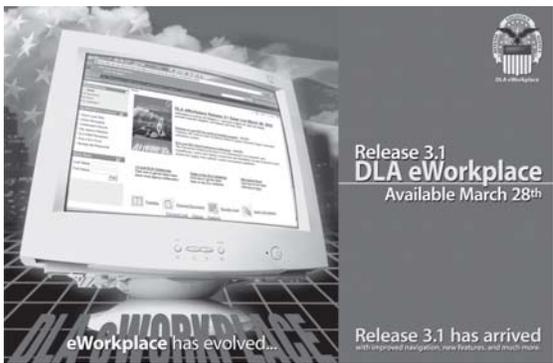
There is one caveat. Some requirements might not be technically feasible right now, but with the speed of the way IT advances, these requirements could very well become feasible within a short time.

I HAVE A GREAT IDEA FOR eWORKPLACE. WHO DO I TALK TO?

There are three ways to suggest an improvement or new feature to eWorkplace. The first is to go to your local content manager. That person's name and e-mail are at the bottom of every organization's page. Second, you can e-mail the DESC eWorkplace News mailbox. The mailbox goes to just one person. Last, throughout eWorkplace, you have the opportunity to express your opinions and ideas by using the Feedback feature. You might not be immediately contacted, but someone will respond to you.

WHAT ABOUT TRAINING?

For those of you who feel more comfortable in a traditional training situation, there is an iView on the eWorkplace home page that contains the classes, dates and times for classes at Fort Belvoir. For those of you who are not at Fort Belvoir, there is a possibility of video-teleconference sessions or on-site training in the near future. This depends on the number of people to be trained and the resources of the eWorkplace training team. Have your content coordinator contact Jeffrey Bower at jeffrey.bower@dla.mil, 703-767-8631, or DSN 427-8631, for more information.



WHERE DO WE GO FROM HERE?

From the first deployment of eWorkplace on Sept. 27, 2003, to the present, in user-training classes and briefings to the highest members of DLA management, the eWorkplace program manager has always told people to, "Kick the tires and let us know what you think." So kick the tires. Take it for a test ride. Show it to your friends. And let us know what you think. ▼

Defense Logistics Agency Nominates LaFoy for Outstanding Airman of the Year Award



**Tech. Sgt. William G. LaFoy,
United States Air Force**

The Defense Logistics Agency recently nominated DESC's Tech. Sgt. William G. LaFoy for the Air Force's 2005 12 Outstanding Airmen of the Year Award. LaFoy's career is filled with operational accolades which culminated in his selection into the Air Force's highly-competitive Logistics Educational Advancement Program. While assigned to the Air Force Petroleum Office, and now at DESC, LaFoy was placed in many positions of responsibility and given major projects that were normally reserved for junior officers or senior non-commissioned officers. His enthusiasm and sense of pride directly contributed to the professional image of the Air Force, and his superior performance and commitment to duty positively impacted DoD's joint environment.

LaFoy is a dynamic achiever and military citizen. His educational accomplishments include two Community College of the Air Force degrees, one associate's degree, one bachelor's degree, and his most recent accomplishment, a master's degree in business. He inspired volunteerism in the local community with a "lead by example" style, setting a positive representation of the Air Force that is noticed by younger people that contribute to recruiting future Air Force members. All of DESC wishes him the best as he competes for this prestigious award. ▼

Laboratory
provides vital service...
continued from page 10 ▼

Fleet and Industrial Supply Center San Diego provides logistics, business and support services to fleet, shore and industrial commands of the Navy, Coast Guard, Military Sealift Command, and other Joint and Allied Forces. FISC San Diego delivers combat capability through logistics by teaming with regional partners and customers to provide supply chain management, procurement, contracting and transportation services, technical and customer support, defense fuel products and worldwide movement of personal property.

