Defense Logistics Agency Energy

ENERGY SOURCE

April 2013

WARFIGHTER SUPPORT

from the commander

Brig. Gen. Giovanni K. Tuck, USAF

Defense Logistics Agency Energy

This edition's theme of warfighter support is an easy one for us at DLA Energy because we support the warfighter with everything we do, on all fronts. From our business units to our regional offices, we bring strength through collaboration.

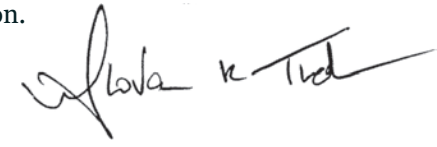
Collaboration is key to supporting our warfighters, and it's why our organization is oriented to be customer-facing and supplier-facing. Backing the structure of DLA Energy, we also have our liaison officers and quality assurance representatives tied directly to the regions and our customers to give assistance.

Every corner of the agency is dedicated to warfighter support. Helium efforts through our Aerospace Energy office have been huge to the Army to help get aerostats up in the air and give persistent surveillance and reconnaissance for our troops in the Middle East. Our Direct Delivery team can go into a country right now, set up a contract and get that region the fuel the combatant commands need to be successful. And you can't get past our Bulk petroleum units' missions; it's the biggest thing we do to fuel the forces. We're also helping out with installations' energy needs, along with so much more.

Continuing improvements to our service support are coming through "10 in 5" efforts where we're working with the rest of DLA to save $10 billion over five years and give it back to the warfighter. Along with keeping resources where they need to be, our regional commanders make sure we're in step with all combatant commander operating plan requirements. The joint staff is helping prioritize our aid to each of those commanders.

Prioritizing support is also important with the subject of sequestration on the table. Everything will be looked at from the point of view of mission impact. Our processes might change with the majority of our folks working only 80 percent of the time they normally would be, but we're going to keep making sure requirements are met.

Speaking of meeting requirements, hats off to Deputy Commander Mike Scott, Executive Advisor Kathryn Fantasia and the rest of our leadership team for holding down my job while performing their own during my recent five-week CAPSTONE leadership training. Supporting the warfighter isn't hinged on me or any other individual, but on a process. It's through that flexible process that I know we're going to keep our aid to the military services going, even through sequestration.



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Army Private 1st Class Quinton Rivers conducts a fuel filter effectiveness test during the 21st Theater Sustainment Command fuel readiness training hosted at the DLA Energy Europe and Africa's petroleum lab in Kaiserslautern, Germany, Nov. 29-30. Photo by Army Staff Sgt. Darius Andrus

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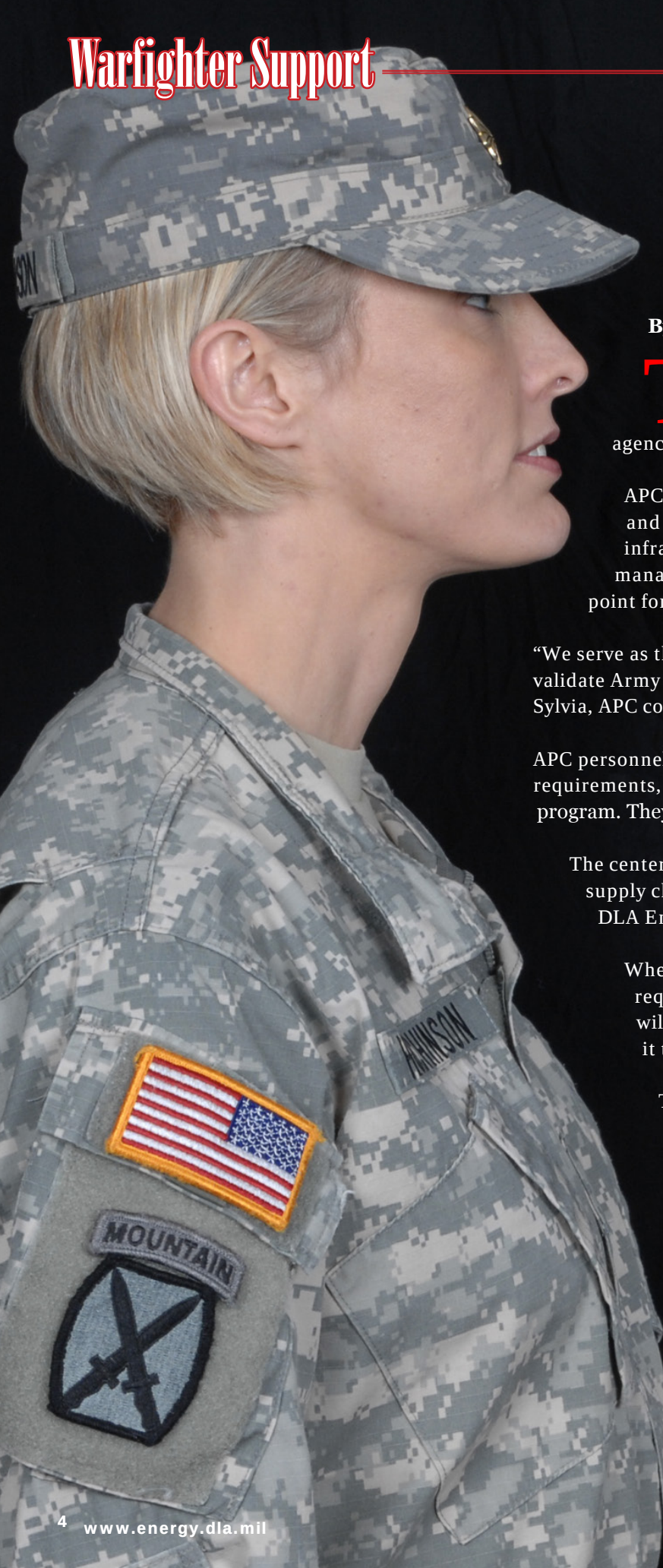

By Jonathan Stack and Susan Lowe

The Defense Logistics Agency Energy is responsible for providing fuel to all the military services, and the Army Petroleum Center is the agency's gateway to offering that support to the Army.

APC provides direction for fuel quality issues and provides technical guidance on equipment, infrastructure and quality control to assist units in managing fuels operations, and is the service control point for all DLA Energy-related support issues to the Army.

"We serve as the Army's [petroleum] service control point, and validate Army requirements worldwide," said Army Col. Keith Sylvia, APC commander.

APC personnel validate the Army's facility and maintenance requirements, and are also in charge of the Army's fuel quality program. They provide support to the Army warfighter, Sylvia said

The center represents the Army's interest in the bulk fuel supply chain, and basically serves as the Army's liaison to DLA Energy, said David Corbin, APC deputy director.

When personnel from an Army location send a requirement to the petroleum center, APC personnel will ensure it's valid, and then will approve and submit it to DLA Energy.

This allows for the DLA Energy workforce to not have to worry about checking, and know it's a valid requirement, Sylvia said.

"We coordinate to make sure everyone's needs are met," he added. "Sometimes we might ask DLA for something that isn't actually achievable and have to adjust to meet everyone's needs."

Corbin said they aren't just coordinating the fuel, but also the mode of delivery and hours of delivery.

"We work with the individual Army customer

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to make sure it's a logical and valid package," he said.

The center provides support to customers in more than 280 Army locations inside and outside the continental U.S.

"DLA Energy is the authorized provider of fuel and in most cases provides the fuel once the Army Petroleum Center validates a requirement," Sylvia said.

He said DLA Energy provides 50 percent of the fuel in Afghanistan, and NATO provides the other 50 percent. In Europe and South America, all the Army's requirements are met by DLA. In the U.S. the majority of the fuel needs are met by DLA.

In addition to petroleum products, DLA Energy provides Army warfighters with coal, natural gas and helium.

"Also, some of our locations have turned to DLA Energy as the provider of their electricity," Sylvia said.

DLA Energy has made great strides in supporting the Army in these energy performance contracts, Corbin said.

Energy savings performance contracts require energy service companies to install and finance projects that increase customers' energy efficiency and water conservation at no direct cost to the customers.

"As part of the requirement, the energy service company identifies improvements that will save energy and related operations and maintenance costs for a federal agency customer, such as an Army installation," said Cindy Obermeyer, DLA Energy Installation Energy contracting officer. "The energy service company guarantees that the energy improvements proposed will result in a specified level of annual energy-cost savings to the federal agency or installation customer."

Obermeyer said the savings from an energy savings performance contract are guaranteed to be enough to let a customer pay the energy service company for its work over the term of the contract, which will not exceed 25 years.

"The Energy Savings Performance Contract branch has awarded more than $430 million in energy savings contracts for the Defense Department, primarily for the Army," Obermeyer said.

"The agency's name has changed, people have changed and processes have changed, but DLA's core mission hasn't changed – provide energy solutions to the warfighter, and APC's core mission hasn't changed."
Army Col. Keith Sylvia
Army Petroleum Center commander

DLA Energy has also played a big role in assisting the Army in utility privatization, Corbin said.

DLA Energy's Utility Services business unit, in an environment where there is insufficient funding to upgrade and modernize The Army's utility infrastructure, is responsible for awarding services contracts to commercial companies to which the services have conveyed their utility infrastructure. DLA Energy is the executive contracting agent for the Army's utility privatization programs.

Under these contracts, the new system owner is required to provide safe and reliable utility services and must upgrade, maintain and operate the system in accordance with commercial standards, said Jacob Moser, former director of DLA Energy Utility Services. This allows the military services to concentrate on core missions.

"By conveying ownership of the system to another entity, utility privatization leverages the expertise and capital of the commercial sector and the installation's role

A soldier refuels his mine resistant ambush protected vehicle during a convoy break in Afghanistan. DLA Energy provides the Army with petroleum, coal, natural gas and helium, among other energy products. Photo by Army Sgt. Kimberly Trumbull

transitions from being the system owner to a customer purchasing utility services," Moser said. "By privatizing the infrastructure, the services are able to obtain safe and reliable utility services across modernized utility systems."

Utility privatization greatly increases the reliability of utility services provided via the privatized utility system, which is critical to supporting military missions and providing essential services to military service personnel, Moser said.

Utility system deficiencies can degrade system reliability, threaten mission readiness and potentially compromise energy security, he added.

