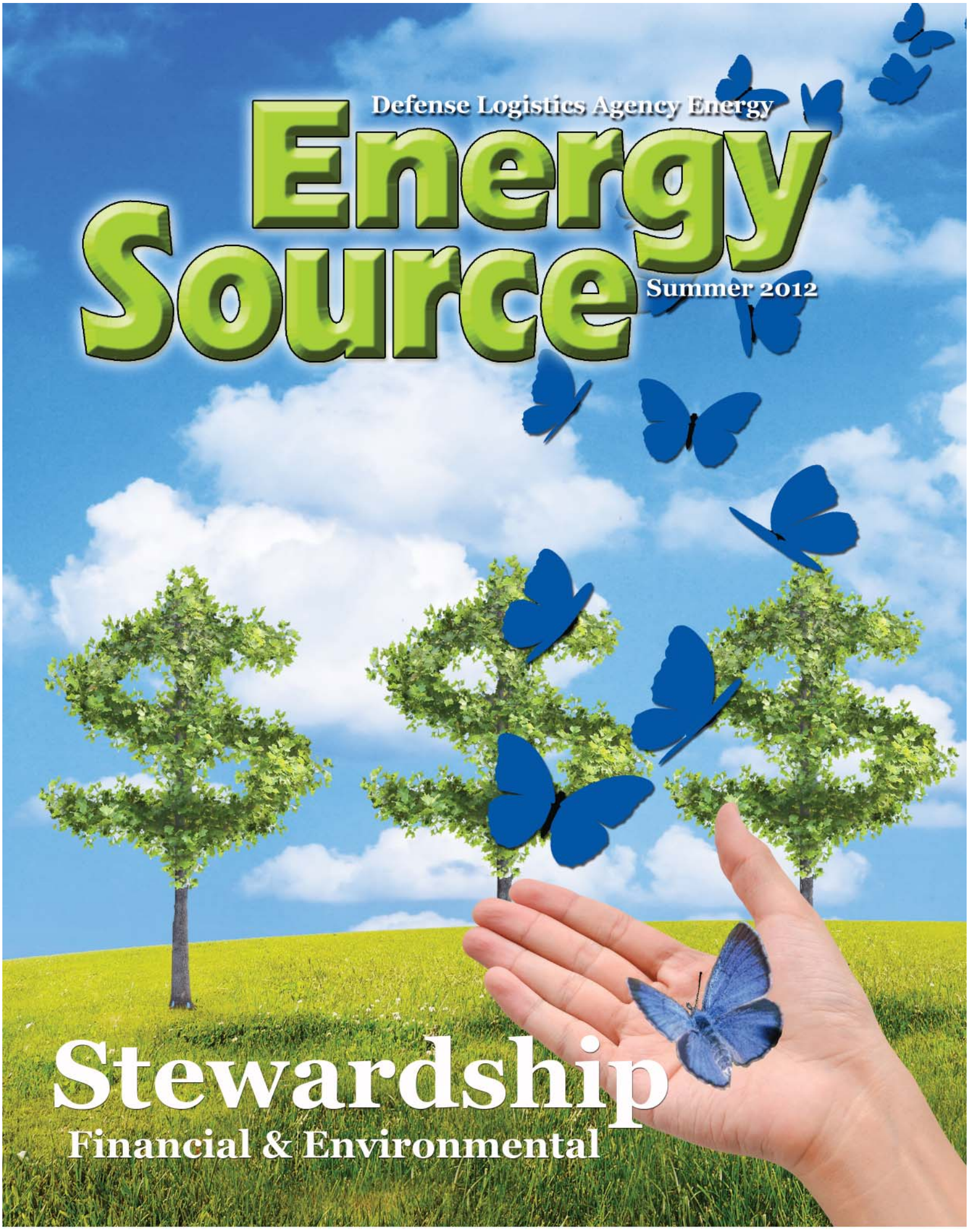

Defense Logistics Agency Energy
Energy Source
Summer 2012
Stewardship
Financial & Environmental

FROM THE Commander

Brig. Gen. Giovanni K. Tuck, USAF
Commander, Defense Logistics Agency Energy

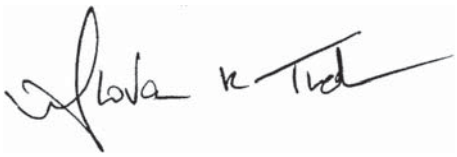
I am honored to be your new commander of the Defense Logistics Agency Energy. I look forward to the responsibility of leading such an outstanding organization, and will strive to continue the efforts of the leaders who have come before us while assisting the agency to adapt to future challenges.

We are all thankful for the dedication of two leaders in particular, Mr. Pat Dulin and Mr. Mike Scott, who will remain onboard as the deputy commander and executive director, respectively. Their contributions as acting commander and acting deputy commander over the last 10 months were outstanding! We are glad to be able to benefit from their continued service and expertise.

Since serving as the 379th Air Expeditionary Wing commander in Southwest Asia, I have a huge appreciation for what you do from the view of an end user. There is still much to learn, and I am eager to get out and see our operations first-hand. Visiting our regions, customers and suppliers is critical, and together with Mr. Dulin and Mr. Scott, I will make every attempt to know the facets of DLA Energy in the coming weeks and months.

DLA Energy is already well on its way to forging even stronger bonds with every point in our supply chain as well as restructuring itself to these ends through Enterprise Business Systems Energy Convergence. With this progress, combined with the wealth of knowledge here in our organization, the quality of our supplier and customer relationships can only grow stronger.

By working together to support the warfighter, DLA Energy will continue to deliver the high-quality support this organization is recognized for. From day-to-day mission support and execution to challenges and opportunities the future may bring, we look forward to leading DLA Energy as we support our combatant commanders worldwide.



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Front cover by: Jonathan Stack and Idella Fletcher
Back cover: stock photo

Assured Excellence

By Jonathan Stack

Marines, soldiers, sailors and airmen should never have to worry about running out of fuel and being stranded, due in part of the Defense Logistics Agency Energy Stewardship office.

"If a warfighter needs fuel, he can rest assure… that fuel is going to be there because we have validated processes in place," said Devon Williams, DLA Energy Managers' Internal Control Program administrator and lead logistics analyst in the DLA Energy Stewardship office.

"Our processes are constantly being evaluated so we can ensure on time delivery, and that the fuel is going to be available when and where it's needed," Williams continued.

The Stewardship office helps assure warfighters that the inventory they need is actually there by serving as the lead to provide oversight and maintenance of DLA and DLA Energy's financial officer's certification of auditability. Assurance also comes from maintaining the currency of associated Office of the Secretary of Defense management assertions, as well as all associated business processes.

The office was formed in 2006 when Defense Department officials decided all agencies needed to be able to pass an audit.

"DLA Energy [leadership] was smart enough to develop an office just for that," said Claudia Waters, DLA Energy Stewardship office director. "The reason we are outside of the supply chain is because if we're going to assess any of the controls or the processes that people conduct, we can't be a part of the supply chain."

The office has two main missions which are directly linked to stewardship. The first mission is implementing, managing and administering the MIC Program throughout DLA Energy. The MIC Program provides a structure to establish, assess, evaluate and report on DLA Energy's system of internal controls in all operations areas.

"[Internal controls] are policies and procedures that help the organization obtain its goals in order to accomplish the mission," said Toni Williams, a DLA Energy Stewardship office logistics analyst. "The controls are supposed to be documented."

There are four basic types of internal controls:

- Preventive controls discourage or pre-empt errors or irregularities from occurring in, for example, computer applications checking transactions.
- Detective controls detect and correct undesirable events that have occurred, such as managers preapproving purchases to prevent inappropriate expenses.
- Directive controls are designed to establish desired outcomes, some examples of which are policy, laws and regulations.
- Corrective controls are aimed at restoring the system to its expected state. An example would be having back-up configuration files that can be reloaded to restore the prior state.
- Internal controls are set in place and need to be adhered to in order to keep detrimental things from happening, Toni said.

Internal controls help prevent fraud, waste or mismanagement; accidents; unauthorized access to information systems; mission failure; negative publicity and losses from pilferage.

Soldiers roll barrels of fuel into a vehicle. The DLA Energy Stewardship office helps assure warfighters their fuel is available and delivered on time by making sure defense fuel support points and service control points are audit ready. Photo by Army Spc. Kimberly Menzies

Williams is in regular contact with DLA Energy managers, making sure they are passing on the importance of the MIC Program to their employees.

"The MIC program benefits the organization because it keeps us in compliance with several regulations," Williams said. "The program benefits DLA because it gives us oversight and ensures all managers are constantly evaluating their processes."

The Stewardship office's second mission is ensuring the defense fuel support points and service control points are audit ready in accordance with the Federal Managers' Financial Intergrity Act of 1982 and Office of Management and Budget Circular A-123.

The Audit Readiness Site Visit team goes to DFSPs and service control points and looks at their source documentation, ensuring transactions are processed correctly, timely, and DLA Energy owned inventory is accounted for in accordance with policy, and they're auditable.

The team assesses key controls within the inventory accountability process area, Waters said.