As the lead organization under Commander, Fleet and Industrial Supply Centers, the San Diego FISC is responsible for facilitating best business practices and efficiencies across the seven FISCs based in San Diego, Calif.; Norfolk, Va.; Jacksonville, Fla.; Yokosuka, Japan; Pearl Harbor, Hawaii; Bremerton (Puget Sound), Wash.; and Sigonella, Italy. COMFISCS comprises more than 4,500 military and civilian logistics professionals, operating as a single cohesive team, and providing logistics services from more than 65 locations worldwide. A component of the Naval Supply Systems Command, headquartered in Mechanicsburg, Pa., COMFISCS is part of a worldwide logistics network of more than 24,000 military and civilian personnel providing "One-Touch Supply." ▼

DESC Recruits Federal Career Interns in Puerto Rico

By Beth Johnson
Manpower and Workforce Development

A team of Defense Energy Support Center employees visited Puerto Rico in March in an effort to recruit college students to fill GS-1102, contracting specialist positions. We visited three universities located in Bayamon, near San Juan, and Mayaguez. The Puerto Rican hospitality was wonderful and all of our points of contact were very happy to have us as their guests. Each university ensured that we had an understanding of their particular campus along with the Puerto Rican culture, food, and island.

All applicants were pre-screened for basic requirements that included 24 semester hours of business courses and the completion, or near completion, of a college degree. All the students had prepared well for the interview. Each interview began with a brief history of DESC and our mission. All candidates were provided with a packet of information that includes a DESC brochure, the Defense Acquisition Workforce Improvement Act certification requirements for contracting, the



San Juan, Puerto Rico

Washington-Baltimore-Northern Virginia 2005 Salary Table, and general benefits information ranging from health benefits to work schedules.

The team used a new behavioral-based interview program called JobSync to develop a set of seven questions asked of each candidate. The questions covered the following performance skill areas: attention to detail; communication; negotiating; planning, prioritizing, and goal setting; relationship management; systematic problem solving; and team work. Behavioral-based questions are more thought provoking, but all of the students were able to provide responses based on school projects and assignments or past work experiences. An additional formal question asked each candidate what they find attractive about a career in the federal government. After these questions were completed, the team asked for additional information

covering the ability to travel, work overtime, and their thoughts on relocating to the Washington, D.C., area. The students also had time to ask us questions. All of the candidates were extremely interested in moving to this area and thankful for the opportunity to interview with the DESC team.

Over the last 12 months, DESC has been using the Federal Career Intern Program as a means to hire college graduates with superior academic achievement. The individuals are appointed to a two-year internship that includes a training agreement. The training agreement includes formal and on-the-job training requirements for progression up the career ladder. Upon successful completion of the two-year internship, the employees are converted to a competitive appointment within DESC.

While the primary focus has been filling GS-1102, contracting specialist, positions, DESC is beginning to expand the intern program to include several other job series. ▼



The recruiting team left to right: Jan Bonnet, Pam Griffith, Gabby Earhardt, Beth Johnson, Taina Rivera, and Tyler Parker.

A Visit to the Republic of Latvia

A DESC Employee's Long Time Dream . .

*By Robert McClellan
DESC-DS*

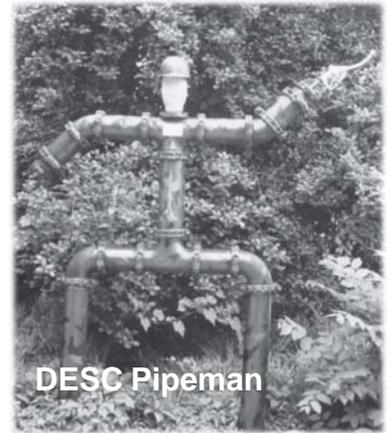
You may be familiar with DESC's Pipeman, a mascot statue. But, you probably never knew the small country of Latvia has a similar statue: the Pipebull.

I had the privilege of recently visiting the Republic of Latvia, fulfilling a lifetime dream since I wrote my master's thesis, while in college, on 19th Century independence movements in the Baltic States. Latvian troops are currently serving in Iraq, and the Defense Logistics Agency has supplied them with desert uniforms. Thus there is a definite tie between our agency and the Baltic republic.

Latvia regained its independence only recently from the Soviet Union and has worked hard to become part of NATO and the European Union. President H.E. Mrs. Vaira Vīķe – Freiberga is a Canadian of Latvian descent and has been steadfast in her support of American policies. The Latvian

language is unique, being neither Germanic nor Slavic, and is perhaps as old as Sanskrit. It is spoken in only two countries.