Moser said under utility privatization, ownership and responsibility of utility systems are conveyed to utility companies, which then bring the systems up to industry and regulatory standards.

"We contract with the new system owner for 50 years to provide utility services at a cost; while higher than that expended prior to privatization, it is lower than if the government retained and maintained the systems to the same standard," Moser said.

The decision to privatize a system is based on the results of an economic analysis, which compares the 50-year proposal price to an estimate of what it would cost if the government upgraded, maintained and operated the system in accordance with industry and regulatory standards, Moser said.

"A utility system is only privatized when the government cost estimate to upgrade, maintain and operate the system in accordance with industry and regulatory standards is greater than the costs of privatization," he added.

An example of a utility privatization contract in action was the restoration of power by Dominion Virginia Power to Fort Belvoir, Va., after severe storms swept through the Army post June 29, 2012.

A utility privatization contract had been awarded to Dominion Virginia Power in September 2006 to, in part, deal with emergency situations just like this.

A soldier pours a fuel sample into a machine in his lab in Kosovo, that tests the flash point of the fuel. DLA Energy provides 50 percent of the fuel in Afghanistan, and 100 percent of the requirements in Europe and South America. Photo by Army Sgt. Jerry Boffen

Under this contract, Dominion Virginia Power's responsiblity is to provide operation, maintenance, renewals, replacements and capital upgrades for the Fort Belvoir electrical distribution system to meet federal, state and local laws and regulations for 50 years.

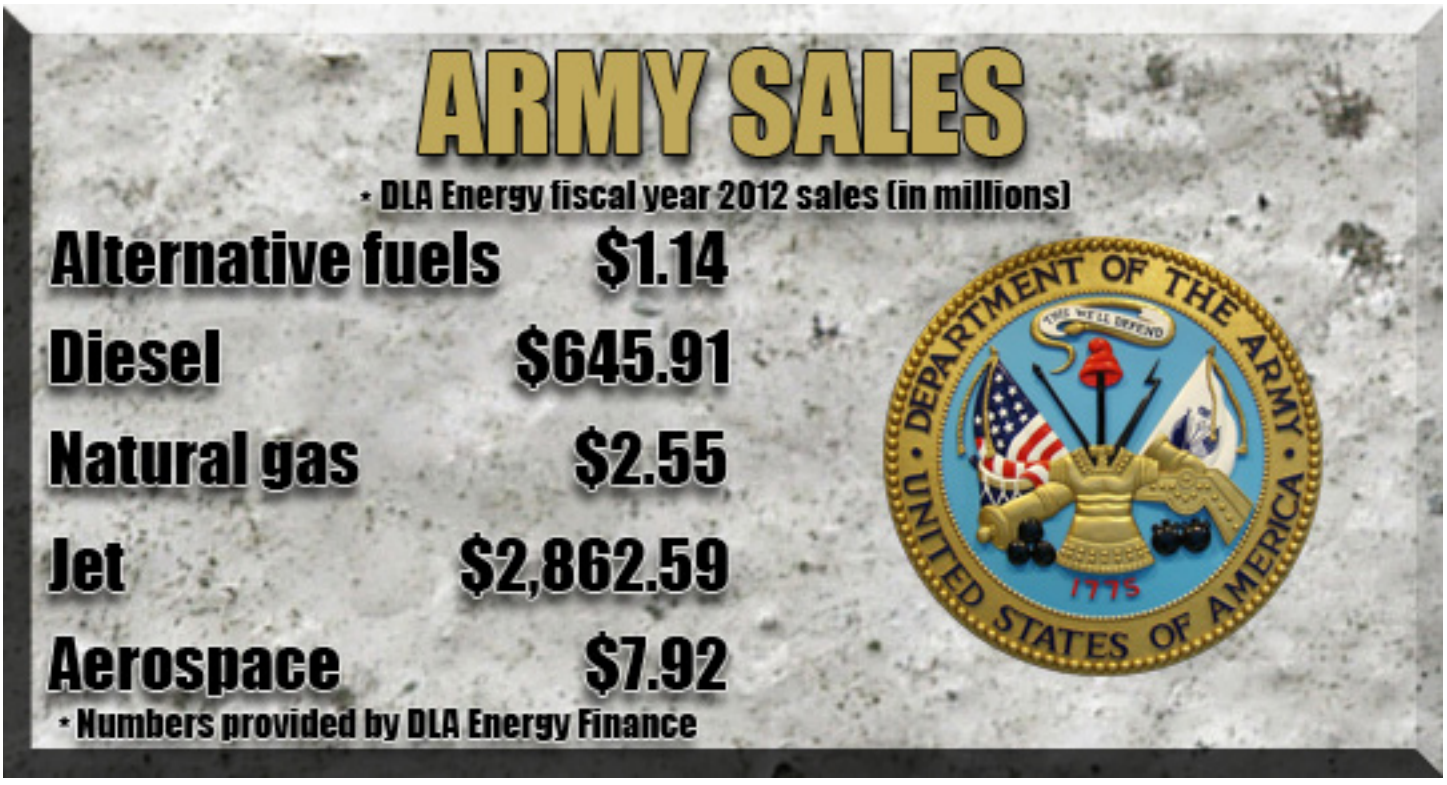
Sylvia said DLA Energy and APC have been working together in some capacity for more than 40 years, and there have been a lot organizational changes at the agency, but there hasn't been an impact on support to the Army warfighter.

"The agency's name has changed, people have changed and processes have changed, but DLA's core mission hasn't changed – provide energy solutions to the warfighter, and APC's core mission hasn't changed," he said.

Sylvia added that both organizations are a powerful resource for the Army customer, and if they continue to work transparently and come up with solutions together, the partnership will remain great.

"We look forward to working through some tough challenges together," he said.

Editor's note: An excerpt of a news article, titled Defense Logistics Agency Energy supports Army's efficiency projects, from the DLA Today website was used for this article.



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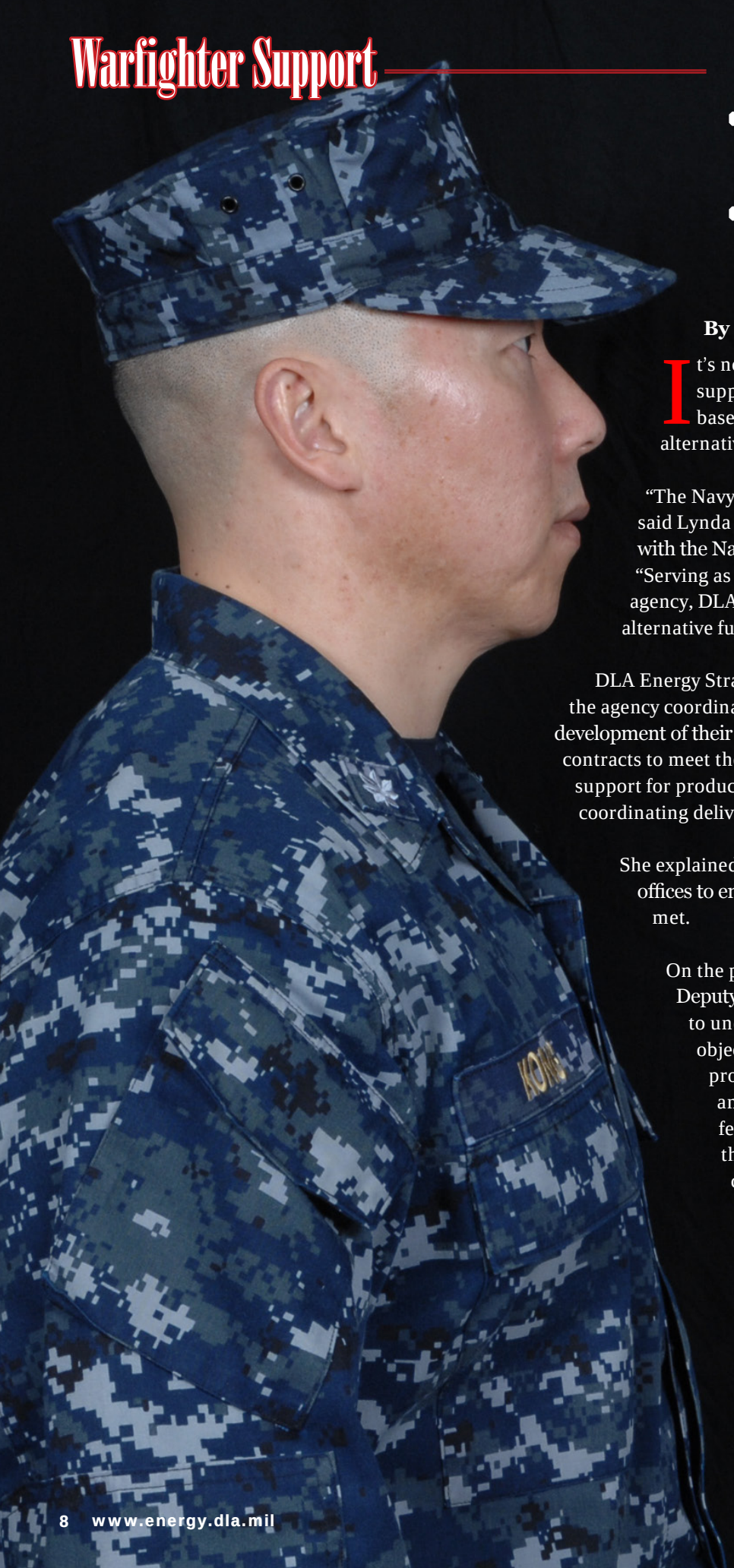


By Christopher Goulait

It's no secret Defense Logistics Agency Energy supports the Navy with traditional petroleum-based fuels, but as the service's requirements for alternative fuels grows, so does the agency's support.

"The Navy has always considered DLA Energy a partner," said Lynda Turner, the alternative fuel logistics lead with the Naval Supply Systems Command Energy office. "Serving as the Department of Defense energy procurement agency, DLA Energy continues to help us shape our alternative fuel requirements to meet our objectives."

DLA Energy Strategic Energy Analyst Jeanne Binder said the agency coordinates with the Navy on several fronts: the development of their specifications and requirements, awarding contracts to meet their requirements, providing quality assurance support for products provided under the contracts and support in coordinating deliveries and transportation.