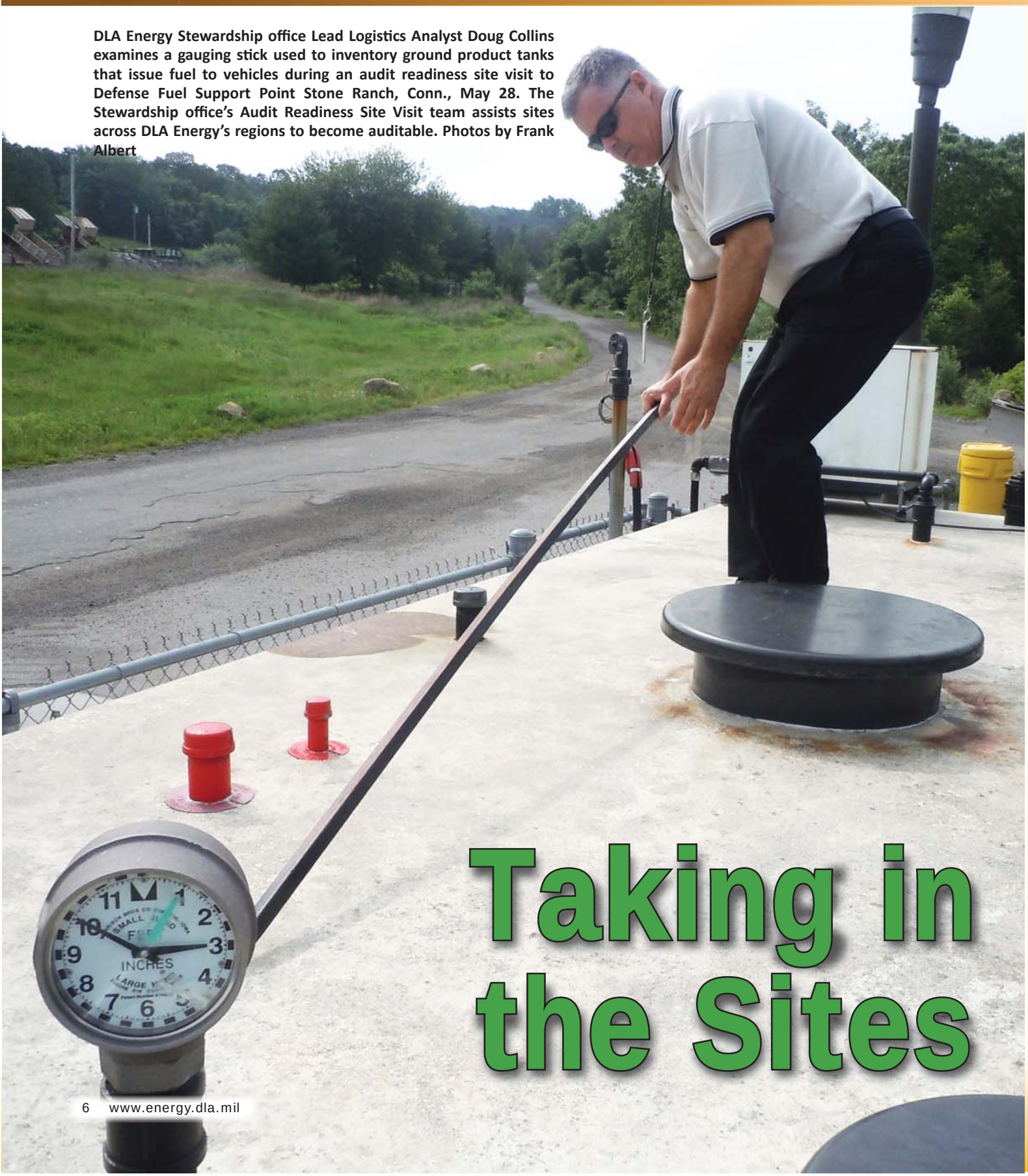
"We're testing that they're using their internal controls, and that every sale and receipt has a source document that is completed correctly and matches all the way through the system," said Doug Collins, from the DLA Energy Stewardship office.

The first thing the team does when they get on-site is receive a tour and an overview of the facility. They look at the meters, pipes and vehicles to make sure the process of issuing fuel to the warfighter is correct.

"For the DFSPs in general, we can rely on what they're doing, but we have to make sure everyone is consistent and doing things in the right way," Waters said. "An auditor is going to go out there and look at this stuff, so we just want to make sure everyone knows their role and responsibility in this process."

The Stewardship office also participates on the Audit Committee and Stewardship Committee, and sits in on the Business Cycle Team meetings.

"We show representation by giving them guidance, or we take the information they provide and review it for accuracy and completeness," Toni said.



DLA Energy Stewardship office Lead Logistics Analyst Doug Collins examines a gauging stick used to inventory ground product tanks that issue fuel to vehicles during an audit readiness site visit to Defense Fuel Support Point Stone Ranch, Conn., May 28. The Stewardship office's Audit Readiness Site Visit team assists sites across DLA Energy's regions to become auditable. Photos by Frank Albert

Taking in the Sites

By Christopher Goulait

Are the defense fuel support points and service control points that the Defense Logistics Agency Energy supports auditable?

That's the question driving the actions of the Stewardship office's Audit Readiness Site Visit team as they assist sites across DLA Energy's regions to become auditable.

"Bottom line, if they're not auditable, DLA Energy as an organization isn't auditable," said DLA Energy Stewardship office Lead Logistics Analyst Doug Collins.

The Department of Defense came out with a statement saying all agencies needed to be able to pass an audit, and DLA Energy was smart enough to stand up an office to oversee the audit readiness efforts, Stewardship office Director Claudia Waters said. This office is not a part of the DLA Energy supply chain business processes to provide an unbiased assessment of the internal controls or processes that people conduct.

"We're not conducting an 'audit;' it's more of an assessment of the controls. We're evaluating the 'key' controls that support the financial statements to provide a sense of audit readiness. If an independent audit team came and selected a DFSP we've visited, would they pass that audit? We're looking, from our perspective, to make sure they're auditable so that DLA Energy is auditable," Collins explained.

"The first thing we tell them when we walk in the door is that we're here to help and correct anything you need to set you on the path to auditability," he continued. "With us going there and showing them things, from source documents all the way through, it opens their eyes and closes the loop as to what they need to do and why in their roles."

It's providing the personnel at the DFSP with an understanding of their part in the audit readiness efforts, Waters explained.

She noted there are key control objectives under the Financial Improvement Audit Readiness guidance set by the Office of the Secretary of Defense for the DFSPs to meet audit readiness.

The team identifies and assesses those controls, but the process is more than just simply using a checklist.

"We actually do much more. Anything that has to do with the accountability of the inventory, we look at. We interview and observe the responsible officer, accountant and support personnel performing their job, and observe all aspects for the accountability of product. It's not just the evidential matter; there's a much broader scope," Waters said.

And for those reasons, it's necessary to be present at the DFSP to get the full picture, as Waters, Collins, and Logistics Analyst Frank Albert all emphasized as vital to a ensure audit readiness.

"You can't do that via teleconference; you have to actually be there," Waters said.

"We look at their meters, we look at their pipes, their vehicles– however they're moving their fuel– to make sure that the process from when they take it from us to when they issue it is correct. Are they issuing their tanks correctly? Have the meters been calibrated? Is the fuel accounted for? Are they using the right source documents? Do they understand policy? Is the responsible officer doing oversight daily? You have to have boots on the ground," Collins added.

Testing those and other controls allows the team to give both the DLA and DLA Energy leadership the level of assurance that the financial statements can be relied on, and that they can trust that the processes are being done correctly, Waters said.

The process

Making sure those statements are reliable may hinge on the findings of a site visit, but the visit itself is the tip of the iceberg for the preparations taken by both the Audit Readiness Site Visit team and the DFSPs they visit.

- A DFSP will be notified 90 days before they are scheduled to be visited
- Forty-five days after that, a conference call between the office and the site will take place to discuss the visit in further detail.
- In the 30 days before the visit, the site visit team will work closely with the DFSP to perform in-depth research into the DFSP's processes before traveling to the site.
- The site visit then takes place, and controls and processes are examined.
- Within 30 days after the visit, a draft of the report will be sent to the site and the region for review.
- Within 45 days, the DFSP will respond back with the corrective actions they will take to improve any of their processes.

"[Albert] is in the middle of what we call a 'data dump' that we do in the two weeks before we go on a visit," Collins said. "We request information from the enterprise server and look at all the products they have and how many transaction, receipts, issues, credits, etc., over the year for each product. We use OSD guidance to decide on how many products and sample transactions we're going to look at, which varies depending on the size of the DFSP. We'll take the complete, raw data from the DFSP and randomly select a set number of transactions to evaluate."

"We use a random sampler to pull this data. We only provide the DFSP three days to pull this information, because a lot about audit readiness also involves being able to pull the information quickly and in time," Waters said.

She noted that most auditors will give about four or five days to pull the data, but if the information isn't pulled in that window, the clock starts ticking and the auditors start their write-ups.

"We'll go through each of those transactions, page by page, to see if they've been done correctly," Collins said.

"And in a timely manner, because it's a big deal to find out if the transaction was processed on time," Albert added.

"Since this program has started, there's been a huge improvement in transactions being submitted in a timelier manner. For financials, everything is about posting in the proper period, and if transactions aren't submitted in a timely manner, it's posted in the wrong period," Waters said.

Good Stewards

Inconsistency with policy can cost the government money because of inefficient processes, but making sure that policy is followed can also prevent more dire consequences, Collins said.

"We're looking to make sure a site is doing everything they can to be good stewards of the government's resources," Collins said.

"If they're not documenting their inventory or transactions properly, they could be not billing a customer properly and we could be losing money simply because receipts aren't being done correctly," he continued. "We could be overpaying a contractor, or providing inaccurate amounts of fuel. And are they safeguarding our inventory? If there's a problem with a process, it could result in a spill, and we want to work to keep that from happening."

If processes or controls are being done improperly, we point to laws, regulations and policies to ensure everyone is consistent, Waters explained. Overall, processes that aren't working efficiently can be evaluated to see if there's a way to either correct the

process as it's being performed or the policy itself. Continually assessing the processes and controls can help to cut down on wasted costs.

Efficiency and cost savings will also come about as the full transition to the Energy Convergence Enterprise Business System is implemented.

While policy adherence, efficiency, audit readiness and good stewardship may be pillars of this team's responsibilities, their duties don't end there.

"One thing that's good about this team is that their hearts are in helping. It's not just about going there, writing up a bunch of findings and coming back, it's: 'What can we do to assist you to make things better?' If it's not in our area, we'll make the right connections to get them the answers they need and follow up to make sure it helped," Waters said.

"Most of the time, we've showed them, or at least pointed them in the right direction, to correct a problem before we even leave. Instead of just sending a report that says 'fix this,' most of the time they're well on their way to fixing the problem by the time they get the report," Collins explained.

"With more than 600 DFSPs, we may have been the first DLA Energy person they've ever seen," he continued.

"We want to give them a good impression, and we want them to know DLA Energy is there to help. We want the regional inventory accountant or inventory manager to go with us to put faces to names and make these connections," he said.