During my recent visit to Riga, the capitol city, I saw many beautiful buildings, some dating back to the 13th Century. It is also a country with beautiful beaches, sometimes called the Riviera of the North. The high point of my visit was to have the defense minister sign the book given to me so long ago by the Latvian Embassy in Washington, D.C. I almost felt the author, who has long since passed away, could feel the book was returning to its rightful home. In telling this story, I hope to portray a small country that is standing beside the United States in the current world situation. ▼



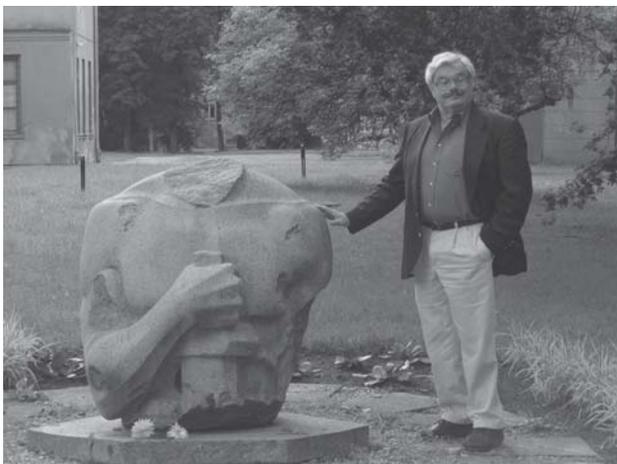
DESC Pipeman



Latvian Pipebull



A Latvian freedom monument with honor guard



McClellan standing by the Lacpīsis, Latvia's folk hero, destroyed by Russians during occupation.



McClellan standing by the Lacpīsis, statue at Jelgava

DESC Missile Fuels Achieves Significant Cost Savings While Providing Long-term Customer Support



DESC Contracting Officer Ellen Shannon, seated left, signs the hydrazine contract, as the Source Selection Authority. Sharon Murphy, director of the Missile Fuels commodity business unit, is seated right. Standing, left to right: Andy Avila, Ken Grams, Melanie Mueller, Maria Ng, Janie Gallegos, Gene Ramierz, and Ray Roof

The Defense Energy Support Center used a competitive best-value acquisition strategy to achieve significant savings for the U.S. government. The Missile Fuels commodity business unit awarded a 10-year plus 2-five year option contract on Mar. 29, 2005, to Arch Chemicals, Inc, for the production, storage and distribution of all grades of hydrazine. Hydrazine is a fuel used for rocket launches, engines, and space vehicles. Specifically, hydrazine is used in the F-16 fighter aircraft, Titan and Delta rockets, NASA's space shuttle, and both military and commercial satellites.

Historically hydrazine has been supplied under a sole-source contract. DESC achieved competition for the first time in 25 years by executing an aggressive competitive acquisition strategy initiated almost five years ago, and employing a best-value source selection process.

This strategy included awarding a "bridge" contract for the production of a three-year stockpile of inventory. This action enabled a competitive acquisition by providing sufficient inventory of product to support customer requirements during the

period in which a new hydrazine production facility could be prepared. Three years was the amount of time which market research indicated new entrants into the industry would need to build a plant. DESC Missile Fuels personnel coordinated the strategy with their customers to ensure full support for this approach.

In addition, DESC was aggressive in the chemical commercial marketplace in encouraging new entrants for this important government requirement. In concert with Defense Logistics Agency legal counsel, DESC received special legislative authority to award a 10-year base contract, with two five-year options. This innovative approach created industry interest and an atmosphere conducive to competition.

Another unique aspect of the acquisition strategy was DESC's partnership with a major customer to accomplish source selection evaluations.

The NASA Kennedy Space Center, located in Florida, provided a team of technical experts that worked hand in hand with the DESC experts in the Missile Fuels commodity business unit. The joint team developed the source selection evaluation plan, evaluated proposals and provided recommendations to Source Selection Authority Sharon Murphy, director of the Missile Fuels commodity business unit.