She explained DLA Energy coordinates with several Navy offices to ensure their alternative fuel requirements are met.

On the policy side, the organization works with the Deputy Assistant Secretary of the Navy Energy office to understand the service's high level goals and objectives, she said. The partnership also helps provide guidance and support on procurement and logistics processes to help determine what is feasible, as well as allows coordination between the Navy and DLA Energy business units to make communication easier.

Day-to-day alternative fuels support to the Navy goes through the Naval Supply Systems Command Energy office.

The NAVSUP Energy office works with DLA Energy on many of the same points as the DASN Energy office, but at the working level, Binder said. They develop and execute plans and efforts related to procurement and logistics, which are needed to support

SUPPORT

specific efforts to meet the Navy's goals.

Dan Baniszewski, DLA Energy Quality/Technical Support office's Product Technology and Standardization division chief, said his office also works with the Naval Air Systems Command and Naval Sea Systems Command to establish alternative fuels specifications, feedstock requirements and other technical language related to the overall feedstock to fuel conversion process and final fuel composition.

Cooperation between the organizations is needed to support Secretary of the Navy Ray Mabus' goal of improved energy security through operating the "Great Green Fleet" on a blend of biofuel and petroleum by 2016 and achieving 50 percent of total energy consumption from alternative sources by 2020, Turner said.

Many smaller tasks lead up to reaching those goals, she said, and that's where DLA Energy comes into the process.

After the Navy develops the requirements for alternative fuels, DLA Energy's quality/technical and contracting teams assist.

Turner said the Navy develops a "requirements document" that includes the non-petroleum fuel specification, volumes, delivery locations and dates. This document is prepared in collaboration with DLA Energy, relying on the organization's logistics expertise every step of the way.

Baniszewski said the agency's role involves working with potential alternative fuel suppliers to establish specifications, feedstock conversion process requirements, volumes and delivery schedules that are needed for a successful solicitation.

DLA Energy also helps put Navy requirements into the proper contractual language, which will ultimately help in obtaining a successful contract, Turner said.

Having a relationship with alternative fuel industry contacts helps ensure the success of those contracting packages as well, Baniszewski said.

"DLA Energy also uses its contacts and connections within the alternative fuels industry to disseminate knowledge of current solicitations to enable as many potential suppliers as possible to submit offers," he said.

After reaching suppliers and receiving their offers, the DLA Energy Quality/Technical Support office acts as the principle technical evaluator during the offer evaluation phase to determine if a supplier can meet the specification, feedstock, conversion technology pathway, production and delivery requirements of the solicitation. The office also provides support via pre-award surveys.

"Representatives from DLA Energy are members of some of our Navy working groups, to include the newly formed Great Green Fleet 2016 Task Force. Without the continued Navy and DLA Energy partnership, meeting our service goals would be challenging."
Linda Turner
Naval Supply Systems Command Energy

Turner said the Navy and the DLA Energy teams remain in close coordination throughout the entire process, no matter the scope or scale of the requirements.

The partnership is there whether it's developing a requirements document for a product from a new non-petroleum source, to be used for testing and certification, larger volumes required for an operational demo, or an eventual operational procurement.

In any situation, DLA Energy contributes their knowledge of market availability to the development of a request for proposal and finally to the signing of a contract, Turner said.

"Ultimately, a success for the Navy and DLA Energy results in the Department of Defense being one step closer to meeting federal energy policies," she said.

However, Turner said to remember the alternative fuels industry is still young and procuring a product that is not yet an industry standard for testing can be challenging because of issues of availability, cost, delivery, storage and more.

Baniszewski related the comparatively unknown processes involved with alternative fuels to those of the well-established petroleum-based products.

"Normally during the offer evaluation process, in-depth reviews of fuel production processes are not required, but for the 'new' alternative fuels required by the Navy, DLA Energy had to perform in-depth research related to the feedstocks and conversion technologies involved for each offeror to determine their validity in accordance with the solicitation requirements," he said.

Binder said the "new" fuel procured for the Navy's certification and demonstration efforts doesn't fit into what is currently allowed in their military specifications for JP5 jet fuel and F76 marine diesel fuel, so draft specifications had to be used for procurements.

"These procurements were not part of the regular bulk fuels procurement program; each buy is a separate action based on the Navy's requirement," she said. "The Defense Working Capital Fund did not pay for the fuel. Most of the funding was provided by the Navy with the Energy Readiness Program providing a small amount of DLA research and development funds."

Differences between traditional support and alternative fuels support extend past the fuel itself when unique transportation requirements arise to get the product to the Navy's testing locations, Baniszewski said.

"Deliveries were made via tank truck, and since the fuel is for research and development purposes, each truck had to be evaluated for the last product carried and cleaning procedures to ensure the R&D fuel was not contaminated," he said.

From research to delivery, DLA Energy coordinated four different varieties of alternative fuels for the Navy since fiscal year 2009, Binder said. They are a Fischer-Tropsch F76 equivalent known as FT F76, a hydro-treated renewable marine diesel fuel known as HRD76, a hydro-treated

Secretary of the Navy Ray Mabus and Chief of Naval Operations Adm. Jonathan Greenert arrive at the Great Green Fleet demonstration in a MH-60S Seahawk helicopter using a biofuel blend during the Rim of the Pacific 2012 exercise. The Defense Logistics Agency Energy contracted for the single largest biofuels procurement to date in support of the exercise. Photo by Navy Petty Officer 3rd Class Ryan J. Mayes

renewable jet fuel called HRJ5, and a direct sugar to hydrocarbon equivalent of F76 called DSH76.

DLA Energy supported the Navy's testing and demonstration with 20,000 gallons of FT F76 and 41,500 gallons of HRJ5 in fiscal 2009. Then, in fiscal 2010, 150,000 gallons of HRJ5 were exercised as a part of the existing fiscal 2009 contract. Following that, in fiscal 2012 the largest single procurement of alternative fuels was arranged for 350,000 gallons of HRD76, along with 100,000 gallons more of HRJ5 and a new procurement of 15,000 gallons of DSH76 with two options for 25,000 gallons that haven't been exercised yet, Binder said.

These fuels were used for different purposes in the service's qualification process.

In the case of the HRD76 and HRJ5 from fiscal 2012, fuel was used for demonstration purposes during the 2012 Rim of the Pacific exercise in preparation for use using during the Great Green Fleet events, explained Navy Fuels Lead Rick Kamin.

Kamin said the fuel used for the Great Green Fleet demonstration fit into the fourth stage of a four-phase qualification process. The first phase started in the laboratory to look at chemical and physical properties, moved on to compatibility of materials like components, propulsion systems and distribution systems in the second phase, and continued with smaller platform trials in the third phase.

"The fourth phase comes down to fleet operability and making sure the fuels work out in the real world, and that's really what the goal of the RIMPAC Great Green Fleet biofuels testing was," Kamin said.

"Objectives were simple and twofold," he continued. "First was to do a full, end-to-end logistics distribution infrastructure evaluation. From the supply point onshore to when the end user burned the fuel in their propulsion system, we evaluated the entire process. The only way you can really see if it will work in the field is to actually use it in the field."

The fuel used for the alternative fuels portion of the exercise

Biofuel undergoes its initial inspection as it's loaded into the aircraft carrier USS Nimitz during a replenishment at sea with Military Sealift Command's fleet replenishment oiler USNS Henry J. Kaiser. Nimitz on-loaded 200,000 gallons of a jet fuel blend of traditional petroleum and biofuel contracted by the Defense Logistics Agency Energy in preparation of the Great Green Fleet demonstration during Rim of the Pacific 2012 exercise. Photo by Navy Petty Officer 2nd Class Robert Winn

was a 200,000 gallon blend of 50 percent traditional JP5 and 50 percent HRJ5 for jet fuel, along with a 700,000 gallon blend of 50 percent traditional F76 and 50 percent HRD76 for ships' propulsion, Kamin said. The biofuels were derived from 90 percent waste oil and 10 percent algal oil.

Obtaining this fuel and in these amounts offered some unique challenges, Binder said.

She explained that procurements needed for the Navy's Great Green Fleet demonstration required finding sources capable of producing the large quantities needed by the required delivery date, while having competition throughout the procurement process.

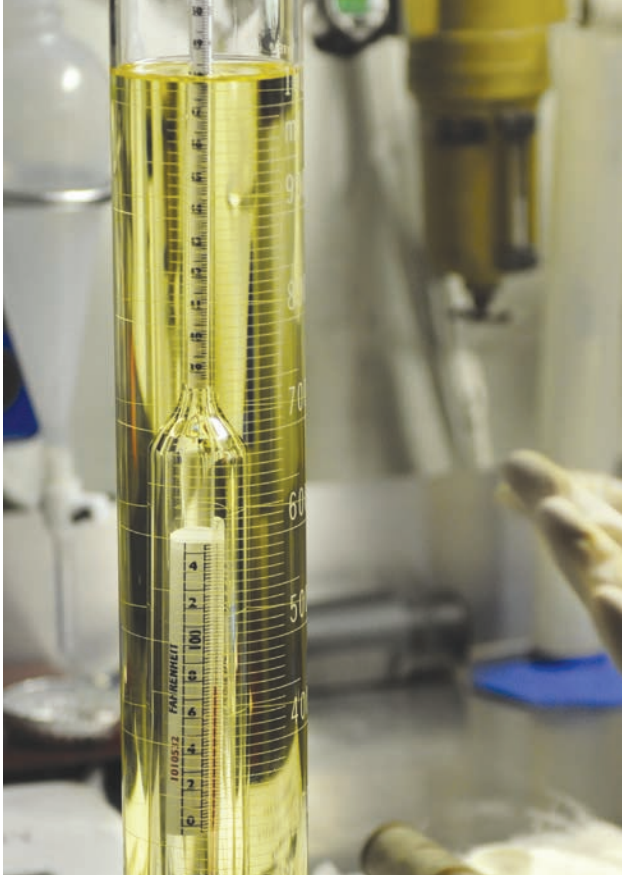
Banizewski added feedstock and sustainability restrictions were also a point that needed to be re-evaluated to meet the Navy's other requirements for these procurements.

Even after awarding the contract, Binder said the process for these biofuels needed attention to ensure fuel quality and make sure delivery schedules could be met. The concerns of Congress also had to be addressed for this batch of biofuels.