"They all want to do the right job. If we show them, they're willing to learn," Waters said. ES

DLA Energy Stewardship office Lead Logistics Analyst Doug Collins takes a look at ground product tanks that issue fuel to vehicles during an audit readiness site visit to Defense Fuel Support Point Stone Ranch, Conn., May 28. The Stewardship office's Audit Readiness Site Visit team advises a site on adhering to policy and doing everything they can to be good stewards of the government's resources.

Palos Verde Blue Butterfly *keeps flying*

By Lee Oppenheim, DLA Energy Americas at San Pedro, Calif.

A captive raised Palos Verde Blue Butterfly lands on a plant at DLA Energy Americas at San Pedro, Calif. Photos courtesy of DLA Energy Americas at San Pedro, Calif.

Stewardship

It was March 27, just before dusk, when Dr. Jana Johnson and her assistants rolled through the gate at Defense Fuel Support Point San Pedro, Calif., and were greeted by the leadership of Defense Logistics Agency Energy Americas at San Pedro, Calif.

The five carloads of eager volunteers were on a journey to save a species by supporting the repopulation of the Palos Verde Blue Butterfly.

Johnson, a professor in the Biological Sciences Department at Moorpark College, called out, "hurry up we're losing daylight," as the convoy headed up the hill to the preselected butterfly release area.

Seventeen volunteers emerged from the vehicles and began unloading boxes with cups containing the nursery-raised butterflies.

Johnson and her volunteers are a part of the Urban Wildlands Group, and this was the second year they released Palos Verde Blue Butterflies at this site.

"It's a means to maintain steady natural populations in the wild," Johnson said.

The Palos Verde Blue Butterfly is still an endangered species, but slowly, through efforts like this, the populations and habitats are expanding.

DLA continues to be a key conservationist partner with the U.S. Navy, U.S. Fish and Wildlife Service, Urban Wildlands Inc., the Palos Verde Peninsula Land Conservancy and Moorpark College, based on an environmental assessment conducted in 1994. In 1983, the Palos Verde Blue Butterfly was thought to be extinct, but during the environmental assessment a fluttering butterfly was recognized as the long-lost species.

"We were honored to once again host the Urban Wildlands Group this year in their efforts to repopulate the Palos Verde Blue Butterfly," said DLA Energy Americas at San Pedro Commander Air Force Lt. Col. Tam Gaffney.

Army Lt. Col. Gaffney, DLA Energy Americas at San Pedro, Calif., admires a Palos Verde Blue Butterfly. Photos courtesy of DLA Energy Americas at San Pedro, Calif.

DFSP San Pedro is a central petroleum hub for DLA Energy in the Los Angeles basin. Initially operated by the Navy in 1942; it provided fuel support to the fleet in the Los Angeles/Long Beach area. In 1980, the Navy transferred the use of the property to Defense Fuel Supply Center, now DLA Energy.

Many DLA offices share in this environmental stewardship responsibility.

The DLA Installation Support Environment Management division, currently led by Army Lt. Col. Van Sherwood, coordinates the

biological opinion for endangered species with the U.S. Fish and Wildlife Service. The opinion establishes the endangered species restoration activities and how protection will be accommodated while maintaining mission support to the warfighter.

The partnership between DLA and the U.S. Fish and Wildlife Service provides the parameters to operate the depot without having to constantly request permission for standard processes and practices within the depot. It also establishes a mutually beneficial relationship between DLA, as operators of the DFSP, and the U.S. Fish and Wildlife Service, as protectors of endangered species, and the Palos Verde Peninsula Land Conservancy for working to maintain and improve the natural environment.

A captive raised Palos Verde Blue Butterfly is released at DLA Energy Americas at San Pedro, Calif.

The DLA Installation Support for Energy Environmental office provides overall support working with environmental regulators and facility management operational controls to support the protection of the endangered species.

The DLA Energy Americas at San Pedro offices are located on the DFSP and therefore take special interest in both maintaining operations and protecting the habitat for future generations.

Two DLA Energy Americas at San Pedro personnel assure compliance with the environmental regulations while maintaining operations by the contractor charged with supporting the warfighter.

A Palos Verde Blue Butterfly in its natural habitat at DLA Energy Americas at San Pedro, Calif.

Tim Hutson, DLA Energy Americas at San Pedro facility management specialist, the quality assurance representative and contracting officer's representative communicate with the DLA Energy operating contractor, and any of the sub-contractors working on the DFSP.

"In planning every aspect of our operations, performing maintenance above and below ground, or working with [Naval Facilities Engineering Command] contractors providing DLA engineering service support, our processes and procedures always take into consideration the enormous responsibilities of protecting endangered species like the Palos Verde Blue Butterfly," Hutson said.

For instance, mowing is restricted during the breeding season on the depot, he said. This protects the reproduction and establishment of larger colonies by not disturbing the eggs laid into the larval food plants.

Controlling bees on the DFSP has also been a concern, as they like to nest in cool dark places like valve pits and in the walls of the old plank wood buildings.

In 2006, retired Air Force Lt. Col. Jon Ramer, former DLA Energy Americas at San Pedro commander, and Bowdoin Swenson, DLA Energy Americas at San Pedro distribution manager, became bee keepers and learned to maintain hives, thereby controlling where the bees would live.

Their efforts determined that the honey could improve the captive breeding program's success rates, and are attributed to the use of the naturally-occurring food within the habitat to rear new Palos Verde Blue Butterflies in captivity.

"As the only habitat in the northern Palos Verde peninsula that can sustain the endangered species, the DFSP was eager to contribute to the conservancy goals," Gaffney said. "As environmental stewards, our policies directly support the conservancy's mission to protect the endangered species and habitat." ES

The Palos Verde Blue Butterfly Volunteer team

(Left to right) Army Lt. Col. Tam Gaffney, Megan Dahl, Kara Walsh, Quincy Sweeney, Jane Jones, Roberta Brehm, Jana Johnson, Nicolette Aringer, Alyssa Adams, Heather Balsamico, Matt Miller, Katelynn Adam, Tami Ware, Lauralynn Clopp and Lee Oppenheim pose for a photo.

More than a tune up

Sustainment, Restoration and Modernization averts emergencies

By Christopher Goulait

It may not come as a surprise to car owners performing periodic preventative maintenance and timely minor repairs can extend a car's serviceable life. Apply this logic to fuel storage facilities and the mission of the Defense Logistics Agency Energy's Sustainment, Restoration and Modernization division emerges.

The SRM program is built on four pillars. The first is preventative maintenance. Much like the saying "you can pay me now…or pay me later," preventative maintenance can mitigate or lessen the severity of a failure.

"You change your oil not solely because it's good for your engine, but also so that while you're driving at speed your engine doesn't stop, because that's catastrophic," said Jim Tyrrell, branch chief for the SRM division's project development oversight. "It's the small things you do up front that can prevent the catastrophic and ultimately very expensive fixes."

One facility discovered this the hard way, by performing little to none maintenance. The end result was within three to four years a relatively good facility went into total disrepair, and an inspector went in and identified approximately $9 million in repairs to the pier piping, said SRM Division Chief Frank Rechner.

Tyrrell added that 'Sustainment' are those maintenance and repair actions used to bring a facility into good, working order. 'Restoration' is the action taken to bring a facility back up to par for its intended use. That may be repair, like in sustainment projects, or it could be replacing something. 'Modernization' is change to the real property to allow it to have a new capability or a higher standard, since standards change.

"Essentially, you either bring something that's broken to its intended use, you're replacing components with new components so that something can be used as it's intended, or you're adding or upgrading real property capability," Tyrrell continued.

The second pillar of the SRM methodology is a where the division conducts a functional and engineering review of an installation's fuel facilities.

"[Tyrrell's] folks hire, through the Services Execution Agents, inspections teams to perform 'planning studies,' to look at everything inside the wire to identify what needs to be fixed," Rechner said.

He explained the studies serve as an external look at an installation using a second set of eyes that don't see the facilities every day.

Additionally, he said American Petroleum Institute-certified inspectors put their name and license on the line when they say that this tank can last so many years, or that some repairs are either mandatory or can wait. These types of inspections form the third pillar, Centrally Managed Programs. This series of periodic regulatory requiring inspections is performed on a large scale (the API 653 series tank program includes more than 4000 tanks alone).

The final pillar of the SRM program is

Sustainment, restoration and modernization efforts work to prevent catastrophic failures, keeping defense fuel support points like DFSP Point Loma in California functioning up to or past their expected lifespans. Photos courtesy of U.S. Naval Supply systems Command Fleet Logistics Center San Diego, Calif.

identifying deficiencies by installation personnel. They operate the fuel systems day in and day out and know the facility better than anyone else. Rechner further went on to note SRM is a total team approach – from installation personnel, SRM program managers, engineers, financial specialists, Service Control Point and Execution Agent partners.

Cost savings can be one overall result of applying these elements of SRM, he explained.

“When you replace small components of a system, you extend the life of that system, and it allows the Department of Defense to use that piece of real property for at least the extent of its intended lifespan,” Tyrrell said. “Most of our DoD facilities are beyond their intended lifespan solely because of SRM efforts. That saves money in the long run.”

They look for indicators of the beginning phases of failure so fixes can be made earlier, he explained. When something starts to fail, it reverberates across the system and other things start to fail. One bad piece can cause other failures throughout the system.

“They identify what needs to be done to maintain, fix or upgrade the facility. It can be as simple as removing and replacing a valve to a full-scale engineering effort to redesign the system,” he said.

But, even with proper and timely preventative maintenance and repairs, Rechner noted that sometimes there is no other choice but to rebuild a facility.

“Eventually, you’ll get to the point where there’s only one option, and that’s to totally rebuild the facility, like for P-401 in Point Loma, Calif. That facility was well past its useful life, but it was well maintained up until the point where there was no other option but to rebuild,” Rechner said.

He explained the SRM program is self-funded with a small percentage of the fuel’s standard price earmarked for the SRM budget. In these economic times, the military construction budget is not robust enough to fund every request.

“That’s why it’s so important to sustain existing facilities with preventative maintenance, routine inspections and repairs as soon as they’re identified. Those things will sustain the facility until there’s money for recapitalization.” Rechner said.

