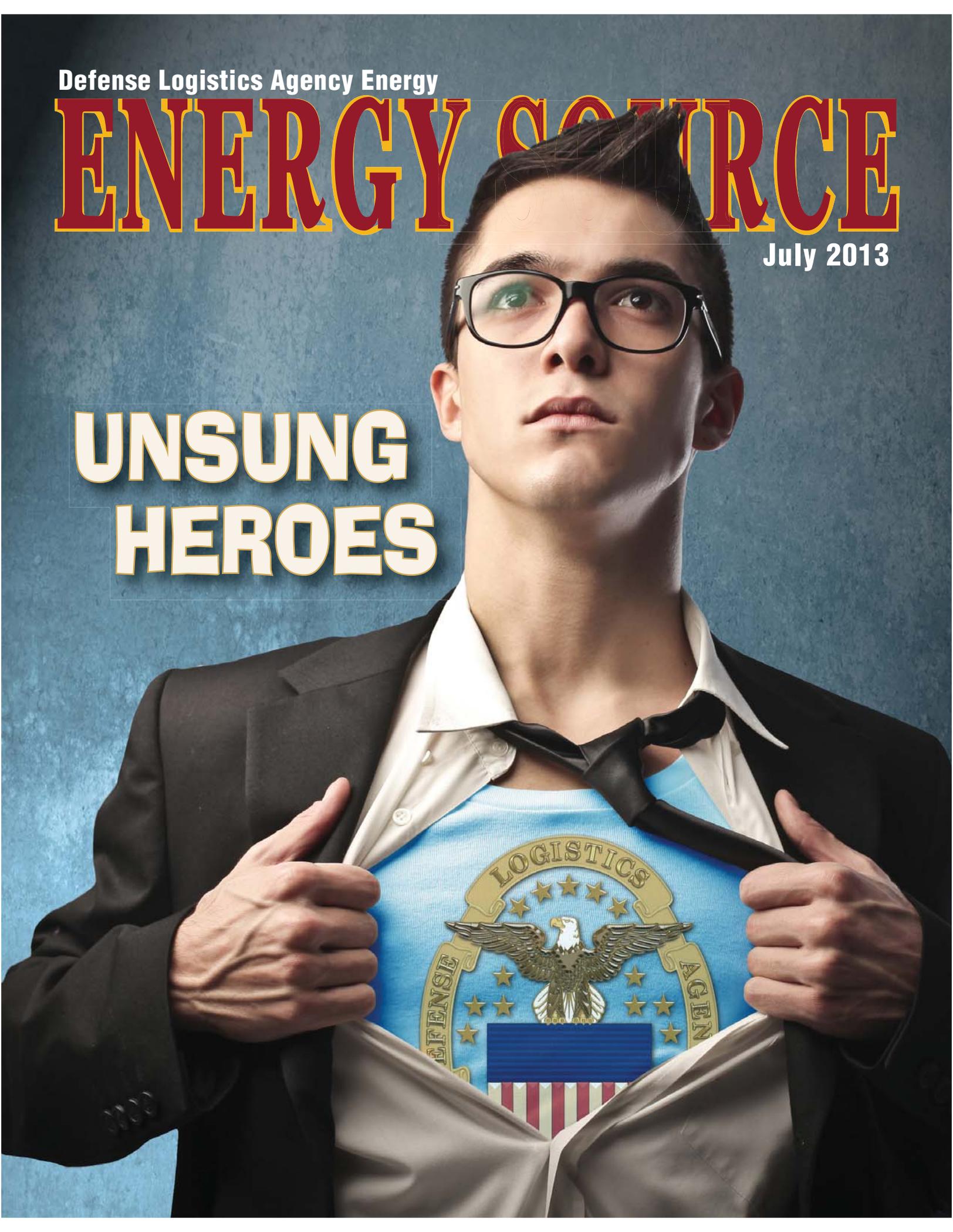


Defense Logistics Agency Energy

# ENERGY SOURCE

July 2013

UNSUNG  
HEROES



# from the commander — Brig. Gen. Giovanni K. Tuck, USAF Defense Logistics Agency Energy

One year after being introduced to you, I stand here amazed at the significant contributions you have made over that time. I couldn't be more thrilled to be here at DLA Energy and more proud of how you all received a non-fuelie, former end user of our product and developed me into your commander and advocate to those inside and out of the Defense Department.

Going into our next year, Mike Scott, Kathryn Fantasia, Pete Crean and I look forward to building on your successes and continue providing the exquisite support to the warfighter that we're known for. We are deliberately developing our civilian workforce, giving some of you opportunities to gain invaluable field experience, provide depth and breadth to become senior leaders such as the next regional deputy commanders and combatant command liaison officers to name a few. To those who have had the high honor to serve in these positions, we welcome you to your next opportunity to sharpen, develop, mentor and broaden your horizons, whether at something new or teaching what you have learned over the years to our capable workforce.

Shifting gears to the theme of this magazine's edition, we can't say enough good things about DLA Energy's "Unsung Heroes." Like many of us, these



DLA Energy Command Air Force Brig. Gen. Giovanni Tuck addresses a business unit about the potential sequestration impact to the workforce. Photo by Christopher Goulait

are the folks who put in tireless hours behind the scenes to make sure we meet the Services' military specifications or are on the ground in the regions making big things happen, side by side with our customers, performing reviews and facilitating support.