But Kamin summarized that by the end of the demonstration, everyone who was involved was in total agreement that the fuel was an acceptable drop-in replacement.

The results came as no surprise to him, as he said the Navy did a lot of tests leading up to this, and it's what was expected.

"The bottom line is that there were no operational impacts," Kamin said.



Defense Logistics Agency Energy-procured biofuel is tested as it's loaded into the aircraft carrier USS Nimitz during a replenishment at sea with Military Sealift Command's fleet replenishment oiler USNS Henry J. Kaiser. This is a portion of the 900,000 gallons of blended jet and marine diesel fuel used during the Navy's Great Green Fleet demonstration in the Rim of the Pacific 2012 exercise. Photo by Navy Petty Officer 2nd Class Robert Winn

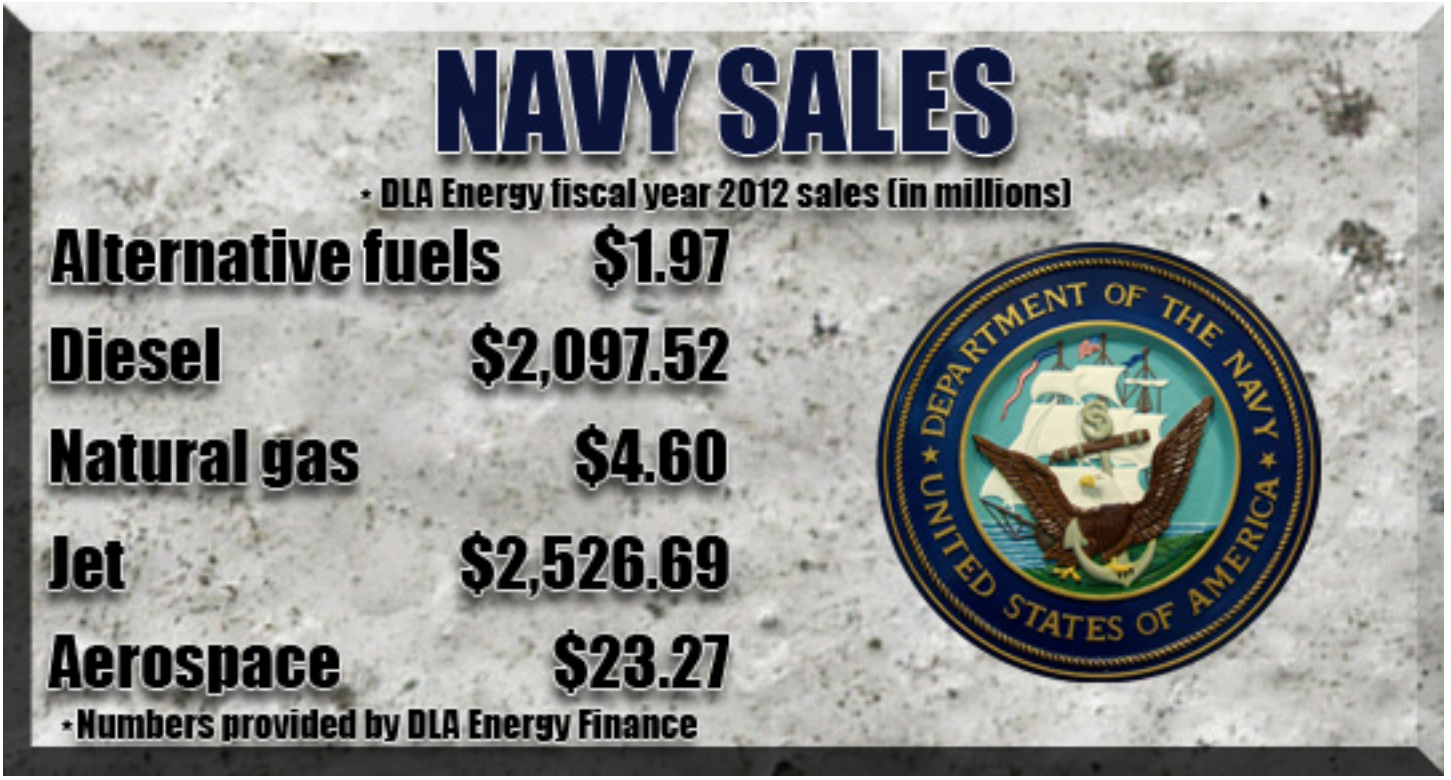
On the heels of what is being considered a successful demonstration of alternative fuel, the Navy is still looking forward to the next steps it will be taking with DLA Energy to assist with upcoming goals.

Turner acknowledged the clear increase in demand for alternative fuels for the Navy, and said she's confident that DLA Energy will be fully engaged to support any new requirements.

"Representatives from DLA Energy are members of some of our Navy working groups, to include the Fuels Requirements and Acquisition Working Group of the newly formed Great Green Fleet 2016 Task Force," Turner said. "Without the continued Navy and DLA Energy partnership, meeting our service goals would be challenging."

She said the Navy will continue to work in close cooperation with DLA Energy in the field of alternative fuels as it strives toward meeting the SECNAV goal that states by 2020 50 percent of all Department of the Navy energy consumption will come from alternative sources.

"It is tough to say how our working relationship will change," Turner said. "Using the past as a predictor of the future, I fully expect that our relationship will evolve as the alternative fuels industry and standards move forward through the various challenges and obstacles that we are bound to face." ES



MARINE

By Terry Shawn

Defense Logistics Agency Energy supports the Marine warfighter in many ways – apart from providing comprehensive energy solutions amounting to approximately $64 million in fiscal 2012, the organization's workforce provides year-round support as members of the Headquarters Marine Corps Management Assist Visit program.

The purpose of the MAV program is to ensure installation fuel facilities are in compliance with all Department of Defense, secretary of the Navy, Marine Headquarters, Naval Supply Systems Command and DLA guidelines regarding fuel operations. The program also ensures the readiness, effectiveness and efficiency of Marine fuel facilities; assesses the quantity, quality and management of resources available to perform assigned missions and provides assistance and training to fuel activities where appropriate. The intent of this program is to evaluate/assist each installation every three years, and at least one installation will be visited each quarter.

"Due to the requirement to thoroughly review the individual units' physical infrastructure, policies, procedures and daily operations, these inspections cannot be made via telecom or other electronic media," according to the Marine Corps' announcement of the fiscal year 2013 MAV schedule was released in September 2012.

The MAV team will physically evaluate all Marine facilities. As of March 2013, Marine Corp Air Station Beaufort, S.C.; Marine Corp Air Station Miramar, Calif.; Mountain Warfare Training Center Bridgeport, Calif.; Marine Corp Air Station New River, N.C.; and Marine Corp Base Okinawa, Marine Corp Air Station Iwakuni and Camp Fuji, Japan, have been inspected by the team. Marine Corp Base Camp Pendleton, Calif.; Marine Corp Logistics Base Albany, Ga., and Blount Island Command Jacksonville, Fla., are scheduled to be visited before the end of the fiscal year.

The MAV teams are made up of

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representatives of the HQMC Fuel Liaison Office, NAVSUP Energy and DLA Energy. Marine Chief Warrant Officer Oliver Ezell, HQMC fuel liaison officer, serves as the team leader with Marine Master Gunnery Sgt. Alvin Patton serving as inspector. The 12-person team includes sustainment restoration modernization engineers, environmental engineers, contract specialists, management specialists and auditors. Ezell compared the team's visit to a trip to a one stop, full-service auto oil change station where multiple technicians address and evaluate each of the customer's car needs.

"This collection of personnel on the team pays huge dividends," Ezell said. "When an installation has a problem or needs to address a concern, the appropriate person is right there as a MAV team member, to facilitate the appropriate action."

HQMC officially sanctioned the Fuel MAV program in April 2012. It has become an effective evaluation tool, after it was determined regular inspections by a qualified team could evaluate and address various aspects of a facilities operation, policies and training. The MAV program could have been effective in preventing incidents such as the 75,000 gallon fuel release in Yuma, Ariz., in 2011 had the program been in place, said Ezell.

The cause of that fuel release was due to a leak in the cathodic protection of the pipe that was exposed to dry, arid conditions in the deserts of Arizona, Ezell explained.

"The MAV team provides guidance and helps the visited sites to identify any petroleum, oil and lubricants duties that may have been overlooked or neglected," said DLA Energy MAV Teammember Michael Downs. "The team helps to ensure efforts are undertaken to fix deficiencies so that the installation can provide clean, dry fuel to where it's needed, when it's needed."

The most recently completed visit was to Marine Corp Base Okinawa where DLA Energy Pacific at Japan Deputy Director Geoffrey Connell participated as a team member on inspections of Defense Fuel Support Points Iwakuni and Camp Fuji in January.

As the DLA Energy Pacific representative on the team, Connell realized very quickly his ideal role was to act as an enabler, he said.

"Toward that goal, I engaged with each of the team members and helped them understand the history behind many of the unique processes in Japan, which helped them provide more focused advice to our customer," Connell added.

"The MAV team provides guidance and helps the visited sites to identify any petroleum, oil and lubricants duties that may have been overlooked or neglected. The team helps to ensure efforts are undertaken to fix deficiencies so that the installation can provide clean dry fuel to where it's needed, when it's needed."
Michael Downs.
DLA Energy MAV team member

Connell, a 10-year DLA Energy employee, has served on numerous Air Force and DLA management assistance visits and inspection teams, but this was his first experience with a Marine Corps sponsored MAV.

"This first ever United States Marine Corps-sponsored management assistance visit provided our [Marine] DFSPs a great opportunity to improve their internal processes," Connell said.

During these visits, the team inspects and evaluates a number of areas such as the organization's fuel operations, accounting, bulk storage, rail heads, piers and wharfs, quality surveillance, laboratory, training, safety, security and environment.

The MAV team, with DLA Energy representatives, evaluate administration and inventory management operations; inspect and evaluate tanks, that store DLA's capitalized product, retail gas stations, parking, hot pits used for refueling aircraft, the fixed pressurized system of hydrants to refuel aircraft and general aircraft refueling. The MAV

Three large silos contain and store fuel aboard Marine Corps Air Station Miramar, Calif. The fuel distribution system supplies the air station as a whole with fuel for aircraft, tactical vehicles and Defense Department vehicles. Members of the Marine Corps Management Assist Visit program ensure the service's fuel facilities are in compliance with fuel operation guidelines. Photo by Marine Cpl. Jamean Berry

team and DLA Energy personnel also evaluate maintenance practices and reparis.