Stewardship

The foundation of a new tank is under construction at a defense fuel support point at Point Loma, Calif., where the facility was maintained with sustainment, restoration and modernization funding until it reached the end of its useful life.

Additionally, benefits from SRM efforts go beyond good fiscal stewardship; they affect environmental stewardship as well, Tyrrell noted.

"When we talk about stewardship beyond the facilities, we can also talk about the environmental impact. That mostly falls under the 'M' of SRM: modernization. When new regulations come out and new technologies are available, we upgrade systems," Tyrrell said.

Reducing air pollution through the application of new vapor recovery systems on dispensers is an example, he said. Another example are higher-precision gauges, which have the potential to control fuel flow better and reduce the risk of spillage.

"As technology gets better, it tightens our ability to control our resources and prevent environmental issues," Tyrrell said.

"These measures also reduce costs and reduce waste, which ultimately supports the warfighter," added Navy Lt. Cmdr. Bruce Kong, deputy SRM division chief.

Reducing waste also includes efforts to improve efficiency and tailor solutions to the correct scale for a project, Rechner said.

"In some contracts, we have a minor repair/quick repair caveat that allows things not requiring a technical review to be done very quickly. It doesn't have to go through the whole review, and that's something we've received accolades on. That has grown from a couple hundred thousand dollar program two years ago to close to $33 million now. We're seeing the benefits of fewer SRM projects at installations where this program is in place," Rechner said.

The SRM division is also working on a

continuous process improvement event, which is on the smaller scale than some of the other initiatives, but definitely saves time and money, Kong said.

"The Continuous Process Improvement Initiative is designed to streamline the process for small-dollar repairs at Government Owned Contractor Operated facilities, so the things that are easy, quick fixes (i.e. don't require engineering expertise / technical review) can be done very quickly, instead of having one process to take care of small and large repairs. A larger-dollar repair requires more oversight, but a small-dollar repair may be able to be done by the onsite contractor," explained Eric Wiedemann, from the SRM division's Program Analysis and Master Planning branch.

Wiedemann said the team wrote an instruction outlining the new process, and in July they start measuring the results at 20 test case installations before implementation across the all government-owned, contractor-operated installations.

He described the CPI event as part of the new SRM business model which is a multi-prong approach to becoming more proactive. This CPI initiative complements the recurring maintenance program, planning studies and centrally managed programs.

"Ultimately, we want to get to a predictive, condition-based maintenance system instead of a reactive system," Tyrrell added.

"When you have to react to something it becomes more expensive, since by that time, it's broken," he explained. "You have to pay to find work-arounds and you have to pay to get people on the ground quickly, but if you're in front of the problem and you predict these things, or you have someone to regularly look at conditions, you can tell where things will break and you can prevent those catastrophic failures."

"We can keep things running in good working order to prevent those catastrophic failures, which would either cause damage to life, damage to the environment, or prevent us from doing our mission," Tyrrell continued. "That's our form of stewardship: to keep us from reaching an emergency."

DFSP Point Loma

For a facility originally built in 1901 as a Navy coaling station, DFSP Point Loma, is no stranger to sustainment, restoration or modernization.

The facility was converted to fuel oil storage between 1917 and 1942, said Stephen Frey, regional fuels director for U.S. Naval Supply Systems Command Fleet Logistics Center San Diego.

When aviation fuel was added as a product in 1954, a government-owned pipeline was installed to feed a naval air station, which is now tied to a commercial pipeline providing 95 percent of all the fuel used at DFSP Point Loma.

Piping rigging that will go around new tanks at Defense Fuel Support Point Point Loma, Calif., is installed as a military construction effort P-401 rebuilds the facility after it reached the end of its lifecycle.

However, with aboveground and underground bulk storage tanks mainly constructed between 1917 and 1954, much of the facility was considered obsolete by today's standards, said Military Construction P-401 Coordinator Art Van Rooy.

"Over a 10-year period, DLA spent some $59 million in maintenance and repair projects, but SRM expenditures could not keep up with the failing systems," Frey added.

"Basically, the piping and tanks had outlived their useful life cycle and needed to be replaced," Frey continued. "The facility was originally built to store and issue Navy special fuel oil, and when the lighter distillates came along, 40 percent of the storage tanks that were made of riveted steel became a maintenance nightmare."

That nightmare evolved into a problem of weeping along the rivets and seams, eventually leading to several popped rivets and a leak, Frey explained.

"By 2002, FLC San Diego realized that continuing with a SRM 'Band-Aid' approach to repairing the aging facilities was not economically viable," Van Rooy said.

He explained a request for MILCON P-401, the designation number for the Point Loma project, was sent to the Installation Planning and Review Board for inclusion in the fiscal year 2008 DLA MILCON program.

Both Frey and Van Rooy emphasized there was never a point of mission failure to DLA Energy or the Navy.

A number of DLA Energy-funded SRM projects repaired the infrastructure and maintained operational status while MILCON efforts took place. Those, together with smaller and more frequent resupply deliveries coordinated through DLA Energy Americas at San Pedro, ensured uninterrupted fuel support continued for all customers in the area.

"P-401 is a military construction project, not an SRM project. However, MILCON P-401 should significantly reduce lifecycle SRM costs at DFSP Point Loma in the out-years," Van Rooy noted.

"SRM and MILCON funding do not come from the same funding stream, but both are needed to keep the facility in compliance with regulatory rules and regulations," Frey explained. "As the operator of the facility, we are charged by law to be good stewards of the government infrastructure we are given to run."

Defense Logistics Agency Energy Executive Director Mike Scott and DLA Energy Americas at San Pedro, Calif., U.S. Naval Supply Systems Command Fleet Logistics Center San Diego and NAVSUP Energy members view the interior of a tank after it was coated, but before the floating pan is installed at Defense Fuel Support Point Point Loma, Calif., May 8.

A tank's sump and 24-inch issue line are installed at a defense fuel support point at Point Loma, Calif., as a part of its military construction efforts. Fuel above the flange is issuable fuel. Once it falls below the flange, the pipe loses suction and the piping in the sump allows the fuel to be drained.

"SRM is a 'must' resource required to make minor adjustments to the systems, its infrastructure and to meet regulatory requirements or changes," he continued. "SRM will also help maintain the facility after the MILCON projects are completed, and without SRM funding it would be impossible to maintain a facility of this size in compliance with federal, state, and local requirements."

Van Rooy outlined several aspects of the MILCON project that will result in greater SRM efficiencies in the future. For example, the number of tanks requiring maintenance will decrease from 57 to 16, reducing the footprint of the DFSP from 200 acres to 40 acres. Modern valves, gauges and pumps also requiring less maintenance are being installed, and the DFSP is taking steps to establish a comprehensive preventative maintenance system program.

And, these construction efforts are only a portion of the project's effects on stewardship of government resources.

In terms of financial stewardship, Van Rooy explained oversight of the prime contractor both on-site and through monthly financial status reports ensure funds are used as planned. Future cost reductions are also taken into account with new features like interior floating pans, the latest automated tank gauging equipment and new automated fuel handling equipment system that should significantly improve inventory accuracy and reduce inventory losses.

Facility design will also affect environmental stewardship, as Van Rooy continued to explain. Along with reducing the DFSP's footprint, the tanks will move farther away from residential housing. The interior floating pans will reduce evaporation and volatile organic compound emissions and odor inside the tanks, while white coating outside the tanks reflect heat and further prevent evaporation. Steps are also being taken to reduce noise, dust and emission pollution from the construction site, with 96 percent of construction and demolition debris diverted from landfills.

On-site environmental efforts also include processing more than 50,000 tons of contaminated soil using a skid-mounted low temperature thermal desorption unit rather than transporting the soil to remote treatment or disposal facility. Treated soil is stockpiled on site to fill the underground storage tanks as a part of the decommissioning project, Van Rooy said.

Recycling and traffic control efforts have kept an estimated 3,000 dump trucks off the roads surrounding the site, reducing impact to the civilian community, he continued.

Frey notes that the advantages from this construction extend beyond reduced environmental risks to include reduced operating costs and best management practices.

"The MILCON will bring DFSP Point Loma into the 21st century, providing it with a new life expectancy of 50-plus years, multiproduct storage capability, operational simplicity, reduced environmental liability and increased employee safety," he said.

Alternatively fueling troops

By Christopher Goulait

Without energy, the planes, ships, vehicles and other energy-consuming equipment the military services use every day would come to a grinding halt. To keep the warfighter going, the Defense Logistics Agency Energy is looking at alternative and renewable ways to support the services' evolving requirements.

"Our mission has expanded from what it once was 60 years ago, and today, the growth of our military services' energy needs is redefining many aspects of our energy support," said Patrick Dulin, DLA Energy deputy commander.

The Thunderbirds, the U.S. Air Force air demonstration squadron, perform precision aerobatics during the 2011 Joint Service Open House at Joint Base Andrews, Md. The Thunderbirds used a 50/50 blend of biofuel produced from camelina and conventional petroleum jet fuel provided by DLA Energy for the demonstration. Photo by Air Force Senior Airman Perry Aston

Stewardship

During the Joint Petroleum Seminar Dec. 15, 2011, held at DLA headquarters, Assistant Secretary of Defense for Operational Energy Plans and Programs Sharon Burke said DoD accounts for 80 percent of all federal government use of fuel and 2 percent of liquid fuels when it comes to the entire country's consumption.

"As a single institution user, we are a very significant player in consumption terms," she said.

She explained the department is being asked to do more with less, and that the reality is, even given that responsibility, the DoD has been tasked with more missions.

"Even though the troops have improved capabilities, the energy challenge is getting more complicated," she said.

One of the measures she highlighted for rising to this challenge was diversifying the range of options there are for sources of fuel that can meet the department's mission.

"With that in mind, as the energy environment changes, DLA Energy is evolving as a proactive player in the development of alternative fuels and renewable energy solutions," Dulin said. "As an organization, we are devoted to the pursuit of energy sources that go beyond our traditional petroleum-based support."

Part of DLA Energy's responsibility is to follow DoD's Operational Energy Strategy's basic tenets, he said. The agency will have more fight for less fuel, reducing demand while increasing efficiency.