The outstanding results of this five-year process make all the effort worthwhile. The competitive best-value approach resulted in a contract which will provide assured and long-term customer support at a very reasonable cost. Based on today's dollars, the government will save more than \$200 million during the 20-year term of this competitively awarded contract. ▼



The Joint DESC/NASA Source Selection Team. Seated left to right: Andy Avila, Lisa Morales, Mary Helen Martinez. Standing left to right: Joe Reyes, Ray Roof, Marlo Krisberg, Rod Fischer, Cathy Mokry, Ken Grams and Chuck Davis

Joint Task Force

Tsunami Relief. . .

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Again, open arms! Everyone at Petronas was eager to help in any way with the tsunami relief efforts. Although Penang has no capability to de-fuel aircraft and is limited to certain aircraft, they do offer aviation gas, and there is plenty of room for helicopters. After a long day, the next task was to take all of this valuable information and send it as quickly as possible. What? No Internet access? Where is the closest Internet Café? They are closed?

On Sunday, one week later, the quality assurance representatives finally had all returned to Thailand. They made their final contact with Bill Brinning, DESC Pacific quality manager, to determine if there were any new missions. No new missions had been identified, so everyone proceeded to the Bangkok airport to fly out to their originating locations.

The quality assurance representatives logged many miles traveling, many long hours working, and witnessed unbelievable destruction, but they all felt fortunate to have supported the disaster relief. ▼

Fuel Card Program

Establishment of the office. . .

continued from page 14



Front row, left to right - Reggie Courtney, Linda Sherrod, Deborah Van Kleef, Don Williams, Rene Kinsey. Back row, left to right - Frank Pane, Ann Sielaty and Stephanie Lewis-Vance.

To help mitigate the potential for fraud or misuse, DESC has dedicated Fraud and Ethics legal counsel who have engaged in aggressive teaming with Naval Criminal Investigative Service, the Army's Criminal Investigation Division, the Air Force Office of Special Investigations, and the Defense Criminal Investigative Service, as well as DoD fraud counsel and DoD ethics officials to ensure detection and prosecution of individuals guilty of misusing fuel cards as well as the recovery of funds. DESC is working with the service component managers in similar fashion to alert those components to the possible schemes and means of misuse and to share effective internal controls. These measures have resulted in detection and/or the prevention of additional fraud.

In a matter of months since its inception, DESC-K has embraced the challenges associated with fuel card management and looks forward to continuous process improvement to meet the evolving needs of the warfighter. ▼

DESC Begins Planning for the 2006 Worldwide Energy Conference and Trade Show

Planning for the 2006 Defense Energy Support Center Worldwide Energy Conference and Trade Show is now underway. DESC anticipates holding the next conference during the spring/summer of 2006. In order to make this event a beneficial experience for all participants, the planning team encourages interested parties to e-mail suggestions and comments to DESC.Worldwide@dla.mil. These comments will be used to plan workshop and general session topics.

Additionally, you may contact WWEC Chairperson Kevin Ahern directly at Kevin.Ahern@dla.mil or by phone at (703) 767-8572. You may also e-mail Margaret.Timms@dla.mil. Please watch the DESC Webpage for further details.



DESC 2004 Worldwide Energy Conference trade show participants

A Tsunami Odyessy

*A Quality Assurance
Representative's Journal
DESC-Pacific*

The Indian Ocean tsunami impacted all of us here in Defense Energy Support Center - Pacific. The DESC - Pacific team pulled together to gather information, provide support, and allow Headquarters, United States Pacific Command to make the decisions on how to apply their capabilities in support of the relief effort. To enhance the decision making capability, DESC-Pacific sent three of our quality assurance representatives literally into the teeth of the tiger when we forward deployed them into the countries most affected by the disaster to help determine what fuels support was available and what would be needed. The below is a journal of Mark Firmani's experiences in support of this effort. Mark is one of DESC Middle Pacific's quality assurance representatives based in Singapore.

(Mark's Journal)

Generally I make it a practice to leave my cell phone home when I plan to celebrate an event such as New Years Eve. However, as I returned home in the early dawn of Jan 1, 2005, I noticed four missed calls and two recorded messages from the DESC-Pacific regional quality manager, Bill Brinning. I called back immediately, already knowing the reason for his urgent messages. I wasn't surprised to learn that the request was for three quality assurance representatives to report to Utaphao, Thailand, the staging location used for downrange support of the tsu-

nami relief effort. This was a trip in which I felt personally compelled to participate. That same afternoon I was on Singapore Airlines destined for Bangkok with a general plan, accommodations and transportation arranged for Bill Davenport, Curtis Morgan and me for the coming week.