The scheduling process begins in June when the Marine Fuel LNO submits recommended MAV sites and general dates to NAVSUP Energy. The list is reviewed and then sent to DLA Energy for consideration. In August, DLA Energy initiates internal coordination with the Navy and Marine Corps to determine if sites will fit into the schedule.

The schedule is then submitted in September for approval by NAVSUP Energy and the HQMC Fuel LNO. HQMC then issues an official message announcing the upcoming MAV inspection schedule for the fiscal year. Units included in that schedule are contacted to coordinate the specific dates of the MAV.

Two months prior to the MAV, the units submit a self-assessment to the LNO, which is then forwarded to all MAV inspectors. This thorough evaluation proved to be a valuable measurement tool for Marine Chief Warrant Officer Marvin Holcomb.

"The MAV was very in-depth and covered many areas I was not even aware of until I started reading through and conducting my internal inspection," said Holcomb.

With actual DLA Energy representatives coming down to conduct the inspection, it gave the responsible officer and his staff, the ability to identify to DLA on-site issues the organization was having, Holcomb said.

"They provided on-site recommendations to certain conditions that proved to be very useful to our daily mission requirements," he added.

One of the last steps in the process occurs one week before the visit when a final teleconference is conducted to answer any questions pertaining to the self-assessment and complete any required logistical requests or support. An electronic MAV in-brief is then sent to the unit with specifics tasks to be accomplished during the upcoming visit.

One of the challenges the MAV team encounters is the perception by the installation that the visit is designed to point out what is wrong or flawed with their operations, Downs said.

"Not many people welcome outsiders to 'get in their business,' however, we are genuinely there to help by providing guidance, our personal insights and expertise to keep the fuels mission running as it should," he added.

Three weeks after the week-long visit is completed, the final results are released. After the units receive the official results, the unit's command must submit a corrective action report to HQMC within 30 days.

The Marine Corp Air Station New River Fuels division

The MAV team, which includes DLA Energy employees, inspects and evaluates maintenance, repairs and all fuel servicing operations at each Marine fuel facility every three years, such as this E85 ethanol fuel station at Marine Corps Base Hawaii. Photo by Marine Lance Cpl. Reece Lodder

employees continue to work with DLA Energy representatives from the inspection team since their inspection in October to complete tasks and projects still active today, Holcomb said.

"The Marine Corps looks at DLA Energy's support of the Marine Corps' Fuel Management Assistance Visit program as a sterling example of the selfless, ongoing commitment that DLA demonstrates in its executive agency role to improve services' fuel provision and operations at all levels from the strategic through individual installation and tactical fuel support," said HQMC Deputy Commandant, Installations and Logistics, Engineer Advocate office, Mike Boyd.

The DLA Energy personnel support to the MAV program is a testimony to DLA's drive to go above and beyond to support the customer at every level, innovatively partnering to providing the critically enabling fuel support needed every day to continue to train and operate in the Marine expeditionary role to be most ready when the rest of the nation is not, he added.

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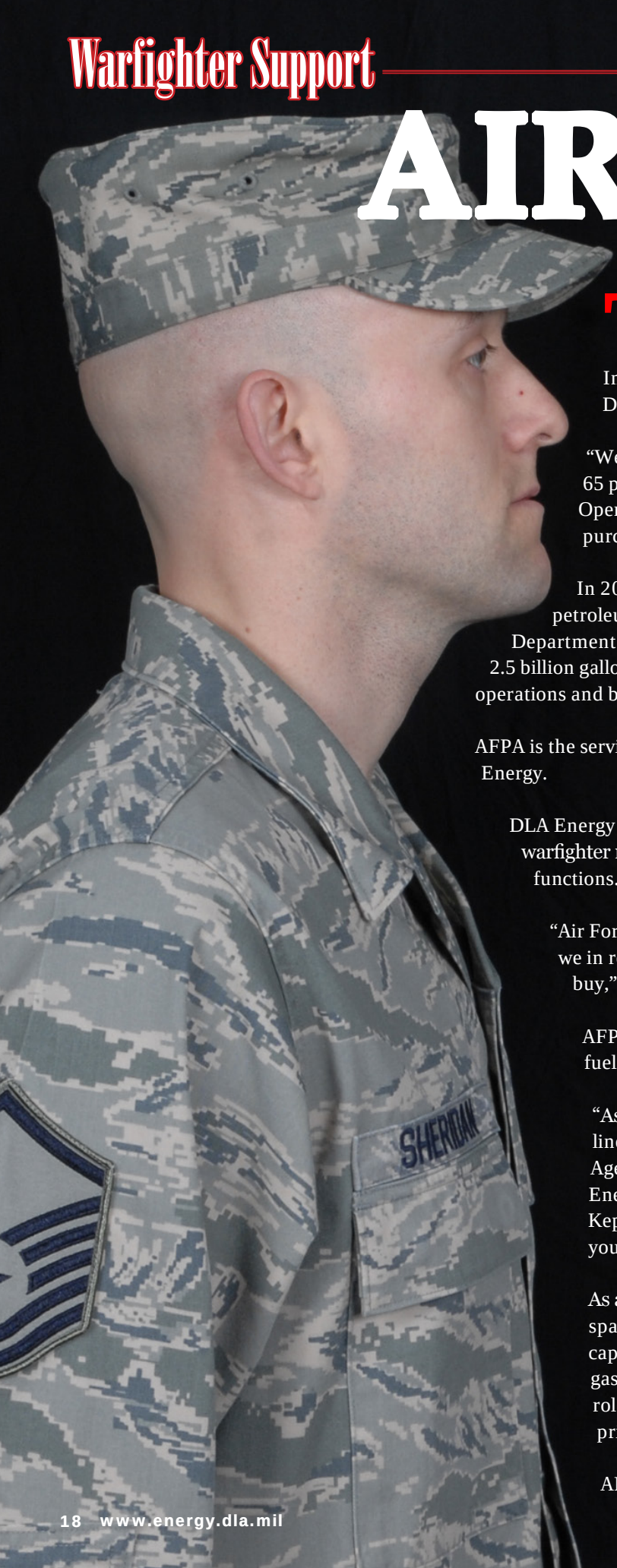


By Irene Smith

The Air Force's mission is to fly, fight and win ... in air, space and cyberspace.

In order to ensure mission success, the Air Force looks to the Defense Logistics Agency Energy for fuel support.

"We are the largest customer of DLA Energy, accounting for 60 to 65 percent of sales," said Air Force Petroleum Agency Director of Operations Mike Nelson. "More than 70 percent of the JP8 jet fuel purchased by DLA Energy is used by the Air Force."

In 2012, the Air Force spent approximately $8.4 billion for petroleum products, making it the largest consumer in the Department of Defense. The Air Force annually uses approximately 2.5 billion gallons of fuel, resulting in the service's second-highest annual operations and budgetary expense.

AFPA is the service's single point of entry for operational issues to DLA Energy.

DLA Energy personnel work with members of AFPA to ensure the warfighter receives the fuel requirements needed to perform mission functions.

"Air Force [personnel] will call us for a critical resupply shortage and we in return will contact DLA Energy to execute an emergency spot buy," Nelson said.

AFPA members can help arrange for a contract and procure the fuel in one day, he said.

"As the single point of contact for the warfighter, and a direct line of communication to the Air Force, the Air Force Petroleum Agency is a vital partner to DLA Energy's mission," said DLA Energy Director of Customer Operations Air Force Col. Steve Kephart. "If you have an Air Force energy or fuel-related issue, you know exactly who to turn to."

As a service control point, AFPA provides the warfighter and space launch activities technical support and specialized capabilities in petroleum, propellants, cryogenics, chemicals and gases for all aerospace vehicles, systems and equipment. Another role is coordinating policies with the Air Force and helping prioritize most urgent operational needs.

AFPA has always been DLA Energy's point of entry, however,

SUPPORT

their role expanded. The service petroleum agency became the Air Force's sole fuels manager Oct. 1, because of the Installation Support Centralization initiative.

Installation Support Centralization is an Air Force initiative to become more efficient and eliminate duplicate work performed by the different major commands.

"The concept is simple … Centralize installation support for specific functions and quit repeating essentially the same process 11 times at 11 different MAJCOMs," Nelson said. "[Installation Support Centralization] moves most installation support functions from MAJCOMS to centralized agencies, and as a result of these changes, AFPA is now the focal point for Air Force fuels management."

The petroleum agency first received the directive for the initiative 15 months prior to going into effect, and personnel began working on the plan to pick up the workload for 11 MAJCOMs. They worked with more than 100 installations spread across 12 time zones and 3,200 personnel who issued 2.4 billion gallons of fuel in 2012.

"As the single point of contact for the warfighter, and a direct line of communication to the Air Force, the Air Force Petroleum Agency is a vital partner to DLA Energy's mission. f you have an Air Force energy or fuel related issue, you know exactly who to turn to."
Air Force Col. Steve Kephart
DLA Energy Director of Customer Operations

"We were determined that our No. 1 job was to give the best support possible to the airmen receiving, storing and issuing the fuel powering the Air Force's mission," Nelson said. "All the hard work to become more efficient would be fruitless if support to the warfighter lagged."

The AFPA team works for their customer – airmen doing the real work in the field, he said.

"They are the only reason we are here," Nelson added.

Every week there is a service control point meeting at the DLA headquarters building with DLA Energy to discuss fuel issues.

"It's a great opportunity to have the senior leaders from each service and DLA Energy in the same room together discussing issues openly and frankly," said Air Force Col. Carmen Goyette, AFPA commander. "The meetings facilitate direct communication and reduce fog and friction."

Kephart said it is a great benefit to have the AFPA as the single point of contact to the service because it helps the two agencies gain synergy.

Recently, the AFPA's newly implemented initiative was put to the test. Goyette was a month into the Installation Support Centralization transition when Hurricane Sandy struck the East Coast in October.