"We will have more options for less risk, expanding and diversifying our energy sources, and we will have more capability for less cost, integrating energy into the entirety of force development planning," he added.

This, as it relates to alternative fuels

U.S. sailors conduct maneuvers aboard vessels, powered by an alternative fuel blend of 50 percent algae-based and 50 percent NATO F-76 fuels, during test runs at Naval Station Norfolk, Va. DLA Energy is a proactive player in the development of alternative fuels. Photo by Navy Petty Officer 2nd Class Clifford Davis

Marines set up the Ground Expeditionary Energy Network System, a joint venture by the Navy and Marine Corps to find alternate power systems to decrease the dependability, on Camp Tombstone in Helmand province, Afghanistan. DLA Energy assists bases, installations, laboratories and other federal and military locations seeking on-site renewable energy generation. Photo by Marine Sgt. Laura Bonano

and renewable energy, ranges from reducing energy use to reducing our dependency on foreign oil, along with employing more environmentally friendly fuels to efficiently and effectively meet the DoD's immediate and future fuel needs.

Several components of DLA Energy's workforce engage the alternative fuels and renewable energy industries in all levels of development, from research and development to testing and evaluation, and, finally, contracting and implementation.

"From a single individual to an organization-wide effort, this work is how we support the military services' aggressive goals for the use of alternative fuels, and these goals have been a focus of DLA Energy's attention for several years now," Dulin said.

Each military service determines its own requirements, specifications and quantities, and DLA Energy procures the alternative fuel for them.

"With each service's unique requirements, come their unique goals, which we're proud to support," Dulin said.

For example, the Navy aims to sail the Great Green Fleet by 2016 and have 50 percent of their total energy consumption come from alternative sources by 2020; the Air Force goals include being prepared to acquire 50 percent of domestic aviation fuel from alternative blends greener than petroleum by 2016 and the Army is looking to use 16 million gallons of wide-use jet fuel, JP8, by 2018, and 22 million gallons by 2020.

"Our immediate objective is to support the military services' testing and certification efforts, working toward approved specifications for drop-in replacement alternative fuels," Dulin said. "We are looking for full integration of these alternative fuels into the supply chain."

Alternative fuels will be usable without modifications to current aircraft, ships, vehicles and generators, but the aim is also to use existing infrastructure to transport and store this next generation of fuels, Dulin said.

"This represents a true partnering with the services to create viable alternative fuel solutions," he added.

Between 2007 to 2009, DLA Energy delivered 730 thousand U.S. gallons of Fischer-Tropsch derived coal-to-liquid or gas-to-liquid fuel for Air Force and Navy test programs through four contracts. And, since 2009, DLA Energy awarded eight contracts for hydrotreated renewable fuels, to include HRJ8, HRJ5 and HRF76 as renewable versions of standard jet propellant and marine diesel fuels.

Stewardship

The Air Force Thunderbirds perform aerobatics during the 2011 Joint Service Open House at Joint Base Andrews, Md. DLA Energy continues to provide the Air Force with biofuel to use with their aircrafts. Photo by Air Force Senior Airman Perry Aston

"So far, we have procured 1,084,450 U.S. gallons of the hydrotreated renewable fuel for research and development and test goals for the services," Bulk Petroleum Director Bruce Blank said.

"And we have worked to procure more than 42.7 million gallons of alternate ground fuels B20 and E85 between 2007 and 2011," added Direct Delivery Fuels Deputy Director Dave Peterson.

These fuels are being tested by all of the military services for use in their existing ships, vehicles and aircraft, and have real-world applications.

"The intricacies of developing a biofuel from an appropriate feedstock, manufacturing and blending the fuel, transporting and storing it, and ensuring the fuel behaves the same way a traditional fuel would inside an engine are all areas of concern for the services," Quality/ Technical Support Office Director Pam Serino said.

Because of these challenges, extensive research and testing continue to take place to ensure that the effects on engine performance, safety and maintenance are comparable

to traditional fuel, Serino continued.

In March 2010, an Air Force A-10 Thunderbolt II successfully completed the first test flight of a military aircraft propelled with a 50/50 blend of biofuel produced from camelina and conventional petroleum jet fuel.

In 2011, the Air Force successfully flew its F-22 Raptor at supercruise speeds, employing the 50/50 camelina blend, and the Air Force Thunderbirds used the fuel during the May 2011 air show at Joint Base Andrews.

"The military services are continuing their ongoing process of testing and certification of their military aviation and marine platforms on a variety of alternative fuel technologies. This includes fuel quality, engine performance, safety of flight, and materials and emissions testing, that is required proving these fuels as 'fit for purpose,'" Serino said. "As the current certification process for hydroprocessed biofuel or 'HEFA' comes to completion, they continue with the task of approving alcohol-based jet fuel, known as alcohol to jet or ATJ."

"Continuing tests such as these highlight the broadening application of alternative fuel blends in our nation's military ships and aircraft," she continued.

DLA Energy is also leveraging its research and development program to advance the state-of-knowledge on alternative fuels.

"Our projects include a variety of alternative fuels and renewable energy-related initiatives, such as analyzing carbon capture and sequestration, and the development of an electronic power control and conditioning gamma system – a mobile 500-kilowatt containerized system that can integrate conventional and renewable sources of electric power and convert direct current to alternating current, facilitating load management," Dulin said.

Renewable energy also plays a role in DLA Energy's contracting support for green energy, with several projects involving solar, biomass or geothermal resources. DLA Energy assists bases, installations, laboratories and other federal and military locations seeking on-site renewable energy generation.

"We provide contracting expertise for a variety of renewable energy efforts of varying scopes, scales and lengths," Dulin said.
DLA Energy also helps installations meet their federally-mandated renewable energy goals through acquisition support for these on-site renewable energy projects, or through the purchase of renewable energy credits.

DLA Energy has awarded contracts for more than 6.5 million megawatt hours of renewable electricity generated from wind, biomass, landfill gas, municipal solid waste and hydroelectric resources in the form of renewable energy credits since 2003.

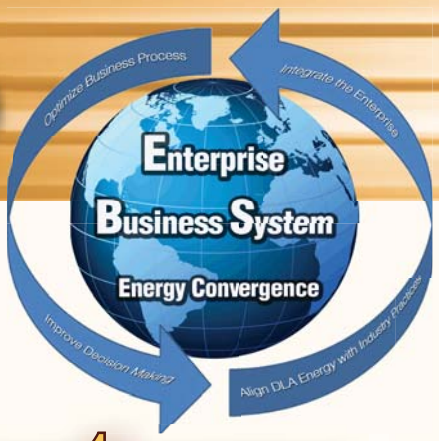
"This accomplishment, valued at $7.9 million, represents proof that for each credit awarded, one megawatt-hour of electricity was generated by a renewable energy source," Installation Energy Contracting Officer Cynthia Ralph said.

DLA Energy is not alone in the pursuit of green energy market development, and is currently the chair for an interagency working group focused on alternative fuels, allowing federal agencies open communication in an ever-growing field.

Developments, tools or resources of one agency can assist the projects of others in the group without duplication of efforts.

"Learning from each other's processes helps us in finding the most efficient and effective paths to harnessing alternative fuels for government and military use, while setting the stage for industry to flourish down the road," Dulin said.

He added collaboration among like-minded agencies is essential to the successful development and implementation of alternative fuels and renewable energy throughout the federal government.



Enterprise Business System

By Terry Shawn

The Defense Logistics Agency is using cutting-edge technology to focus on supply chain management, the agency's core business.

The Enterprise Business System modernizes and refines the agency's supply chain management capabilities by replacing aging technology legacy systems, improving customer support and providing better access to DLA's portfolio of business systems and processes. The program manages functional boundaries, integrates project schedules and manages resource requirements and risks. EBS enables DLA to consistently deliver new capabilities while minimizing transition risk to both the agency and the warfighter.

Integral to EBS is the Energy Convergence program, a priority for the enterprise that also supports the fiscal 2012 DLA Director's Guidance for stewardship excellence. It will implement information technology enhancements to facilitate improved customer support and business process efficiencies. Energy Convergence will bring the DLA Energy business into EBS.

"The implementation of Energy Convergence to the EBS system will ensure the energy supply chain meets the same level of compliance with audit readiness as the rest of DLA," said Claudia Waters, DLA Energy Stewardship office director.

"The Energy Convergence program is implementing a comprehensive, integrated solution for DLA by extending EBS to DLA Energy," said Mike Broderick, director of the Business Process Support directorate. "It is required to meet audit readiness in accordance with Federal Information System Controls Audit Manual standards."

The Energy Convergence program will fulfill the Deputy Secretary of Defense memorandum to integrate DLA Energy's supply chain with the DLA Business Enterprise Architecture, fulfill the National Defense Authorization Act and the Office of Management and Budget mandates for business process reengineering.

"As we do this, were impacting all of our suppliers, all of our customers, all of our DFSP customers, our direct vendor delivery customers, as well as our customers who buy from us out of stock from a DFSP" said Broderick.

Broderick, who is responsible for Energy Convergence implementation, in DLA Energy also explained as an integrated EBS solution, the Energy Convergence program will adopt EBS business processes and standard organizational structure. Energy Convergence will:

- Align the DLA Energy petroleum supply chain with industry practices to enable best in class operations.
- Integrate DLA Energy's supply chain with DLA's Enterprise Business System, and will provide transparency and clarity into

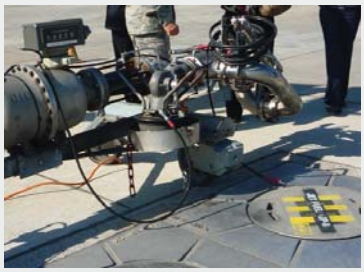
business processes to enable integrated business thinking and financial compliance.
- Standardize DLA Energy's business processes and enable process improvements and synchronization across the enterprise.
- Provide efficient access to data and analytic capability to improve decision making, performance and service to customers.
- And, ultimately, integrate DLA Energy's business processes in EBS to foster a stronger enterprise and enable continued commitment to warfighter support, stewardship excellence and workforce development.
- Release 1 included configuring existing EBS functionality, modifying some existing energy business processes, training DLA personnel and transferring necessary data into EBS to enable use.