This edition, we highlight the amazing work our chemists, quality assurance representatives, liaison officers and contracting officer representatives perform, often out of the limelight, under austere conditions. Three others, to name a few, make the ordinary extraordinary...our Direct Delivery folks put contracts in place in foreign countries in the snap of our fingers. Our Installation Energy and Aerospace Energy units expertly manage our non-petroleum products. And they do so for love of mission and team. I hope you enjoy this edition, our PA staff is incredible and they have put together another amazing product!

A handwritten signature in black ink that reads "Giovanni K. Tuck".

## Energy Source

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An Air Force fuels lab technician connects an in-line sampler to a connection device. Photo by Air Force Tech. Sgt. Johnny Saldivar

# Beyond the lab:

By Christopher Goulait

The link that helps supplier and customer communities work together to meet their technical requirements is also the same part of the Defense Logistics Agency Energy that researches new products and energy solutions.

Chemists are on the front lines when it comes to quality and technical support, both within DLA Energy and outside the agency.

“Our main role in supporting DLA Energy is acquisition support with respect to the technical evaluations and exceptions, deviations and waivers process,” said Dan Baniszewski, chief of the Product Technology and Standardization division in the DLA Energy Quality/Technical Support office.

The duties branch out much more from there, added Mike Domen, a chemist with Product Technology and Standardization.

“DLA Energy chemists perform a variety of functions to support the missions of the warfighter, all of which are critical to ensuring the products we buy meet their specific requirements for quality at the time of delivery,” Domen said.

Domen explained the office’s Product Technology and Standardization division is the principal advisor for technical matters relating to petroleum fuels, lubricants, additives, alternate-source fuels, missile fuels, coal and other related products and services.

Chemists at DLA Energy headquarters don’t necessarily roll up their sleeves and get their hands dirty, so to speak, Domen explained.

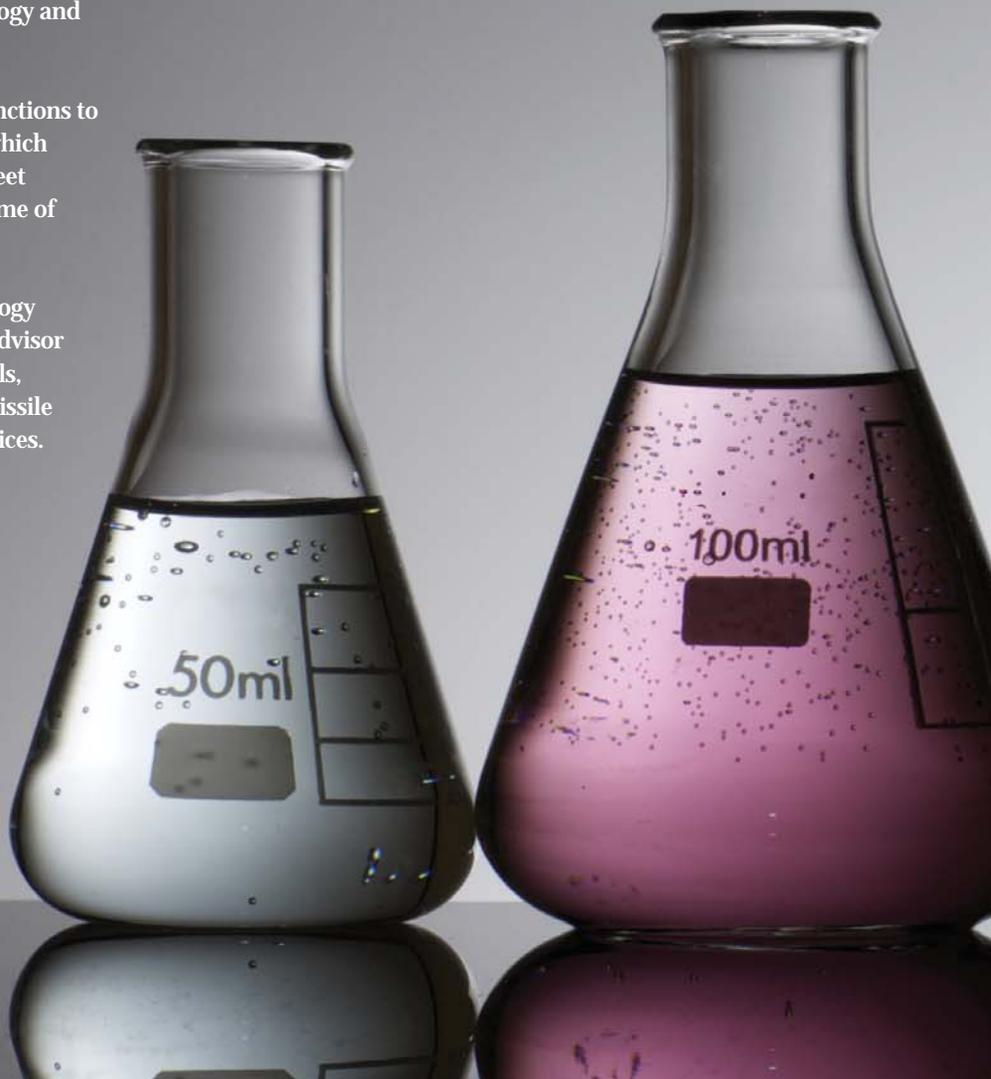
“The main difference between a headquarters and a regional chemist is the ability to physically work in a lab,” he said. “We both are consulted on product quality issues, however, chemists in the region can accept samples and run analyses on them.”