"Hurricane Sandy tested the operations cell's readiness to support the warfighter," Goyette said. "During Hurricane Sandy, the operations cell seamlessly expanded to 24/7 operations and handled a diverse set of tasks, from determining fuel inventory status and fueling equipment readiness at key recovery hubs to providing instructions for converting diesel trucks to gasoline service, no challenge was too large."

Goyette said she is very proud of her team and how they responded during the crisis.

"Responding to Hurricane Sandy was a good initial test, and we learned we have a little work to do on better defining roles to ensure smooth team work and partnering with MAJCOMs' staffs when we are responding to emergency situations," she added. "In the end, the airman on the ground, providing fuel to emergency responders, got the support they needed, and that was the most important part."

The initiative expanded AFPA's mission while streamlining

processes and eliminating duplicate efforts.

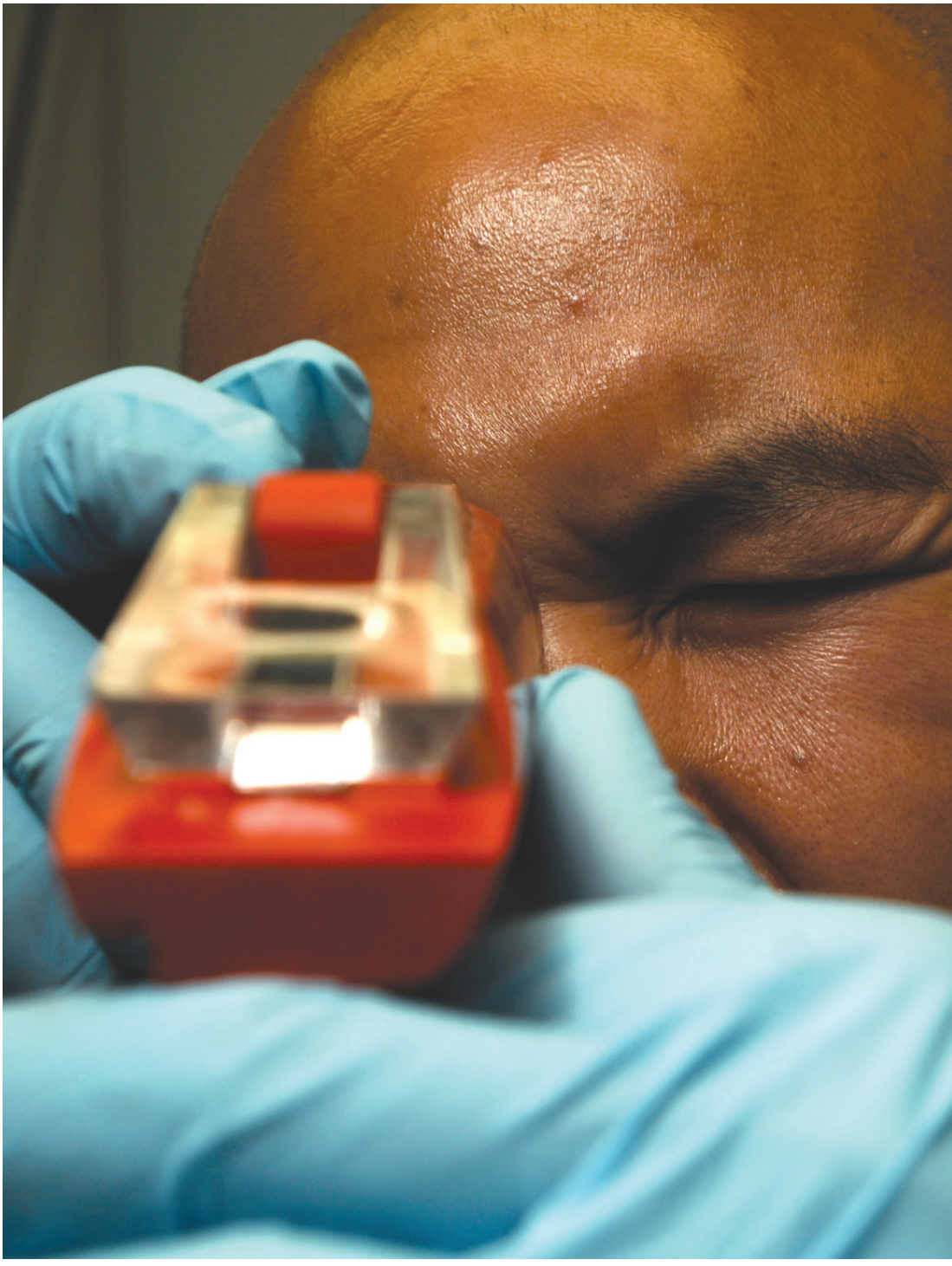
"The end result has been excellent support to the warfighter – the airman doing the everyday job of fueling the world's premier Air Force," Goyette said.

The benefits from the partnership between DLA Energy and AFPA go beyond meeting fuel requirements and initiatives – they also include service programs.

One program beneficial to both agencies is the Fuel System Icing Inhibitor Reduction program.

AFPA's Science & Technology division chemists and fuel personnel at Wright-Patterson Air Force Base, Ohio, have spent nearly a decade studying fuel system icing inhibitors, FSII, and the possibility of reducing its usage in aviation turbine fuel. FSII is a mandatory additive to aviation fuels that stops ice from forming in fuel lines, and has the added benefit of inhibiting microbial growth in fuel.

"The limits for FSII use have remained unchanged since its use began in the early 1960's, even though the primary fuel used by the Air Force has transitioned from JP4 to JP8 and the chemical used as a FSII has changed," said Ben Curtis, AFPA Science & Technology division chief.



An airman checks for fuel system inhibitors with a refractometer. The Air Force Petroleum Agency has spent a decade studying fuel styem incing inhibitor and the possibility of reducint its usage in aviation turbine fuel. Photo by Air Force photo by Airman 1st Class Jason Epley

The Air Force introduced FSII into jet fuel after the loss of a B-52 aircraft in a crash attributed to ice formation.

After the petroleum agency funded research to evaluate the necessity of additives used in JP8 for potential savings, in 2004 it recognized the use of FSII could be reduced and not impact airworthiness. In 2006, DLA Aviation funded further research.

Testing proved FSII specification limits could be safely lowered from 0.1 percent to 0.07 percent on receipt and aircraft use limits being lowered from 0.07 to 0.04 percent without affecting airworthiness.

An airman uses a pipe wrench to attach a refueling nozzle to a new fuel hose. The hose and nozzle will then be put back onto a refueling truck that will be used to fuel aircraft. DLA Energy supplied the Air Force with 2.5 billion gallons of fuel in fiscal year 2012. Photo by Air Force Senior Airman Elizabeth Rissmiller

"It's been a long, drawn-out process to reduce the levels of FSII," Curtis said. "As the Defense Department can easily consume 2 billion gallons of JP8 annually, lowering FSII concentrations slightly could amount to large savings."

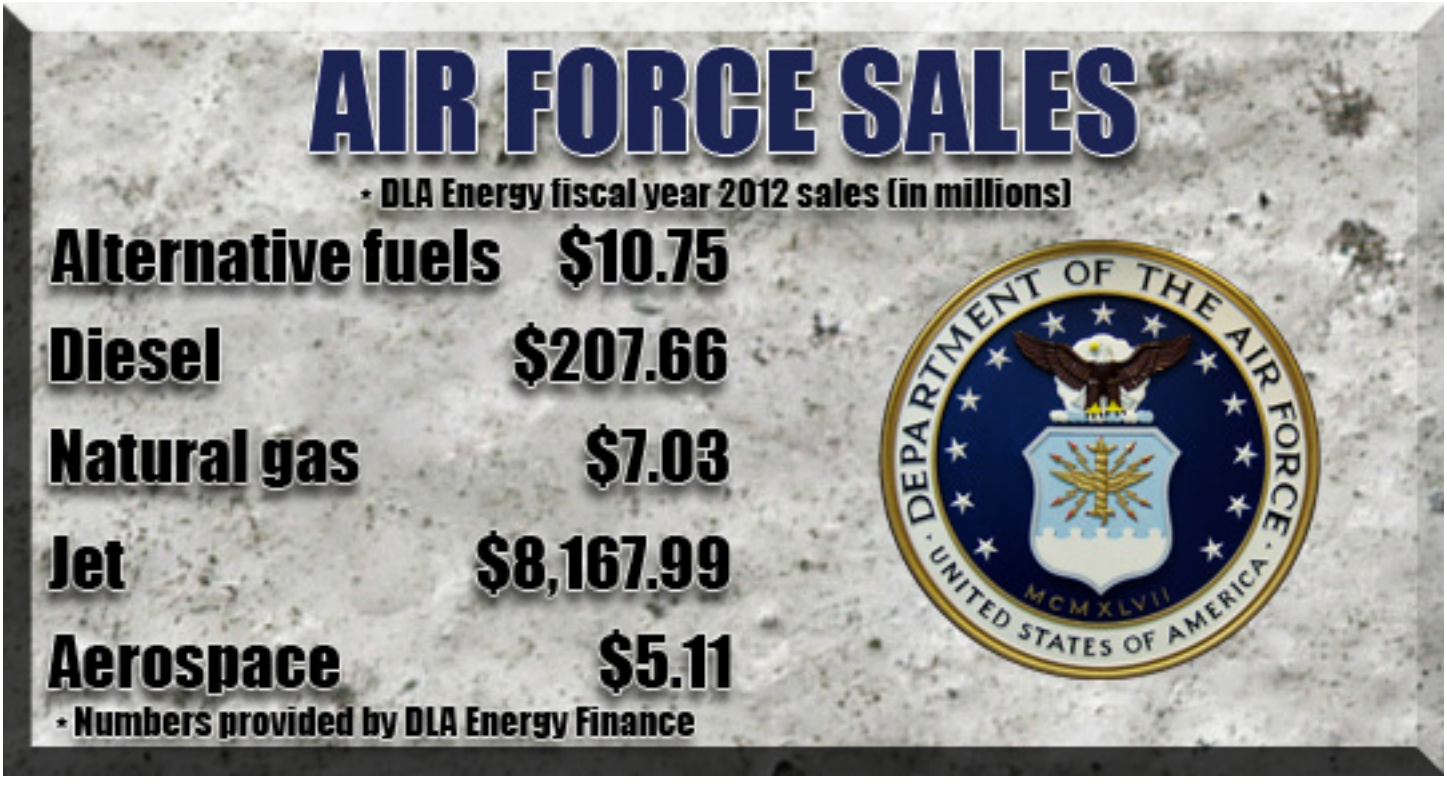
Curtis said in addition to substantial procurement savings, there will be savings from the reduced logistical footprint, the shipping, handling and storage of more than 2,000 drums in the area of responsibility.