Release 2 will provide the following system capabilities for DLA Energy petroleum business units:

- The ability to plan and schedule bulk shipments based on supply and demand, as well as monitor physical inventory and transportation.
- Technical and quality support throughout the life-cycle of the national stock number.
- End-to-end sales processing from Enterprise External Business Portal, Fuels Manager Defense and Customer Card Programs to EBS.
- Wide Area Work Flow electronic invoicing, receipt and acceptance.
- Automatic execution of delivery and issue documents, receipt/issue processing and inventory reconciliation.
- Contract writing tool from procurement requirements through solicitation, evaluation and award.
- Interfacing to and from Bid Evaluation Model to SRM.
- Custom business intelligence reporting.
- Automatic posting to customer/vendor-facing systems.
- Automation of retroactive unit price adjustments.
- Electronic inventory and maintenance for all real property assets, equipment and system components.

For general information on the Energy Convergence Program, employees should go to https://eworkplace.dla.mil/sites/org/j6/j62/EBS/ec/Pages/default.aspx. ES

FUELING EUROPE AND AFRICA



By Irene Smith

From the fjords of Norway to the Sahara desert in Africa, Defense Logistics Agency Energy Europe and Africa personnel ensure uninterrupted fuel and energy to U.S. assets, including mission support, logistics planning and customer engagement.

Army Col. Robert Weaver, DLA Energy Europe and Africa commander, represents the DLA director within the Europe and Africa region, and is responsible for providing full warfighter support to U.S. European Command, U.S. Africa Command, U.S. Department of State and U.S. Transportation Command.

DLA Energy Europe and Africa is divided into four divisions – International Agreements, Operations, Operations Support and Quality Assurance.

“We are continually synchronizing our engagement with the [combatant commands],” Weaver said. “We’re more than fuel and logistics, we are a strategic enabler.”

(Left) DLA Energy is represented in many areas throughout the U.S. European and U.S. Africa Commands' area of responsibilities. DLA Energy Europe and Africa personnel share responsibility for a petroleum laboratory located in Kaiserslautern, Germany; fuel tanks and fuel lines at the Speyer Defense Fuel Support Point in Speyer, Germany and a hydrant system on the flight line of the Ramstein Air Base, Germany. Photos by Irene Smith

As a strategic enabler to EUCOM, AFRICOM and NATO, Weaver oversees operations in 104 countries where there are two thousand languages spoken and more than 800 ethnic groups represented.

DLA Energy Europe and Africa's biggest consumer of fuel is the Air Force, followed by the Navy.

Enabling communication

DLA Energy Europe and Africa reies heavily on the efforts of its liaison officers to communicate with the COCOMs, service components and NATO.

A major role of LNOs is to provide expert technical advice to shape the COCOMs' requirements, concepts and plans. LNOs work with EUCOM and AFRICOM logisticians to help forecast customers' need for fuel.

"We look for ways to ensure the fuel is positioned to reduce operating costs," Weaver said. "On the supplier side, we continue to work with suppliers in support of DLA and ensure inventory worldwide."

"The challenges of getting fuel to the right place at the right time are numerous," said Chuck Gross, DLA Energy Europe and Africa deputy director. "Aside from the routine of quality checks, inventory monitoring, ensuring transportation and order ship times; fuel movement within or from Turkey, Eastern European countries, and Africa have their own set of unique challenges."

These include: working through complicated customs and export procedures, clearance at security checkpoints, ensuring vendor documentation is correct and updated, in some cases convoying fuel trucks and poor roads and infrastructure that at times is unusable during the monsoon season or during severe weather conditions, he said.

As the AFRICOM LNO for DLA Energy Europe and Africa, one of Sam Cooks duties is to help shape the command's fuel requirements, refining them and passing them on for contract action.

Cooks said he helps define requirements, looks at existing capability, provides recommendations on courses of action, and if required helps outline the specifics necessary for a contracting officer at DLA Energy to solicit and execute an effective contract solution.

"Fuel operations and mission support in the African command area is increasing," Cook said. "Africa is a big continent with limited infrastructure, and has limited petroleum capabilities and large distances between the supplier and the customer location."

There is a lack of vendor base that is familiar with DLA customer requirements, and it's always a challenge to find vendors that can meet and perform DLA Energy's needs, he continued.

"There is virtually no fuel infrastructure outside major cities," Weaver explained. "Most fuel operations utilize Into-Plane contracts. [DLA Energy Direct Fuels Delivery] recently awarded three-year [Post Camps and Stations] contracts to support operations in Kenya, Ethiopia, Djibouti and the Seychelles."

International Agreements

"In Europe, a large part of the fuel support to the U.S. military comes from reciprocal agreements negotiated and overseen by [DLA Energy] International Agreements personnel," Weaver said.

From the central Europe pipeline system in Germany to the northern Italy pipeline system and pipelines in Spain, Turkey and United Kingdom, DLA Energy has agreements to support energy requirements as needed.

"The agreements are in place to help execute EUCOM contingency plans, preserve strategic partnerships, ensure a strong NATO partnership and enable a successful International Security Assistance Force transition in Iraq." Weaver said. "It's about building partnerships and engaging foreign countries in operations."

DLA Energy's military partners provide extensive worldwide fuel support to one another, and the organization has 12 fuel exchange agreements in the European theater, Weaver said.

"We look for opportunities to create logistical efficiencies and optimize fuel operations around the world," he said.

DLA Energy's Fuel Exchange Agreement program is also available for U.S. allies for fuel support. In Europe, there are 16 fuel storage agreements in place, totaling 9.2 million barrels. DLA Energy has 44 fuel agreements worldwide, 22 of which fall within the DLA Energy Europe and Africa area of responsibility.

"DLA understands how important these international relationships are, and actively works to support the COCOMs," said EUCOM Director of Logistics Navy Rear Adm. William Brown.

An Airman collects fuel for testing at the fuels control center of the 86th Logistics Readiness Squadron/ Logistics Group Readiness Flight at Ramstein Air Base, Germany.

An example of DLA Energy strengthening relationships with other countries was when DLA Energy Europe and Africa hosted a U.S. European Command-Russia bilateral fuels delegation in Kaiserslautern, Germany, in May.

The Russian visit was the continuation of U.S.-Russia strategic bilateral engagement, and is part of an effort to promote fuels interoperability during bilateral and multi-national exercises.

The visit was designed to familiarize the Russians with U.S. and NATO military fuel specifications and fuel handling capabilities, and to strategically map out the way ahead for U.S.-Russian fuel interoperability.

Brown and Weaver accompanied the Russian delegation for a tour of the DLA Energy laboratory at Rhine Ordnance Barracks in Kaiserslautern, Germany, one of two worldwide DLA Energy petroleum laboratories. The lab supports the U.S. Central Command,

Airmen monitor fuel levels and receipts to make sure fuel levels are maintained and ready to support aircraft operations at the 86th Logistics Readiness Squadron/Logistics Group Readiness Flight at Ramstein Air Base, Germany.

EUCOM and AFRICOM quality surveillance mission.

"We use the DLA Energy lab as a strategic platform and as an engagement opportunity with our European and NATO partners," Brown said. "Russia is one of the top four countries for engagement."

Brown said the U.S.-Russia bilateral fuels visit is a big endeavor, and he wants to make sure they can move forward with NATO and Russian interoperability. He also supports the goal of establishing a fuel exchange agreement.

"Both parties are focused on developing interoperability of aviation, Navy and ground fuels, fuel handling equipment and movement toward establishing U.S.-Russia fuels implementing prearrangement," he said. ES

Energy

DLA Energy Quality Assurance Specialist Axel Spear prepares fuel for testing at the fuel lab in Kaiserslautern, Germany. The lab is the only one of its kind in Europe. Photos by Beth Reece

Quality Fuel

By Beth Reece, DLA Strategic Communications

Whether they're checking the quality of fuel at a refinery in Greece or inspecting a vendor in one of the most poverty-stricken countries in Africa, quality assurance representatives working for Defense Logistics Agency Energy Europe and Africa expect to get their hands dirty.

"They're the ones out there accepting fuel and pulling samples to make sure it meets specifications. And often, they're working in intense heat or cold, with heavy stress and a heavy workload," said Lanny Collums, a supervisory quality assurance specialist who leads about half of the 20 quality assurance representatives assigned throughout Europe and Africa.

More than 770 million gallons of fuel were issued to customers in Europe, Africa, Iraq and Turkey in fiscal 2011, primarily at 60 defense fuel support points, 87 into-plane and 25 bunker locations. The largest consumer was Ramstein Air Base, Germany, which is a hub for supplies going into Afghanistan.

In that time frame, DLA Energy Europe and Africa supported about 70 exercises and operations with everything from jet fuel to various grades of ground products, and even helium for Army aerostat platforms that provide surveillance, said Air Force Capt. Carissa Deeney, operations officer.

DLA Energy Europe and Africa Deputy Director Chuck Gross said increasing military operations in austere locations in Africa and Turkey and declining resources are daily challenges for his 85-member team.

Tests at the DLA Energy Fuel Lab in Kaiserslautern, Germany, ensure the fuel used by military customers throughout Europe and Africa meets military specifications.

"The reality is, these days we're being asked to support the warfighter in more remote locations, far from established bases, in areas with little to no infrastructure. That also means finding and dealing with new suppliers and working with government agencies to resolve complicated customs regulations and tax issues that aren't an issue in the U.S. and Western Europe." he said.

Liaison officers partner with the logistics staffs at U.S. European Command and U.S. Africa Command to help forecast customers' need for fuel. But providing fuel for military exercises and contingency operations has become especially difficult due to the fluid nature of those operations, added Army Col. Robert Weaver, commander of DLA Energy Europe and Africa.

DLA Energy Direct Delivery Fuels contracting representatives are currently working on a blanket ordering agreement that Weaver said will enable his organization to better meet short-notice requirements for troops in Africa.

"With the blanket ordering agreement, we'll have vendors that are already vetted, so when a requirement does come up, the solicitation process will be faster," he said.