Headquarters’ chemists work with regional chemists in collecting routine test results for the Petroleum Quality Information System, and coordinate when directing further required testing as a result of off-specification properties or other concerns observed during operations.

Chemists at the agency’s headquarters serve in a variety of roles, even without the lab, Domen said.

These roles can include providing technical evaluations for acquisition, assistance to defense fuel support points, gathering research and information and working with external agencies and organizations.

“We perform technical evaluations in support of source selections prior to contract award, as well as consider any product quality requests



# Chemists at work

ven





from the contractor during post award and delivery,” Domen said. “Frequently, a supplier will notify us that they require a change to a quality aspect that was either stated in the solicitation or was agreed to during contract award.”

Suppliers ask for all kinds of things related to quality, which usually involve delivering a product that doesn’t meet a certain property as detailed in the specification, he continued. Other requests can include proposing an alternate test method or testing location, including a previously unapproved additive, or even wanting to substitute a whole different product.

These requests for changes are known as exceptions, deviations and waivers.

Exceptions are something the contractor asks for during pre-award negotiations, whereas deviations before product production and one-time allowance waivers occur after contract award.

“In addition to direct support for procurement and operations, chemists also gather research, data and information in order to either seek out solutions to a customer problem, find new cost saving measures or to track product quality and trends,” Domen said.

In this area, chemists function as project managers for DLA Energy-funded research and development programs for work typically performed by military research facilities, he said. They also maintain the Petroleum Quality Information System database, a worldwide comprehensive data repository for product test results unlike anything else available, as well as act a lead standardization activity for DLA Energy-owned national stock numbers.

The reach of a chemist goes beyond the Quality/Technical Support office, including major support to the regions and the DFSPs, Baniszewski said.

“We also support other offices, such as International Agreements, by reviewing fuel exchange agreements for the incorporation of proper technical specifications,” Baniszewski said.

DLA Counsel-Energy and DLA Finance Energy are supported as well by helping with definitions and the applications of technical terms in documents and by reviewing the prices associated with the products the agency sells to the services, he said.

At DLA Energy headquarters, chemists work mostly with the Bulk Petroleum Products, Bulk Petroleum Supply Chain Services and Direct Delivery contracting offices, the Inventory and Requirements division and the Transportation/Tankers group, but at some point they have worked with just about everyone, Domen said

Internal support is also extended to the DFSPs and various customer locations using DLA Energy-owned products.

In order to get the job done, it’s important to have good working relationships with the region quality managers

and quality assurance representatives, as well as the service control points to coordinate technical responses and product dispositions, Domen said.

“We also maintain contact with our counterparts at DLA Aviation in Richmond [Va.] since we have quite a bit of common ground with some of the fuel additives and lubricants DLA buys, and the specifications and NSNs we manage,” Domen continued. “Plus, part of our team located in San Antonio handles missile fuel-related matters.”

The duties of a DLA Energy chemist also extend outside DLA. Along with each of the service control points, chemists work with the services’ military research facilities: the Air Force Research Laboratory, Naval Air Systems Command, the Naval Research Laboratory, Southwest Research Institute and the Army Tank and Automotive Research, Development and Engineering Center.

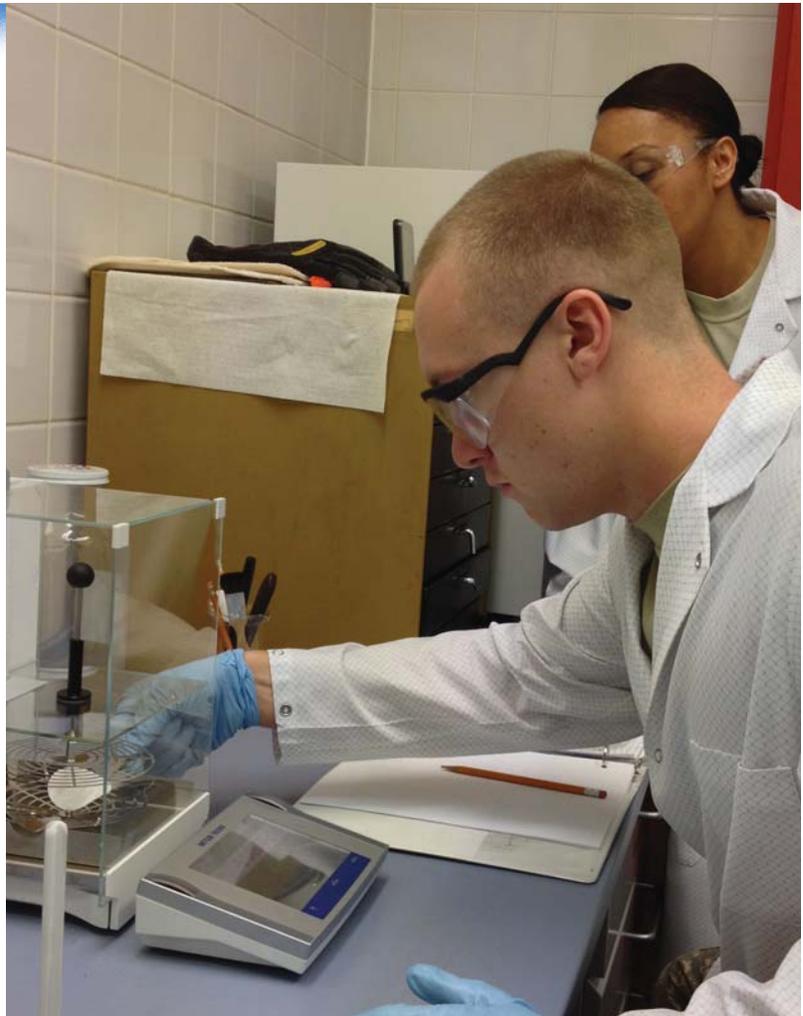
Contact is also maintained with foreign militaries through NATO, the Air and Space Interoperability Council, International Air Transport Association and the English-speaking navies of America, Britain, Canada, Australia and New Zealand known as ABCANZ, as well as other industry partners like refiners, suppliers, ASTM and the International Fuel Quality Center.