DLA Energy purchased more than 2.3 million gallons of FSII to add to JP8 in 2011. The lower FSII limit is expected to save $5.3 million annually.

"DLA Energy buys the fuel and implements the lower limits and updates contract clauses to ensure we get the amount we need," Curtis said. "DLA Energy has a lot to do with implementation of the FSII program."

In a fiscally constrained environment, we can always fall back on the beneficial relationship between DLA Energy and AFPA, Kephart said.

EDITOR'S NOTE: Air Force Capt. Tim Peedin, Mike Nelson, Ben Curtis, Cheryl McCormick and Don Brown, Air Force Petroleum Agency employees, contributed to this article.



COAST GUARD

Story by Amanda Neumann, DLA Public Affairs

Each day, more than 35,000 active-duty members of the Coast Guard provide a federal law enforcement presence over the entire U.S.-exclusive economic zone, covering nearly 3.4 million square miles of ocean, and it relies on fuel from Defense Logistics Agency Energy to accomplish this vast mission.

Kathryn Fantasia, then-director of DLA Energy's direct delivery fuels, explained the organization provides fuel to the Coast Guard through its Posts, Camps and Stations Program, which provides diesel, heating oil and gasoline to fixed facilities such as Coast Guard stations.

SUPPORT

A coast guardsman prepares for helicopter training with an MH-65 Dolphin helicopter. DLA Energy provides the Coast Guard more than 27.7 million gallon of fuel overall. Photo by Coast Guard Petty Officer 3rd Class Sabrina Laberdesque

A Coast Guard Cutter Bertholf helicopter fuel team conducts a hot refuel while a Kodiak-based air station HH-65 Dolphin helicopter continues to run. The Coast Guard relies on fuel from DLA Energy to accomplish the mission of providing a federal law enforcement presence across nearly 3.4 million square miles of ocean. Photo by Coast Guard Petty Officer 3rd Class Charly Hengen

"Right now, we have 50 contracts," she said. "The numbers can change if a contract expires. As they expire, we award new contracts, so those numbers do vary over the purchase program. But each contract is usually three years long."

With 225 items under PC&S contracts, each specific to a location and a type of fuel, DLA Energy provides the Coast Guard more than 27.7 million gallons of fuel overall. Many stations request different types of fuel, which vary due to where it is being delivered, Fantasia said.

"For example, under the Posts, Camps and Stations Program, the CG requires ground fuels delivered. Ground fuels are commercially available fuels, like gasoline and diesel," Fantasia said. "Depending on the delivery location, the types of diesel can vary due to seasonal temperature variations."

DLA Energy also provides the Coast Guard with significant quantities of military-specification fuels, said Bruce Blank, deputy director of Supplier Operations for Acquisition.

"We supply the Coast Guard with a variety of military-specification fuels under our bulk programs as well," he said. "F76 is a ship's propulsion fuel that the Navy also uses. We buy that in large quantities, store it and distribute it out to our customers because it is a unique product. JP5 is used for shipboard use on carriers. It has a high flash point so it's a safer fuel. JP8 is the land-based jet fuel that the Air Force

and the other services use. It's much like commercial jet fuel, but it has some slightly different refined aspects to it and additives."

In 2012, DLA Energy sold more than 24 million gallons of fuel to the Coast Guard under the Bulk Fuels Program, the majority being fuels used on vessels and aircraft, Blank said. Another initiative, DLA Energy's Ships' Bunkers Program, consists of 23 contracts spanning six countries. The program allows Coast Guard vessels to purchase fuels at authorized ports for contract prices and provided more than 38.8 million gallons of fuel to the Coast Guard in fiscal 2012.

"We contract at different ports around the world and put specific quantities of fuel on contract," Fantasia said. "The Coast Guard is an authorized customer, so if they have a vessel that needs commercial-grade fuel, they would go to that port, utilize our contract and purchase fuel at our contract price. That's typically marine gas oil, which is the commercial equivalent to F76."

Another similar program is the Into-Plane Program, Fantasia said.

"We have contracts at commercial airports around the world, and the Aviation Into-plane Reimbursement card is an ordering mechanism for pilots to refuel at those airports," she said. "The aircraft can land, they can use the card with our contractor and they can purchase jet fuel for their aircraft at commercial airports. They can also use it where we have merchant agreements with non-contract locations to do what we call a local purchase of jet fuel. It's like a normal credit card."

Through a combination of both contract and non-contract purchases, the Coast Guard purchased more than 7.8 million gallons of fuel in fiscal 2012 though the Into-Plane Program.

"The difference between the two is in the contract's pricing," Fantasia said. "If DLA Energy solicits an award to contract at an airport, it's cheaper. Non-contract is when we don't have a contract and it's considered a local purchase."

By purchasing fuel through programs the other military services already use, DLA Energy is able to charge the Coast Guard the cheaper Defense Department prices, Fantasia said.

"We treat the Coast Guard as a Defense Department customer in that they get the DoD standard price," she said. "Non-DoD customers are charged a cost-plus price, which includes a fee. A lot of different elements go into our standard price, but it mainly includes the cost of products and any overhead. Since they're not charged a fee, they can use the fuel programs just like any of the other services do." ES

An MH-65 Dolphin helicopter crew hoists a Coast Guard rescue swimmer during helicopter training. DLA Energy sold more than 24 million gallons of fuel to the Coast Guard under the Bulk Fuels Program, the majority being fuels used on vessels and aircraft. Photo by Coast Guard Petty Officer 3rd Class Sabrina Laberdesque

DLA Energy's new mission...

Okinawa

By Christopher Goulait

The Defense Logistics Agency Energy officially assumed strategic bulk fuel and quality control missions on Okinawa, Japan, March 15.

After a 30-month transition process, DLA Energy assumed the former mission of the Army's 505th Quartermaster Battalion in support of Department of Defense activities on the island through its new DLA Energy Pacific at Okinawa office.

DLA Energy Pacific Commander Navy Capt. Kevin Henderson said that the Army decided to remove the 505th Quartermaster Battalion from its force structure in 2009, and asked DLA Energy to assume its petroleum mission.

Based on DLA Energy's bulk petroleum executive agent role and overall economic benefits, the organization agreed to take on the responsibility.

DLA Energy Pacific at Okinawa Deputy Director Ed Guthrie explained the support will remain the same, even though the operations have changed hands.

"The mission of the 505th Quartermaster Battalion was to provide strategic bulk fuels in support of all DoD activities on Okinawa, which will stay the same after the transfer to DLA Energy." Guthrie said.

Guthrie said the new location is staffed by two military employees, 23 government employees and 103 foreign national employees. The office is also assisted by two government DLA Information Operations employees and five government DLA Installation Support employees.

Keith Stedman, DLA Energy Defense Fuel Support Point Management business unit deputy director, said having the operations commanded and staffed by DLA Energy personnel and supplemented by the Japanese national workforce is a first for DLA Energy.

(Left) Navy Capt. Henderson, DLA Energy Pacfic commander, and Marine Maj. John Fitch, new DLA Pacific at Okinawa commander, symbolically reopen the fuel gate at Defense Fuel Support Point Okinawa, Japan, during the assumption of mission ceremony March 15. DLA Energy assumed the Army's 505th Quartermaster Battalion's former petroleum responsibilities of Defense Department activities on Okinawa. Photo by Robert Tate

Henderson said while the staffing of the new responsibility is unique, the workforce's overall DFSP experience in the region also plays a role.

"For many years, DLA Energy has directly funded service-run DFSPs as well as funded government and contractor-owned, contractor-operated DFSPs," Henderson said. "However,

Marines with aircraft rescue and firefighting extinguish a fuel fire during fuel pit fire training on Marine Corps Air Station Futenma in Okinawa, Japan. These and other exercises on Okinawa will be supported by the Defense Logistics Agency Energy after assuming the strategic bulk fuel and quality control missions from the 505th Quartermaster Battalion March 15. Photo by Marine Lance Cpl. Alyssa Gunton

this is the first time ever that DLA employees will actually perform day-to-day DFSP operations, including receipt, storage, inventory accounting, quality management, maintenance and issue of product."

"While this is precedent-setting for DLA Energy, it is important to know that DLA Energy Pacific employees have vast experience operating DFSPs around the world as civil servants and active duty military for all four services," he said.

Stedman added that DLA Energy is now also responsible for the maintenance of the fuel facilities as well as the quality of the fuel that is issued to the island's primary customers at Kadena Air Base and the Marine Corps Air Station at Futenma.

Enhancing DLA Energy's relationship with those and all Okinawa customers is one way in which the transition affects DLA Energy's customer support to the region, Guthrie said. DLA Energy is working with customers to maintain clear and open lines of communication to have a direct involvement approach to meeting each of the military services' energy needs in the region.

Enhancing support to Okinawa also strategically supports the overall DLA Energy Pacific mission, Henderson said.

"DLA Energy Pacific has been working to strategically position fuel and infrastructure to support U.S. Pacific Command's warfighters," he said. "The Okinawa bulk fuel mission is a very important piece of that strategic plan and a natural fit for DLA Energy and the Pacific region."

A natural fit still required planning and coordination to effectively transfer, Stedman explained.

"DFSP Management was the DLA lead for this mission up to the point when the DLA Energy and the DLA director approved the mission transfer," he said. "The decision process was supported by a business case analysis. DLA Energy Pacific took the lead at that point and drove the mission transfer to completion."

Guthrie said when DLA Energy's Pacific region took the lead, it used an integrated process team to ensure a seamless transfer. The overall IPT included leadership from a Council of Colonels, who were assisted by three action officers and 10 smaller IPTs representing subject matter experts from DLA Energy and various PACOM units. Each IPT developed its own plan of action and milestones to manage timelines and integrate processes between teams.

"All of this work equates to a smooth and seamless transfer of mission from the 505th Quartermaster Battalion over to DLA Energy, while not affecting the service being rendered to the warfighters," Guthrie said.

DLA Energy restructures...