Depending on the quantity of fuel needed and the duration of the requirement, DLA Energy Europe and Africa can also turn to local purchase agreements, direct-delivery contracts and one-time spot buys, Deeney added.

When U.S. forces launched Operation Odyssey Dawn with airstrikes in Libya in March 2011 on short notice, energy experts in Europe scrambled to expedite fuel resupply to cover a 125 percent increase in jet fuel consumption to the 31st Fighter Wing at Aviano Air Base, Italy, said Phillip Greene, a DLA warfighter support representative who serves customers in northern Italy and U.S. Army Africa.

The effort was renamed Operation Unified Protector on March 31, when NATO assumed command. Between then and October 2011, DLA Energy Europe and Africa contributed in providing 209 million gallons of fuel products to U.S. forces and another 40 million to coalition partners.

DLA Energy DDF also arranged direct delivery of fuel from Turkey for the Department of State as it assumed responsibility for operations in Iraq. The effort meant a huge learning curve for DLA and DoS alike, said Air Force Maj. Todd McDowell, operations officer.

"Dealing with clearance requirements from newly-formed organizations in the Iraqi government, reacting to detained convoys and drivers, and making sure our vendors are providing quality product on time have been a huge challenge," he said.

DLA representatives also trained State Department officials on fuel inventory management and standard operating procedures for ordering, coordinating delivery and receiving fuel products.

In November, officials setting up a remote site in eastern Turkey requested DLA's help to determine why fuel wasn't flowing properly into generators that run the system.

"The site is over an hour from the closest town, and securing fuel to run the generators and vehicles presented a big challenge, which was complicated by poor roads and severe weather," Deeney said.

Subzero temperatures and a lack of filtration capability were keeping fuel from getting into the generators, so Army Sgt. 1st Class Juan Nieves, an operations noncommissioned officer assigned to Incirlik Air Base, Turkey, was sent to the site. Finding that the equipment had been set up wrong, Nieves helped identify equipment needs and familiarized site operators with fuel maintenance procedures.

"The difference we were able to make there and elsewhere is a testament to our team's expertise and to their willingness to help warfighters whenever possible," Gross said.

Air Force Chief Master Sgt. Howard Heisey, 86th Logistics Readiness Squadron fuels manager, discusses fuel quality with Lanny Collums, a supervisory quality assurance specialist for DLA Energy Europe and Africa.

We Are DLA

GREENER ENVIRONMENT

By Sara Moore, DLA Strategic Communications

There's a Defense Logistics Agency team revolutionizing the way the agency does business and making it more environmentally friendly in all its business practices, garnering big successes along the way.

The DLA Supply Chain Sustainability and Hazardous Materials Minimization Team was established in November 2008 in response to executive orders and a governmentwide trend toward reducing hazardous materials and encouraging the use of environmentally preferred, or "green," products. The team includes representatives from throughout the agency. Its members are logisticians, product specialists, business process analysts, chemists, engineers, acquisition specialists, standardization specialists, program managers, and technical and quality analysts, and they work together to make the agency greener and even more effective and efficient.

"We have a hard-working team," said James Reed, DLA's Hazardous Minimization Program manager. "Currently there are 36 members on our team, and we all work together, along with the military services. We're out there promoting DLA [and] promoting environmentally preferred products."

Reed runs the program tasked with tracking the receipt, storage and handling of hazardous materials while also reducing the use of such materials. The other major program run by the Supply Chain Sustainability and Hazardous Materials Minimization Team is the Supply

The Defense Logistics Agency works to sustainably

- **DLA Aviation team members worked with Naval Air Systems Command to identify and qualify alternatives to high volatile organic compound and hazardous air pollutant aircraft cleaners, whose use contributes to ground-level ozone or photochemical smog formation that harms humans and damages vegetation. Installations using high volatile organic compounds and hazardous air pollutants cleaners in localities with stringent air quality rules may suffer adverse impacts on their ability to perform their mission.**

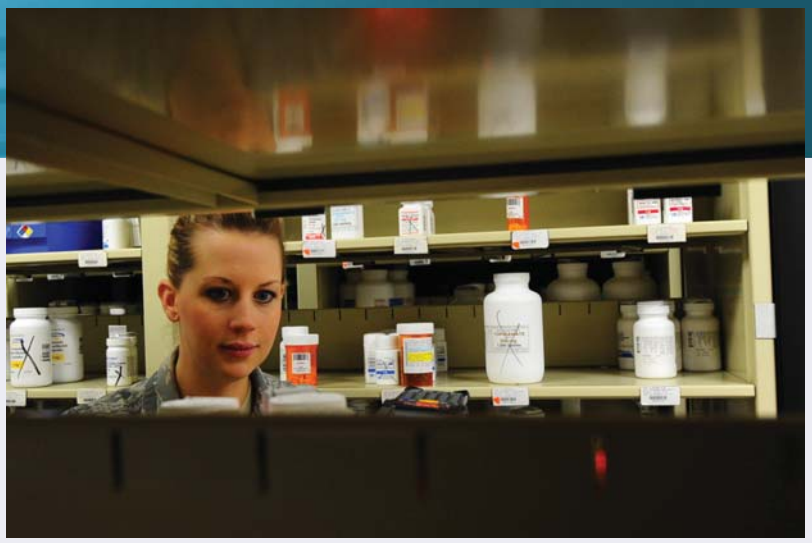
Chain Sustainability Program, which focuses on offering customers environmentally responsible products and services.

"With both these programs, the team works to bridge the gap between people in the environmental sector and people in the logistics world," Reed said.

Often, similar initiatives are being worked on under the Office of the Under Secretary of Defense for Installations and Environment and the deputy assistant secretary of defense for supply chain integration, he said.

"If such initiatives can be linked, solutions can be reached more quickly and effectively," Reed said.

Reed noted current efforts to eliminate a chromium-specific hazardous substance in surface coatings as an example. When the use of hexavalent chromium, a potential carcinogen, came up as an issue for the Defense Department, the Supply Chain Sustainability and Hazardous Materials Minimization Team spoke with logistics professionals to determine if replacing it with an environmentally preferred product would be feasible, he said.



An airman scans medications at the pharmacy on Ellsworth Air Force Base, S.D. The DLA Troop Support's Medical Division is using reverse distribution to allow medical treatment facilities to return expired pharmaceutical items. Photo by Air Force Airman 1st Class Zachary Hada

"When you take the chromium out of the product, we have to go back to the services to make sure that they have alternatives to do this, number one," he said. "Number two, if we do take it out, how will that affect the weapons systems and what they do?"

Determining the effectiveness of green products also means conducting joint testing with the services and sometimes research universities, Reed said.

"The coordination involved with these green initiatives is why it's important for the team to have such a diverse makeup, representing all the DLA field activities and supply chain support organizations within DLA

support the warfighter

- **DLA Energy is helping to expand the use of alternative fuel sources for America's warfighters by embracing the challenge to reduce military dependence on foreign oil and increase use of biofuels. DLA Energy is working toward full integration of these fuels into the military supply chain. Efforts are focused on working in partnership with the military services to get engines certified according to the services' testing and certification protocol. Also, DLA Energy is focused on tailoring contracts for renewable fuel purchase, including the renewable jet fuel requirement for the Air Force and the Navy. In support of the 2012 Rim of the Pacific exercise, DLA Energy made the single-largest government purchase of biofuels: 100,000 gallons of hydrotreated renewable JP5 jet fuel and 350,000 gallons of hydrotreated renewable F76 marine distillate fuel, known as HRD76.**

We Are DLA

A sailor verifies the preset functions of sonobuoys. DLA Troop Support's Clothing and Textile Division is developing a bio-degradable parachute for sonobuoys. The current nylon parachutes cause entanglement of marine mammals and sea turtles. Photo by Navy Petty Officer 2nd Class Julian R. Moorefield

Headquarters. [It's] also why the team members are involved in many different government and industry working groups," Reed said.

Team members represent DLA and DoD on many groups, including the Interagency Task Force on Electronics Stewardship, the Federal Electronics Stewardship Working Group, the Interagency Energy Efficient Product Procurement Working Group, and the American Association of Textile Chemists and Colorists. The team also represents DLA in the European Union Registration, Evaluation, Authorization and Restriction of Chemicals Program, the result of a 2007 law that aims to improve the identification of the properties of chemical substances.

In addition to these large-scale projects, each DLA primary-level field activity runs specific programs to promote sustainability and environmentally preferred products. One specific program is the Hazardous Material Information Resource System, managed by DLA Aviation.

"This system is a database that contains material safety data sheets for hazardous materials and other information required by logisticians in the field," said Edilia Correa, chief of the Hazardous Information Programs Division at DLA Aviation.

Correa's division also includes the Hazardous Minimization and Green Products Branch, which was created about two years ago in response to a push for more environmentally preferred products throughout the government.

"This branch works directly with DLA Aviation customers to identify products and materials that could be replaced by environmentally friendly alternatives," Correa said.

Calvin Lee, who runs DLA Aviation's Hazardous Minimization and Green Products Branch, said

- **DLA Land and Maritime team members developed three new alternative cadmium connector finishes: zinc nickel, nickel fluorocarbon polymer and electrodeposited aluminum in lieu of traditional finishes that rely on the hazardous chemical cadmium. By providing a comprehensive set of cadmium alternative parts, it is conservatively estimated that the introduction of at least 200 nonstandard connectors is avoided. Using the Department of Defense Parts Management Cost Avoidance of $20,904 for each nonstandard electrical connector, this effort is estimated to save at least $4.18 million annually, and over the next five years, $209 million.**

his team has always been heavily focused on collaboration with customers throughout the process of identifying products to be replaced and developing and testing environmentally preferred alternatives. "We go out to the facilities and the different installations and stay in contact with them and dialogue with them on what their needs are and, based on that, try to work on a solution to solve that problem," Lee said. "It takes a good amount of effort and planning."

Some of the DLA Aviation team's notable achievements include developing a microfiber cloth that can clean the canopies of aircraft and developing anti-corrosion agents for the Army that are free from harmful chemicals.

"DLA Aviation's program is unique," Lee said. "The team tests the environmentally friendly alternatives it develops at military installations, resulting in direct feedback about whether a product works."