Plus, chemists monitor updates to national energy policies and environmental regulations through forums such as the Commercial Aviation Alternative Fuels Initiative and the Clean Air Act Services Steering Committee, Domen said.

“There is active participation in military and non-governmental standards organizations by attending meetings and conferences, like from the previously mentioned organizations, just to name a few, where our chemists can network with government and industry representatives to discuss current issues and ensure the needs of DLA Energy’s customers are represented and considered,” he added.

Working outside the agency with organizations like ASTM can also provide part of the continuous training and education needed to build on the formal four-year chemistry or chemical engineering degrees that form the base of a chemist’s knowledge, Domen said.

“However, also having prior petroleum laboratory experience and/or working knowledge of petroleum handling systems is most certainly a bonus,” he added.



Chemists at the DLA Energy headquarters support the activities of their regional counterparts, such as these chemists undergoing training April 23 in Kaiserslautern, Germany. DLA Energy Europe and Africa courtesy photo

Domen said aside from a degree or Defense Acquisition University courses, engaging in constant technical evaluations is the best way for chemists to keep their expertise and problem-solving skills fresh. On-the-job experience enhances the basic principles learned from formal education, along with attending technical presentations and discussions at conferences or external meetings.

Keeping these skills honed is the difference between business as usual and a breakdown in communication between DLA Energy and the military services’ technical offices, Baniszewski said. DLA Energy’s chemists prevent large delays when it comes to resolving technical issues and setting technical requirements for fuel-related solicitations.

“We often serve as the conduit and link between the contracting offices and the technical point of contact in the service control points,” Baniszewski said. “DLA Energy would have little expertise to resolve issues in a way most beneficial to the agency without our chemists, since any outside guidance and assistance would come with a different perspective.”





# Skills, experience

By Terry Shawn

**D**efense Logistics Agency Energy liaison and planning officers perform multiple and diverse tasks as they provide energy solutions throughout their regions, both in the continental United States and overseas.

However, while LNOs use many skill sets, the responsibilities of each are dictated by their region's requirements.

The LNO position calls for a petroleum specialist to understand a particular mission's intent, assess the potential fuel requirements and provide advice and technical guidance to direct the design, development and execution of operational and contingency fuel plans.

The individual must be able to coordinate planning efforts with other functional specialists, know how DLA Energy is organized and functions and be an expert in joint and service fuel logistics, said DLA Energy Europe and Africa LNO David Ray.

He added, LNOs must maintain a robust professional relationship with headquarters and regional leadership, service control points contracting officers and commodity subject matter experts as part of the job.

"DLA Energy liaisons/planners are DLA Energy's 'strategic fireman'. The days of liaisons being just

(Above) A Marine measures the fuel levels of a Medium Tactical Vehicle Replacement at Camp Leatherneck, Helmand Province, Afghanistan. Afghanistan is one of the many places DLA Energy has liaison officers providing advice and technical guidance to execute energy solutions. Photo by Marine Cpl. Ashley Santy

(Right) A DLA Energy-contracted truck drives across a bridge to deliver fuel to a location at Africa's Pole of Inaccessibility in the Central Africa Republic. DLA Energy LNOs must coordinate with the vendor, customer and contracting team to overcome challenges that include a six month rainy season and poor transportation infrastructure typical in this remote region. DLA Energy Europe and Africa courtesy photo



# Expertise required



a communication conduit to the customer are long gone,” he said.

Effective networking management across the joint planning, petroleum and operations enterprise is a must to be able to help the combatant command staff shape and lead joint fuel teams to generate optimal and timely solutions, Ray explained.

Ray uses the term “joint fuel renaissance man” to describe his role.

“You must know, in detail, about joint and service fuel logistics, understand joint and service bulk petroleum doctrine and understand the seams between military services, combatant commands and DLA Energy,” Ray explained.

It is only with the credibility that comes from establishing a transparent partnership in which the LNO understands the combatant commander’s requirements that the LNO can bring real fuel logistics solutions to improve warfighter support and efficiency, he said.

There is also a policy component to the LNO mission.

Chris Sheppard, DLA Energy Europe and Africa LNO, serves as planning advisor and consultant to U.S. Air Force Europe regarding bulk petroleum logistics planning and execution in support of the service’s requirements in the U.S. European Command and U.S. Africa Command areas of responsibilities.