On Jan. 2, Bill, Curtis, and I mustered at the hotel in Bangkok and discussed the details of the trip. Later that afternoon, we hit the ground running upon arrival at Utaphao. Curtis and Bill were immediately manifested to go down range to their destinations early the next morning. The next day, I confirmed departure of Bill to Phuket, Thailand, and Curtis to Colombo, Sri Lanka.

I remained at Utaphao for the next two days. During that period, I coordinated testing of fuel samples returning from downrange locations to be done at the SGS laboratory at nearby Mataput. I also handled testing of local samples and coordinated a return flight for Bill who was finishing his assessment at Phuket. At the end of the day, I returned to my hotel to await the next flight that I could manifest to Medan and Banda Aceh, Indonesia, my two downrange destinations. Bill and I debriefed and formulated a plan of action based on anticipated scenarios. Bill would remain behind in Utaphao to follow through with sample testing, perform a pre-award survey with a local contractor and assist Curt when he returned from Sri Lanka.

On Jan. 5, I got a seat on one of the two flights to Banda Aceh. Diane Sawyer and her camera crew were aboard the

first flight out, and I was on the second flight. At our first stop in Medan, Indonesia, the C-130 aircraft commander announced they would be returning to Utaphao due to a ground incident in Banda Aceh. I was told an aircraft collided with a water buffalo on the Banda runway, closing that airport.

I decided to get off the plane and remain in Medan and perform that portion of the assessment. I collected samples during refueling of the C-130 I arrived on, then placed the sample onboard with the aircraft crew chief with instructions to hand the sample to Bill back at Utaphao.

I remained on the military side of the Medan airport apron where all tsunami-associated relief aircraft, food, material, and equipment were being staged. The parking apron was congested with fixed- and rotary-wing aircraft from various countries. The most notable were the Chinook helicopters queuing up to take sling loaded cargo. The Chinooks were hovering overhead with sling loads of drummed jet fuel destined for Malabo, where the runway was cracked in two by the earthquake.

The Marines were busy in the hangar just off the parking apron, palletizing what appeared to be clothing, food and water, one right after the other, into a waiting aircraft. In the hangar I could see a mound of relief supplies four to five meters high with a flow of trucks offloading more onto the heap.

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A Tsunami Odyessy

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On Jan. 6, I was manifested on a late C-130 flight to Banda airport with a medical team from Portugal. We arrived at 1:00 a.m., although it seemed to be mid-afternoon because we were greeted by news crews with many bright camera lights. CNN interviewed the medical staff as they disembarked from the aircraft.

I located the Pertamina crew performing a refuel on a commercial plane and introduced myself. It just so happened I knew one of the refueling technicians, Himawan Primono. He was on loan from the Jakarta airport, where I had been just a month prior performing a scheduled audit. After collecting a sample, I was taken to the airport depot which would be my accommodations for the next two days.

As we arrived, I was informed that the Pertamina staff and family were all staying in the depot complex since they no longer had homes to return to. I was given a blanket and pillow and was offered the office floor for the night. I did not rest much since there were several aftershocks that awakened me and the frightened families throughout the night.

Early the next morning, I was preparing to eat an MRE when I was given a small packet of food from the Pertamina families in a banana leaf called a "timbal." I sat on the floor and ate with my hands. Inside the banana wrap was steamed rice with chicken feet and a leg. I really enjoyed the very strong Achenese coffee with the meal.

That morning we were to go to the Kreung Raya terminal, 33 kilometers away, with the Pertamina regional manager, Hinda. This would be the very first up close assessment of that site since the tsunami.

The drive through Banda was breathtaking. I can't begin to describe with accurate detail the complete devastation. There were people looking for possessions and family through the debris and rubble. We came upon the pit where thousands of bodies were dumped with layers of dirt to suppress the smell. Our surgical masks did not offer much help.