Modernizing Supply Chain Management

By Terry Shawn

The Defense Logistics Agency Energy is being restructured to align the primary-level field activity under the Enterprise Business System Energy Convergence supply chain.

The reorganization is directed by General Order No. 05-12, signed by DLA Vice Director Edward Case June 29, 2012. "Our new organizational construct is designed to strengthen relationships with our customers and suppliers, and better align us with the underlying business processes at the core of DLA's EBS, a SAP-based Enterprise Resource Planning environment," said DLA Energy Deputy Commander Michael Scott.

The EBS program 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 process.

"This particular re-org is a part of a much bigger and broader initiative for DLA Energy personnel that can be summed up as 'EBS Energy Convergence,'" said Michael Broderick, director of DLA Energy's Business Process Support directorate. "We in DLA Energy are converging with EBS."

The reorganization transforms the enterprise into a left, customer-facing structure, and a right, supplier-facing structure, in sync with the core tenets of Business Systems Modernization, the precursor of EBS, Broderick explained.

"The rationale is to have very specific organizations that would have very specific focus on the key elements of DLA's overall business," he said.

In addition to the inherent structural composition of the new organizational design, it has been proven that those organizations who structure themselves in alignment to the underlying business processes of the specific ERP have the greatest chance for optimal success, Scott explained.

"Our new organizational construct has been specifically tailored to align with the DLA EBS environment, to generate an optimal transition to the new ERP environment," he said.

The customer and supplier alignment founded in the Directorate of Customer Operations and Directorate of Supplier Operations is designed to provide enhanced and dedicated support to our customer and supplier base, Scott said.

The first release for Energy Convergence was Oct. 24, 2011. For this release, DLA Energy moved all of its non-petroleum business units to EBS using the functionality that exists in EBS plus what eProcurement adds to the system, Broderick explained.

The Energy Convergence release involved about 340 people within DLA Energy who work with procurement, order management, inventory management, finance, technical/quality and planning. They are using the same procurement functionality as DLA Aviation, Broderick said.

The General Order creates the positions of director of the Procurement Process Support directorate; director of the Business Process Support directorate; director of the Supplier Operations directorate and the director of the Customer Operations directorate to be established and aligned under the DLA Energy commander.

Douglas Smith, newly appointed director of the Procurement Process Support directorate, sees the incorporation of Energy Convergence functionality into EBS as a big move forward for DLA Energy and the agency.

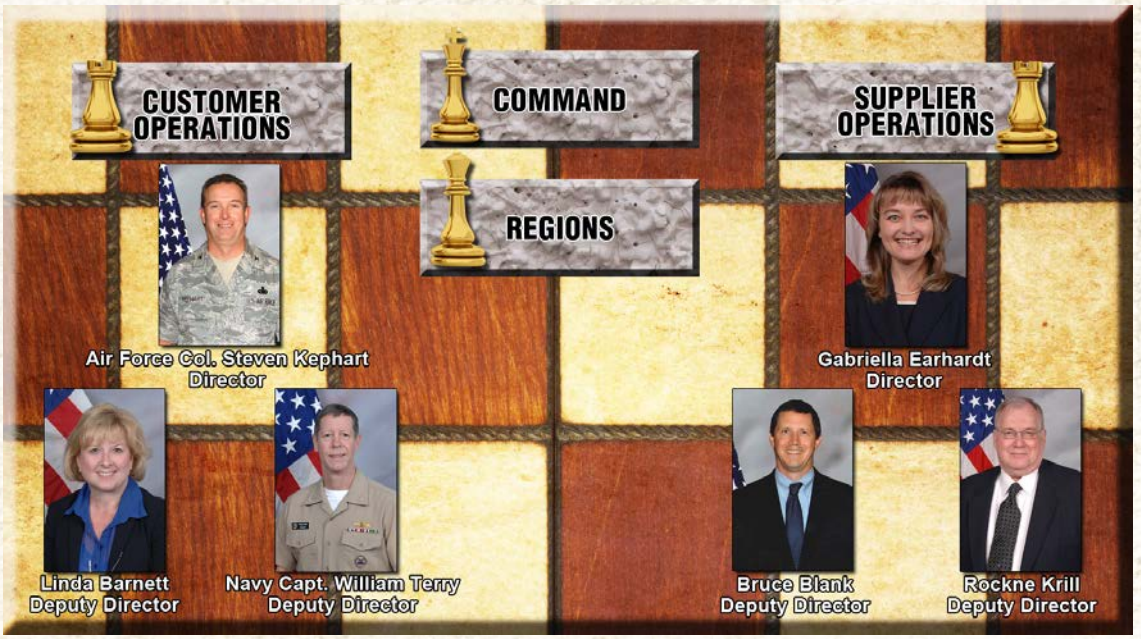
"Energy Convergence and the implementation of our non-petroleum business was a big step, but the introduction of the additional EC functionality will have an impact on all of DLA Energy," Smith explained.

"In the procurement area, we will be adapting our processes to get our mission accomplished and in the process, putting into place contracts that significantly increases the dollar amount and the number of transactions flowing through EBS," Smith said.

Air Force Col. Steve Kephart, DLA Energy Customer Operations director agreed.

"We're the last primary-level field activity to enter into the Enterprise Business solution and energy convergence effort. ... We are coming in line with the other PLFAs," Kephart said.

The former DLA Energy Operations director reflected on his new responsibilities under the reorganization.



The Defense Logistics Agency Energy reorganization transforms the agency into a left, customer facing structure, and a right, supplier facing structure, in sync with the core tenets of Business Systems Modernization, the precursor of Energy Business System. Graphic by Jonathan Stack

"A huge part of customer service is supplying the customer with the right item, in the right place, at the right time. In the case of CL III petroleum commodities, this is having the right quantity of clean, dry, on-specification commercial or military spec petroleum commodities," Kephart said.

Getting to the right quantity involves getting an accurate demand or requirement signal from the customer base, Kephart added.

Once the new EBS system is finally in place and there are demand planners on the customer side feeding the demand signal to the acquisition side [of supplier operations], Kephart expects there to be a better handoff than before.

"Getting accurate customer demand forecasts and pushing the demand planning accuracy as high as we can will make our acquisitions that much better because we're buying exactly what the customer requests/needs, a necessity in our current fiscally constrained budget environment," Kephart explained.

In the restructuring, Gabby Earhardt, former DLA Energy director of Procurement Process Support Directorate, was named DLA Energy's Supplier Operations director, replacing Mark Iden who recently retired from the agency.

The transition should be transparent to both the supplier and customer base, Earhardt explained.

"Both should see a continuation of exceptional support from the DLA Energy team. Our success has always been the result of solid communication and strong team work within the Energy team," Earhardt said.

The proposed December 2012 Rollout 1 involving DLA Energy Pacific at Alaska has been postponed to ensure the adequacy of the test window for post-delivery code fixes and to provide sufficient time for training.

"Major transformational initiatives, such as Energy Convergence, will provide the systems and processes to further enhance our capabilities to execute our mission, and provide new and valuable skills to our workforce."
Michael Scott
DLA Energy deputy commander

Kephart speculates that other growing pains may come from resistance to change and the challenge of the unknown during the reorganization and the EBS Energy Convergence alignment.

"There's not going to be a flip of a switch and expect Alaska to go 100 percent with no issues," Kephart said. "It's going to take being able to work with the system we have – while still understanding that this is the mission we're building."

If this were simply an organization restructuring, it would be nothing more than a small blip on the screen as people adjusted to a new structure, Broderick said.

"It is an exciting time to be part of DLA Energy," Scott said. "Major transformational initiatives, such as Energy Convergence, will provide the systems and processes to further enhance our capabilities to execute our mission, and provide new and valuable skills to our workforce." ES

One Face

The face of the Defense Logistics Agency Energy...

Dave "Stick" Douglas
DLA Energy Liason
Officer to U.S. Pacific Command

Job: I review operational plans, compute bulk fuel requirements using Defense Logistics Agency's Integrated Consumable Items Support System and operational plan Timed Phased Force Deployment Data, and develop petroleum logistics support plans.

Energy experience: I have a master's in Petroleum Management from Kansas University, and 36 years of Defense Department experience including 29 years service as a Navy Supply Corps officer with tours that included fuel officer at Naval Supply Depot Subic Bay, Philippines, Logistics Operations and Plans officer at CTF-73 in Singapore, Logistics director on the U.S. 7th Fleet staff in Japan, then-Defense Energy Support Center Pacific region commander and deputy N4 and Ordnance Logistics director on the Pacific Fleet Staff in Hawaii.

Challenges and rewards of the job: I have a fabulous job in DLA, working alongside the warfighters. Closing the gap between requirements and capabilities is always challenging and the Pacific Command J4 relies on me to provide advice on the most optimal solutions for petroleum logistics support. I enjoy working with the Joint Staff leaders, our DLA Energy expert professionals and the outstanding staff in the Joint Petroleum Office. It is a daily challenge in the dynamic Pacific theater mostly made up of oceans and seas to ensure the right quality fuel is delivered on time and at the best cost to support the warfighters.

A memorable mission: Operating the Navy's second busiest ocean fuel terminal at NSD Subic Bay, Philippines in the 1980's was the best job I ever had and I did it with the most dedicated fuel professionals on the planet. In my current job, I take pride in: the improvements I spearheaded for ICIS, the comprehensive 2018 PACOM Petroleum Storage and Distribution Strategic Plan developed in 2008 and recently publishing a Logistics Supportability Analysis development process that can be used by incumbents in a combatant commander petroleum logistics planning role.

Future Plans: I will continue working at DLA Energy Pacific until retiring in 2021. My wife and I plan to move to the mainland at that time to go back to my roots as a small town farm boy from upstate New York, but I will have to include those winter trips to Florida because I'm just getting too old for the cold weather!

DLA DIRECTOR'S 2013 PRINCIPLES

We are living in historic times ... doing things we've never done before ... make some history yourself.

Push for smart things to do ... don't wait for the requirement ... or for folks to ask.

No one knows this stuff better than us ... act like it.

I trust you ... prioritize, do it your own way but get it done or ensure it gets done.

This is your time ... do big things and make it better. If not you, who? If not now, when?

Relationships are key ... build them and use them.

Take care of one another.

Keep promises.

www.energy.dla.mil