“I provide direction and clear interpretation of DLA Energy

policy to [the Air Force] on various DLA Energy procedures with respect to managing of DLA-owned fuel,” he said.

Maintaining this level of knowledge, policy understanding, organization and coordination in a region like DLA Energy Europe and Africa can be challenging and exciting, said Samuel Cooks, Jr., DLA Energy LNO to AFRICOM.

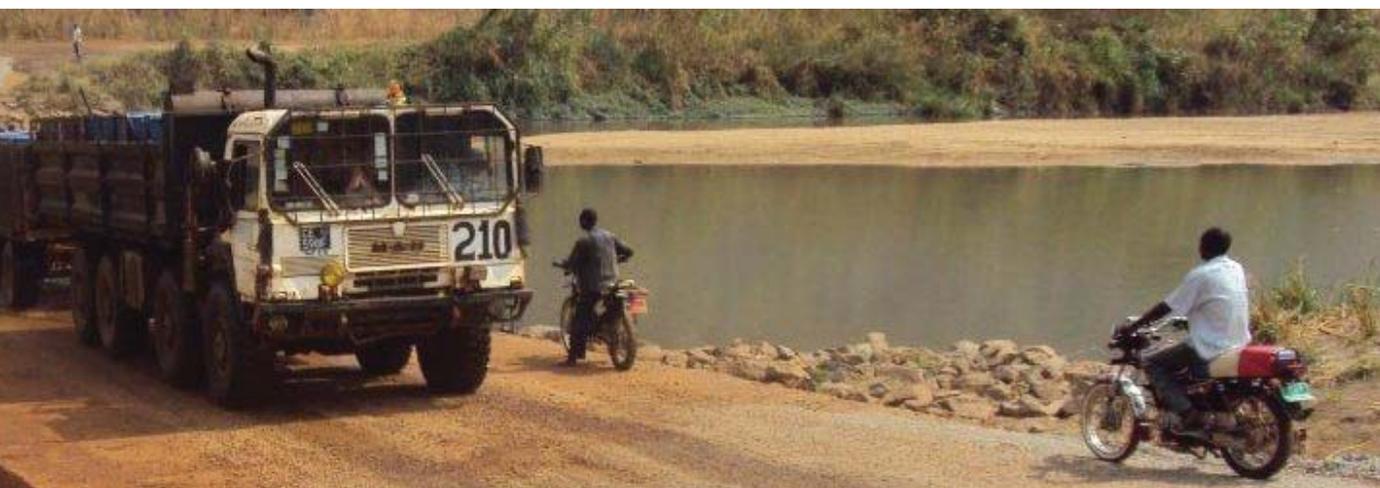
“Africa is three times the size of the United States and consists of 54 different countries,” he said. “AFRICOM has been engaging more on the continent, which has resulted in the expansion of DLA Energy support on the continent supporting low-volume, high-profile missions.”

Some of the challenges lie in executing fuel delivery in Africa with a limited supplier base, immature transportation networks and supply chain distances, explained Cooks.

“What makes Africa unique is the fuel requirements are small but require much more oversight to manage,” he added.

Sheppard noted DLA Energy LNOs support everything from main operating bases with a mature, stable infrastructure, such as Ramstein Air Base, to bare base locations in Africa.

For one fuel support mission, Cooks said he had the unenviable task of coordinating with the vendor, customer and contracting team to monitor the delivery of DLA Energy Direct Delivery-contracted fuel to a place in Obo, Central African Republic, called Africa’s Pole of Inaccessibility, so named because it is the farthest point from any coast on continental Africa.



# Unsung Heroes

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This was the first time executing fuel deliveries in the unfamiliar markets of the Central African Republic, Cooks said. Poor transportation infrastructure and the weather impacts during the rainy April through September season were part of the challenge for the DLA Energy contractor delivering fuel drums from the supplier in Sudan to Obo – a distance of approximately 1,064 kilometers, or 661 miles.

“Paved roads were scarce,” he added. “The compacted dirt roads were degraded and all roads were impacted during the rainy season.”

There were also problems to overcome in sourcing fuel drums for the fuel support requirements of the mission, Cook explained. In one instance, a vendor had to source fuel drums from Cameroon, and in another case, the vendor had to source the drums from Mombasa, Kenya.

Each DLA Energy liaison officer faces challenges unique to their region and environment. LNOs in Afghanistan might be faced with different tasks and obstacles, which could potentially require different skill sets.

Army Maj. Jay Greeley has been serving as the DLA Energy LNO in Kabul since November 2012. At the operational level, he serves as a fuels liaison to senior leadership of the U.S. Forces Afghanistan and the International Security Assistance Forces headquarters.

Over the past few months, his position has developed a tactical leadership component by assisting the contracting officer representatives.

“I planned and led several missions throughout Kabul to ensure that the CORs could meet their objectives at various points of interest and contracted sites,” Greeley said. “This included conducting leaders reconnaissance missions and coordinating the necessary forces to help facilitate secure visits by the CORs.

Greeley said he is proud of the CORs, because their willingness to routinely expose themselves to indirect fire and improvised explosive devices has been truly commendable.