Once that is proven and verified by the military customers, the services coordinate the assignment of a national stock number for the new product to be incorporated into DLA Aviation's supply chain, making it available for all customers.

Collaboration with customers is essential when developing products that will potentially be added to the DoD catalog, Reed said, because DLA does not have the authority to add products without approval from the military.

"Any new product must be verified by the military prior to being included in the catalog, so the Supply Chain Sustainability and Hazardous Materials Minimization Team's quarterly meetings always include military representatives to speed up the process," he said. "We can provide a conduit to the service to be able to speak directly with a DLA representative for the area of supplies that they're looking for. They work hand in hand in developing the environmentally

Sailors load sonobuoys before flight operations on a P-3C Orion. DLA Troop Support's Clothing and Textile Division is developing a bio-degradable parachute for sonobuoys, which are a sonar canister system ejected from air craft or ships that deploy as a buoy upon water impact. Photo by Navy Petty Officer 2nd Class Julian R. Moorefield

- **DLA Troop Support's Clothing and Textile Division is working with Army Natick Soldier Systems Center and Navy Naval Air Systems Command to develop a bio-degradable parachute for sonobuoys, which are a sonar canister system ejected from aircraft or ships that deploy as a buoy upon water impact. The current nylon parachutes cause entanglement of marine mammals and sea turtles. They also pose threats of ingestion to marine life, and can damage or smother benthic resources such as coral and essential fish habitats.**

We Are DLA

preferred products with our primary-level field activities."

DLA Troop Support Subsistence reworked the flameless ration heater found in combat rations.

"The gases in the heaters caused damage and were potentially hazardous to troops," said John Woloszyn, with DLA Troop Support Subsistence.

"DLA team members are always working on new projects to enhance the use of environmentally preferred products," Reed said.

The Supply Chain Sustainability and Hazardous Materials Minimization Team has been recognized with several awards, including an honorable mention for the 2011 Secretary of Defense Environmental Award for Sustainability – Individual or Team and the DLA Environmental Award, he noted.

Soldiers prepare food at a dining facility. DLA Troop Support–Subsistence continues to purchase 50 percent bio-based cutlery, and works to incorporate 100 percent bio-based cutlery into the supply chain. Photo by Army Spc. Andrew Ingram

Reed said he sees DLA's hazardous materials minimization and sustainability mission growing as the military services look for more ways to be environmentally conscious without compromising mission effectiveness. He stressed that the team DLA has in place is the right construct for going forward, because collaboration between different organizations throughout the agency and with customers is vital. Correa, of DLA Aviation, agreed, noting that the Supply Chain Sustainability and Hazardous Materials Minimization Team has been fully integrated from the start, leading to many of its successes.

"This is a program that, to me, has been very unique because from the very beginning, it was fully integrated across the enterprise and across all the supply chains," she said. "A lot of times, based on the uniqueness of our customers and the products that the supply chains support, we work separately from each other. And in this situation, even though we have some distinct differences, from the very beginning we partnered and decided the best way to do this is in an integrated fashion."ES

- **The DLA Troop Support's Medical Division demonstrates environmental stewardship and streamlined pharmaceutical disposal for customers. Improper disposal of expired pharmaceutical items often results in soil or water contamination if the items are sent to a landfill or disposed of in sewage systems. The pharmaceutical program uses reverse distribution to allow medical treatment facilities to return expired pharmaceutical items to the contractor for proper disposal in a high temperature incinerator. Manufacturers deliver their customers a monetary credit, which can be applied toward future purchases.**

- **DLA Troop Support's Subsistence Division continues to purchase 50 percent bio-based cutlery, and works to incorporate 100 percent bio-based cutlery into the supply chain. It continues to identify other DoD supply chain items for conversion to 100 percent bio-based content.**

The face of the Defense Logistics Agency Energy...

One Face

Name: Lee Dvonch

Job: Contracting specialist at Defense Logistics Agency Energy Europe and Africa. I work in Kaiserslautern, Germany, and I've been assigned to this job since October 2011. My job focuses on the planning and execution of fuel contracts for the U.S. European Command and U.S. Africa Command areas of responsibility, a region that includes four combatant commands and 104 countries.

My responsibilities start from getting the right requirements from the customer in order for the contracting officials at Fort Belvoir, Va., to put the best contracts in place. After the contract is awarded, I coordinate to make sure the right products are delivered to the right place at the right time, and the contractor gets paid. I make improvements by bringing my contracting knowledge forward to the customer and contractor, and translating real world issues back to headquarters.

Energy experience: I started my career at DLA Energy at Fort Belvoir as part of the first class of contract specialist interns in 2004. I worked as a contract specialist in the Direct Delivery Ground Fuels division. I returned to DLA Energy in 2009 as a contracting officer for the Into-Plane, Bunkers and Fuel Card division. After a couple more years working in Direct Delivery, the opportunity arose for me to work for a region.

Challenges and rewards of the job: The region's mission is a combination of tactical and strategic goals. The tactical side is the hands-on part, ensuring that the vendor's driver knows where to go to deliver the fuel and who to contact to get on base, and that he has the all right hoses, connections and fittings. The strategic side is working with the contracting officers at Fort Belvoir to put the right contracting vehicles in place that will provide the best value to fulfill customer requirements.

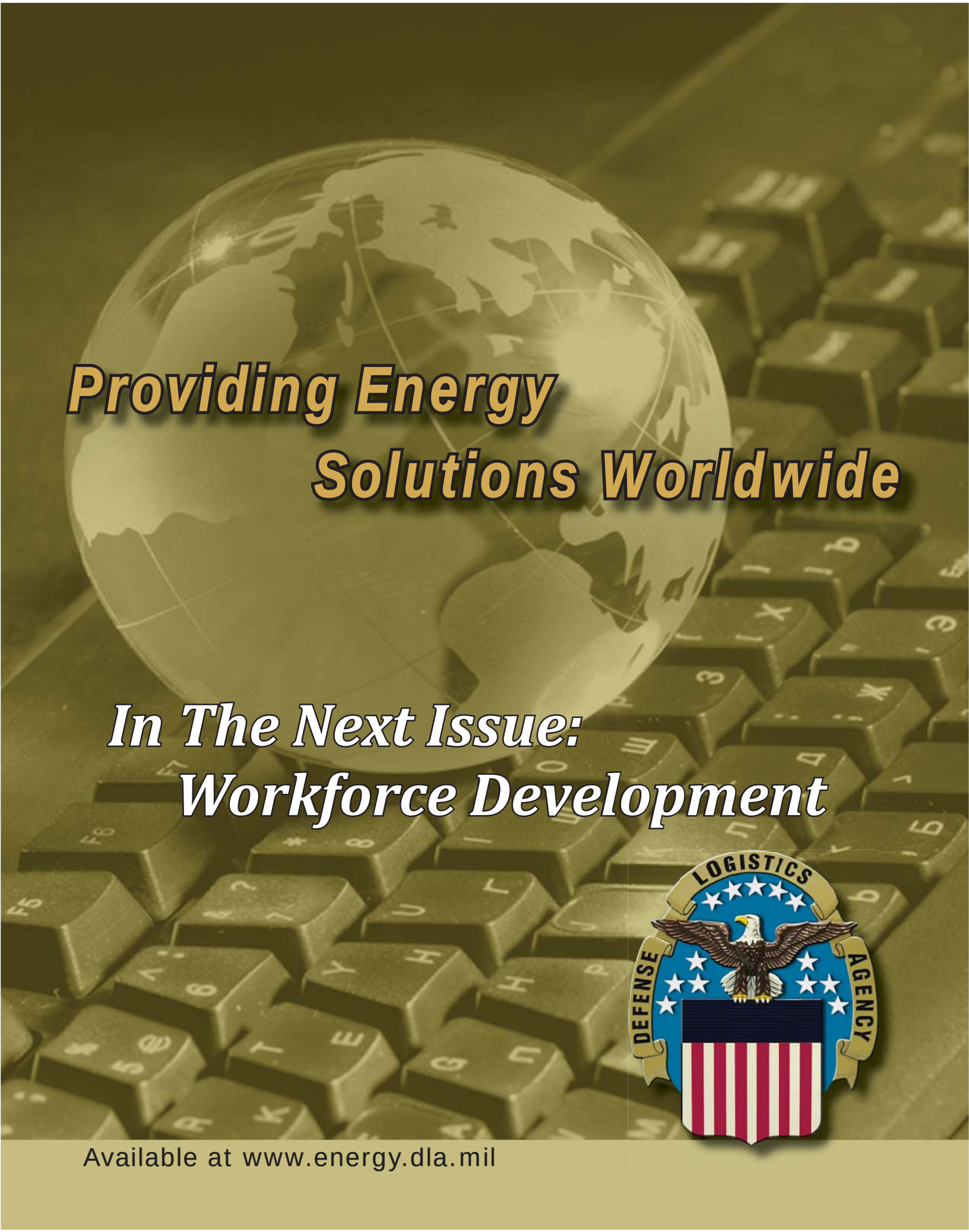
I get to see the working end of our contracts, where the rubber meets the road. I see the real problems in the field and provide contracting solutions to help the customer receive the fuel they need. It's been a great career-broadening opportunity to see how the contracts put in place at Fort Belvoir are enacted, sometimes in very austere overseas environments. Working in the region really gives perspective and context to the DLA mission and is helping me become an expert at managing contract performance.

It has also been a terrific personal experience to live overseas and experience the different cultures, travel, and see a lot of Europe. When I was offered this job, I proposed to my girlfriend and asked her if she would go to Germany with me and she said yes! So I joke that this is our three-year long honeymoon.

A memorable mission: We have been involved in development of several new contracts in place to support fuel requirements in AFRICOM. The infrastructure and quality issues in this area of the world always make these requirements very challenging. We also support the State Department through the U.S. Mission-Iraq, which is a high-visibility requirement that entails a complex supply chain, and requires close and detailed oversight to ensure success.

Future Plans: I plan to make a career working for the Department of Defense. There are a lot of interesting, challenging opportunities out there that I'm looking forward to taking on in the future.

Lee Dvonch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