From a distance, I noted the haphazard placement of storage tanks as we approached the Kreung Raya terminal. It seemed odd Pertamina would configure tanks in a residential neighborhood. A closer look confirmed suspicions that three tanks floated off their beds under the tsunami surge and were scattered as far as 300 meters away in various directions. There were diesel and gasoline products still in each tank. After touring the site of twisted pipelines, pumps and tanks we managed to retrieve samples from the remaining jet fuel tanks. The samples were destined to the laboratory in Jakarta. I wanted to take one last look at the loading platform and wharf. All that remained were a few pylons that identified where the jetty should have been.

I was informed by our armed escort that we should leave the terminal before dark for that is when rebels from the Free Aceh Movement would come down from the hills to engage the

military security posted to the site. We departed after a short Islamic tribute to the 14 Pertamina staff members that were working the day of the tsunami who were missing and presumed dead.

That night I again stayed at the airport depot with the Pertamina staff and their families. The 12 Pertamina staff working at the airport depot each had at least one family member missing and presumed dead.

On Jan 8., Bill told me the next available manifest to Utaphao would be Sunday or later. I decided to seek a commercial flight for I did not want to impose on the victims' hospitality any longer. I had to appeal to Indonesian immigrations for an entry stamp on my passport since I came into Indonesia via military aircraft. I had a hard time explaining my dilemma to the immigrations officer and was about to give up when I called my girlfriend who is Indonesian. After a couple minutes on the phone, the immigrations officer smiled and said he would be happy to stamp my passport. I was on the next commercial airplane to Medan that afternoon.

I finally reached Bangkok on Jan. 9, after a long day of travel from Medan via Kuala Lumpur. I arrived late that evening and again debriefed with Bill. Our mission was complete with the safe return of Curtis from Penang and Langkawi, Malaysia. We finalized our reports and returned home. ▼

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Defense Energy Support Center Quality Conference

By Dana Davidson,
DESC-BQ

The Department of Defense has been in perpetual over drive ever since the events of Sept. 11, 2001, and the need to procure and ensure clean, dry, and on specification petroleum products to the warfighter in the field has never been more important. Knowing that, it comes as no surprise to anyone that witnessed the recent joint gathering of DoD civilians and uniformed members of the various military services, representing their various organizations' quality communities and dedicated to ensuring the quality of products that the Defense Energy Support Center procures, that a major meeting of the minds was about to take place.

The 7th annual DESC Quality Conference, held at the Springfield Hilton, Springfield, Va., was hosted by the Bulk Fuels commodity business unit's Quality Operations Division. It brought together all the major players in the quality community from within DoD, in addition to representatives from other government agencies. The premier aspect of the conference was to not only dissect and evaluate the present status of the quality of all products procured, but to also discuss the future trends of fuel and how it all relates to the government and to our end use customer, the warfighter.

Various briefings were provided by the three major ser-

vices which detailed each of their respective challenges and the concerns encountered in the quality field since the previous conference. DESC representatives also provided a "purple" perspective, giving presentations that applied to not only DoD, but also the many federal agencies that are supported by DESC. A cornerstone of discussion was Executive Agency, and specifically, progress made by the Quality IPT, a true "purple" initiative.

The Defense Energy Support Center director, Richard Connelly formally opened the proceedings. Connelly welcomed the members of the quality community and thanked them for their attendance and the hard work and dedication they continually provide to DoD. Deputy Director Navy Capt. Marvin C. Wenberg II, assisted by threading the various subjects together and formally closed the proceedings. He also thanked the participants for their astute insight and commitment to ensuring the quality of the products provided to the warfighter. A recurring theme was of DESC support to the warfighter. The Air Force provided updates on the establishment of an area laboratory and the relocation of personnel at Al Udeid Air Base. Once word spread that an Air Force area lab was available in theater, numerous samples were

inbound for testing. The Army discussed how to better the process for getting testing performed at the various receipt locations and the handling of quality complaints.

Future issues in the quality world centered on future fuels. Ultra low-sulfur diesel is not only changing the diesel world, but the logistics of moving jet fuel through pipeline systems. Increasing acceptance of biodiesel is pushing this alternative fuel as a standard for administrative vehicles. Integration of quality information is well behind its accounting and finance brethren, but deemed vital on the battlefield.