At the strategic level, Greeley is a representative of the U.S. Embassy to the Afghan government, and is tasked with upholding the safeguards and policies of the Status of Forces Agreement in order to ensure fuel operations continue uninterrupted.

“This means ensuring fuel traversing the border crossing points are not subject to taxes, fines, penalties, fees or

inspection by the Afghan customs officials,” Greeley said.

The Afghan government is under pressure to develop revenue generating activities in order to finance their future government, Greeley said, and this has led to several efforts to impose taxes, fines and fees by threatening to imprison vendors, but these efforts are all exempt under the current Status of Forces Agreement.

This requires the incumbent LNO to have a depth of knowledge ranging from how to complete meticulous diplomatic paperwork to conducting tactical movements, and knowing which ministry official to engage to solve problems quickly, he said.

“Fortunately, DLA Energy isn’t new to this ... I have the luxury of reaching back to at least the last five predecessors for advice,” he added. “This spirit of continuity helps us to thwart new attempts at old tricks.”

Even as the mission in Afghanistan comes to a close, Greeley’s enforcement of the SOFA is a daily undertaking.

Many LNOs have military service and experience as a fuel specialist.

Cooks, with 21 years petroleum experience in the Air Force, said being assigned at the American Embassy in Muscat, Oman, helped him prepare to be an LNO.

“Our primary mission there was to manage the Air Force’s pre-positioned War Reserve Materiel Program for Southwest Asia,” Cooks said. “As the sole DoD petroleum specialist in country, I had the opportunity to work directly with the DLA Energy Middle East office on the DLA-owned fuel that was stored in Oman based on a fuel storage agreement with the Royal Air Force of Oman.”

There, in a facilitator role, Cooks worked with DLA Energy Middle East and RAFO on all fuel agreement issues, including fuel product quality, facility maintenance and inventory accounting practices, during his time at the beginning of Operation Enduring Freedom, he said.

He also had frequent communications with the DLA Energy Middle East team and escorted team members on numerous site visits to RAFO air bases.

“That’s when I was really exposed to the full might of DLA Energy’s warfighter support mission,” he said. “There were a number of critical strategic-level fuel resupply issues for two locations in Oman and I observed first-hand how DLA

Energy implemented action plans to deliver aviation fuel to keep the mission going.”

Similarly, Ray said his 23 years as a Marine and the guidance he received from Marine logistics leaders prepared him for his job as a logistics and planning officer with DLA Energy.

“Having received my military fuel training with the Army at Fort Lee [Va.,] and serving throughout my career with other military and Defense Fuel Supply Center [now DLA Energy] fuel professionals, I was provided with a wider scope of experience than just working strictly in Marine logistics lanes,” Ray said.

In the latter part of his Marine service, Ray was the Marine Forces Pacific fuels and water logistics officer working at the joint fuel level with U.S. Pacific Command, U.S. Central Command and DLA Energy. After leaving the service, Ray worked in refueling operations for a consortium made up of 16 airlines that owned and operated Honolulu International Airport.

He also worked in the private sector as a DLA Energy contracted fuel facility optimization project manager, and has served as DLA Energy LNO/planner at PACOM, CENTCOM, EUCOM as well as DLA LNO to U.S. Special Forces Command.

“During this time, I developed several strong professional and personnel relationships within DLA Energy headquarters that strengthened me professionally and helped prepare me for what I have the honor and privilege of doing today,” Ray said.

During his 26 years in the Air Force, Sheppard worked as a refueling unit operator, hydrant operator, bulk storage operator, accountant and administrator, and performed his duties in the laboratory, quality control and operations and served as flight superintendent.

“So, I have real-world practical experience, in fuels, receiving, storing, inventorying, issuing and accounting for DLA Energy product,” Sheppard explained. “In short, I was DLA Energy’s



A Marine conducts fueling operations on Forward Operating Base Delaram, Helmand province, Afghanistan. DLA Energy LNOs coordinate with combatant commands to facilitate the services receiving energy solutions worldwide. Photo by Marine Staff Sgt. Ezekiel Kitandwe

customer.”

LNOs agree about the important role they play as the go-between for DLA Energy and their customers.

“I think this job is important to both DLA Energy and the customer because the LNO’s role is to help find the most optimal DLA Energy solution to meet the customer’s requirements. It sounds simple, but it involves considerable effort to promote DLA Energy’s policies, procedures and capabilities,” Cooks said.

The warfighter greatly appreciates and relies on the DLA Energy LNO/planner to be the “joint fuels duty expert” to help them develop comprehensive and optimal fuel logistics capabilities and results, Ray said.

“DLA Energy senior leadership and commodity managers, contracting officers and subject matter experts rely on the LNOs/planners to help them understand how to shape and meet the expectations and requirements of the warfighter.”

The idea, Cooks explained, is to provide as much information as possible to help the customer with planning and decision-making with respect to DLA Energy solutions.

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# Ensuring regional

By Christopher Goulait

**H**ighly skilled quality teams across the Defense Logistics Agency Energy's regions manage quality oversight of all fuel contracts to ensure the customer's requirements are met.

Quality managers and quality assurance representatives work together in the regions ensuring many of the products DLA Energy procures meet the standards needed to keep the warfighter going strong.

"QARs support every mission, from Operation Enduring Freedom to humanitarian missions in support of natural

disasters worldwide," said DLA Energy Middle East Quality Manager Jeffery Feltner.

Feltner said quality teams support many major missions around the world, but in his U.S. Central Command region some examples are the missions in Iraq, Afghanistan, Jordan and Egypt, along with support to exercises like the multinational exercise Bright Star.

"The work we do in the field is major, like loading and discharging vessels, into-plane inspections, inspecting cryogenics and conducting different types of



Landing crafts taking part in exercise Bright Star prepare to enter the well deck of the multipurpose amphibious assault ship USS Bataan in the Mediterranean Sea. Exercise Bright Star is one of many major missions supported by DLA Energy Middle East's quality assurance teams, who ensure DLA Energy-procured products' quality and quantity are on-specification, among other roles. Photo by Navy Petty Officer 3rd Class Ryan Steinhour

# nal quality

pre-award and post-award site surveys in the region of unknowns,” Feltner said.

Quality managers and quality leads form the regional teams managing the quality oversight of all fuel contracts throughout the regions.

“QARs are the eyes and ears of the contracting officers out in the field,” Feltner said. “In some locations, they perform not only quality functions, but logistics management specialist and inventory management functions as the ‘boots on the ground’ representatives of DLA Energy.”

The regional team is led by quality managers who provide guidance and leadership to leads and quality assurance representatives to perform their jobs to the best of their ability. They also conduct robust training needed for the professional development of their team.

That team is also made up of QARs with a variety of duties, said DLA Energy Middle East QAR Edward Lewis. Two of a QAR’s responsibilities involve reviews.

One has them looking into contractors’ production activities and capabilities, keeping contract quality



# Unsung Heroes



DLA Energy Middle East Quality Assurance Representative Christopher Rogers, left, conducts a walk-through inspection of Red Facility in Bagram, Afghanistan. Reviewing contractors' production activities and capabilities is just one role of a QAR. DLA Energy Middle East courtesy photo

requirements in mind and ensuring that the contractor understands the requirements spelled out in the contract. The other review is of the contractor's written quality or inspection procedures, when they're required by the contract.

"Other duties include evaluating the implementation and effectiveness of the contractor's quality or inspection system, including contractor-developed sampling plans and quality control plans," Lewis said. "We also spend time verifying the testing or inspection of the products offered to the government to ensure compliance with contractual requirements before they're accepted."

A QAR's duties also feature oversight and surveys of fuel sites before and during shipments, said Owen Lawson, another DLA Energy Middle East QAR.

Before an award is made, QARs perform pre-award surveys of potential contractor operations that provide fuel storage, issue and transfer operations and truck filling or offloading operations, he said. This includes into-plane operations at various airports and airfields in the area of responsibility that provide fuel to U.S. and coalition aircraft.

"Once a contract is awarded, we provide oversight of the contractor's operation to ensure the terms of the contract are being met, and provide corrective action when necessary," Lawson said.

Quality oversight is also performed on fuel shipments via tanker, he explained. Quality and quantity are verified in issuing shore tanks prior to loading, on the vessel during/

after loading and prior to discharge, and one more time again in the receiving shore tank after vessel discharge. QARs also perform interior tank inspections on vessels to ensure the cleanliness and compliance of the vessel when required.

The work of a QAR is very important to a region, Feltner said.

"Without QARs providing quality oversight over contracts in the regions, the risk of out-of-specification product reaching airframes, vehicles and vessels would be very high," he said. "Their constant presence and periodic auditing ensures the contractors' procedures and helps to guarantee delivery of on-specification product to the warfighter, and they serve as an invaluable part of the contracting process."

Recognizing problems and correcting deficiencies before the end user receives off-specification product saves countless man hours and costs caused by receipt and damages from off-specification product or services by the contractor, he said.

Bridging any gaps between a region's quality manager and its QARs is the lead QAR, Feltner said. They act as support to quality managers and act as a backup person with experience when QARs need guidance with training and any other issues that might arise.

While the lead QAR can serve as an additional link between quality managers and QARs, the lynchpin of all communications around the world is the headquarters DLA Energy Quality/Technical Support office, Lewis added.

The DLA Energy headquarters isn't the only group quality managers and QARs work with outside of their team, Lewis said. Carrying out a QAR's work requires working with many other people, in many different and difficult atmospheres, often outside of the agency.

"We work with contractors, sub-contractors, refinery personnel, vessel personnel, inventory managers and logistics management specialists to make sure we're receiving and issuing the correct quantities, and also to ensure contractors are meeting their storage objectives," Lewis said.

Contracting personnel are another group the QARs work with to keep track of contracts and solicitations, and the associated modifications and amendments, Lewis said. There's also crew members on the vessels to verify quantities carried, contracted bulk storage representatives for



gauging shore tanks and contracted laboratory personnel to provide oversight of analysis on products.

“The mission dictates coordination among numerous entities and offices to accomplish the goal and without failure,” he said. “QARs negotiate within the greater Department of Defense and DLA, as well as with contractors, foreign governments and military officials.”

Regional quality teams also work with an outside organization to enhance their own skills, Lawson explained.

QARs seek Defense Acquisition Work Improvement Act certifications through the Defense Acquisition University, Lawson said. DAU classes are needed for QARs to achieve their DAWIA Level I, II and III certifications.

“Professional improvement and development of QARs is a continuing cycle,” he said. “It includes certification training and the full range of continuous learning activities.”