The DESC quality metrics were presented with a reminder that the metrics would be worthless unless the customer/depot complaint reporting system provided accurate and timely data.

More than anything else, the dedication of the individuals in attendance to further the cause of the warfighter was foremost in the minds of all. By ensuring that the petroleum products and the equipment by which it is transported, stored, and issued continually meets and exceeds the highest levels of quality placed against it, DESC will help DoD succeed in whatever missions it undertakes. ▼

Quality Manager's Conference

By Dana Davidson,
DESC-BQ

There are few groups within the Defense Energy Support Center as closely aligned as those found in the quality workforce. The personnel who make up the quality managers and quality assurance specialists are bound by a unique experience that comes from working many long, arduous hours and constantly traveling to sites remote enough to question their very existence. However, they gladly endure these often less than favorable conditions to ensure that the petroleum products DESC procures for its customers meet the exact specifications as called for in DESC contracts.

On Mar. 1, the quality managers of DESC and their representatives gathered at the Springfield Hilton, Springfield, Va., with their counterparts in the Quality Operations Division at DESC headquarters, for the annual quality manager's conference. They get together each year, usually the day prior to the DESC quality conference, to discuss the various issues unique to the quality community within DESC.

With the exception this year of DESC-Middle East, each region within DESC was in attendance and provided insight into the various operations in their respective areas of responsibility. A wide variety of briefing topics, such as "Diesel Lubricity Additives Effect on JP8," "Risk Assessment Training," "Down Grade Quality Issues," "Missile Fuels Briefing," "Update on J20 Training," and "JP-8 Additive and Filtration System Requirements," were discussed. Additionally, in support of joint vision between regions and headquarters, the quality metrics were presented for review and comments. Lively discussions ensued when the floor was opened to any topic that had not been covered by the official agenda, and one could easily surmise that the day was full of free flowing ideas to increase the effectiveness of the quality workforce.

Each of these conferences were invaluable tools that help ensure that the quality workforce in DESC stays at the top of their game. As various operations come and go, as tempos increase and decrease, as equipment and products evolve, the DESC quality community stands ready to meet any and all challenges presented. ▼

Craney Island Excels During Environmental Inspection

By Bill Campbell,
Deputy Director FISC Norfolk Fuel Dept.

The Virginia Department of Environmental Quality, Aboveground Storage Tank Program conducted a formal inspection of Defense Fuel Support Point Craney Island April 13, 2005. Virginia is one of several states to have a secondary level of regulation for bulk fuel facilities in addition to the requirements established by the U.S. Environmental Protection Agency. Craney Island is the Navy's largest bulk fuel facility and the largest terminal under VDEQ's cognizance in the Tidewater area. Craney Island stores more than 35,000,000 gallons of F-76 and more than 38,000,000 gallons of JP-5 fuel. Craney Island's customers include: Navy ships assigned to the 2nd Fleet, Coast Guard ships in the Hampton Roads area, foreign ships, Naval Air Stations Oceana and Patuxent River, Coast Guard Air Station Elizabeth City, and DoD activities in the Mid-Atlantic region. Craney Island's annual throughput is more than 270, 000,000 gallons per year.

Following the inception of the state AST regulations in 1998, Craney Island established an aggressive compliance program to meet the VDEQ AST pollution prevention standards. The program elements include: registering ASTs, maintaining strict inventory control, conducting internal and external integrity tests on ASTs, certifying secondary containment structures, instituting safe fill and shutdown procedures, pressure testing transfer pipelines, maintaining cathodic protection systems, instituting a training program for operators, maintaining a groundwater characterization and leak detection program, and implementing a facility response plan. This was the first formal VDEQ inspection of Craney Island, and the inspector spent the day reviewing records, procedures, reports, and visually inspecting tanks. The inspector was complimentary of the programs and procedures in place, and he concluded DFSP Craney Island meets, and in most cases exceeds all the Pollution Prevention requirements and maintains one of the region's most impressive compliance postures. This was another successful team effort by the Craney Island government staff, the Navy Regional Environmental Department, and the contractor operator. It exemplifies their stellar environmental stewardship. ▼