Continuous learning activities include personal and professional growth accomplishments, resulting in improved professionalism and better contributions to the mission, Lawson said. The continuous process for on-the-job training of personnel is the most critical for commodity certification.

A QAR’s knowledge doesn’t come from training alone, Lawson said. QARs come from a variety of backgrounds before they settle into their roles on the regional quality teams.

“Most of them are prior military with a fuels background

and training of some sort, which consist of Air Force, Army, Marine and Navy fuel specialists, and some from the Coast Guard,” he said. “Military service is a common experience between QARs, but the commercial world also applies to the benchmarking of processes involved in directly handling the product.”

Without the regional quality teams’ expert training and wealth of experience, DLA Energy’s interactions with its customers and suppliers would be very different, Feltner explained.

“If we didn’t have the quality personnel in place, the agency would not have a system in place to audit contractors’ processes to ensure that quality requirements for a product or service would be fulfilled,” he said.

If that were the case, some product would be overpriced with poor quality and quantity, which would cause major issues for the agency and mission support, he said. When product is off-specification or below tolerance, quality personnel wouldn’t be in place to investigate and guide the contractor to resolve the problem.

Feltner added that, ultimately, without quality teams at work, there would be nobody in place to provide the onsite oversight of the product supporting the warfighters’ mission ensuring mission success.

“You can have 1 million gallons of product on hand, but if it’s not on specification, it’s worthless,” Feltner said. 



DLA Energy Middle East quality managers and quality assurance specialists support their region by ensuring the products DLA Energy procures, such as the bulk fuel this Marine prepares to pump into storage bladders, meets the standards needed to keep the warfighter going strong. Photo by Marine 1st Lt. Tyler Morrison

# War zone contracts

By Irene Smith

**T**hey volunteer for six-month deployments, leaving behind their families, friends and homes for a war-torn Afghanistan.

Assigned to remote and austere locations, contracting officer representatives provide observations and inspections in assessing ongoing fuel operations throughout the area of operation. The information they provide allows DLA Energy Middle East to create a comprehensive logistics analysis of operational needs, ensuring and supplying fuel to Operation Enduring Freedom.

“They are the critical conduit between Defense Logistics Agency Energy’s contracting officers, our suppliers, our customers and the operational oversight from the Middle East region,” DLA Energy Middle East Commander Army Col. William Rush said. “The personnel who volunteer are simply phenomenal and the impact they provide in support of forces in Afghanistan is real-time, up close awareness and action to ensure we deliver on time and on specification.”

DLA Energy has been deploying CORs to Afghanistan in support of Operation Enduring Freedom since December 2011.

“Since our CORs have been on the ground, we’ve seen a significant improvement in variance, and discrepancies between loaded amounts and delivered amounts are down drastically,” Rush said. “Having CORs in Afghanistan provides critical eyes and ears forward.”

They ensure the suppliers are fulfilling the terms of their contracts and customers are maintaining the

required process discipline to accurately account for fuel delivered, he added. CORs also provide a DLA face-forward by showing customers the organization is on their team and squarely in the arena.

CORs who volunteer to go to Afghanistan come from diverse backgrounds and volunteer for different reasons.

Christine Coulter, a DLA Energy Inventory and Distribution division transportation management specialist, decided to go for the gusto while the opportunity was available.

“I am a grandmother, and I like to be a tad extreme,” she said.

For Eric Jensen, a project management analyst who has been with DLA Energy Manpower and Workforce Analysis for four years, it was an opportunity to give back.

“I wanted to do my part to help serve the warfighter,” Jensen said. “I never joined the military, but always respected and thought about doing so, so this was my way of helping.”

Coulter is nearing the end of her six-month rotational assignment as a DLA Energy Middle East contracting officer’s representative assigned to the U.S. Embassy in Kabul, Afghanistan, and serves as the COR on seven DLA Energy contingency contracts.

CORs face multiple challenges while deployed. One challenge in theater is security and the ability to travel to contractor sites.

Preparing for a trip to a defense fuel support point requires planning and caution, Coulter explained. There are significant risks whenever a civilian or

military member leaves the forward operating base and travels to any part of Afghanistan. Contractors wear safety gear and are escorted by armed guards.

“I don’t take my risk lightly, particularly when I have to go out for monthly site visits to the DFSPs,” Coulter said. “Whenever going ‘outside the wire,’ we are required to be escorted by two armed personnel with at least one long rifle.”

CORs travel in an armored vehicle through the congested city of Kabul, Coulter explained. Traffic jams leave them vulnerable to anything, such as motorcycle drive-bys, the possibility of a bombing or being shot.

“Thank God, neither of these instances has happened,” she added. “The roads we travel are patrolled with Afghan police, military personnel and even private security.”

As a COR, Coulter meets with the contractors at the three DFSPs on a monthly basis to go over fuel receipts and equipment. She must verify that the contractor has performed the technical and management requirements of the contract in accordance with the required delivery schedule and performance work statement.

“No two visits are alike,” Coulter said.

One trip she may inspect the meters to verify calibration certificates, files, safety procedures, labs, fuel upload and downloads of trucks, and on another trip she may observe the contractor inspecting vehicles.

The trips also allow the contractors to share their concerns, and Coulter tries to address the issue if it’s in her scope.

# acting



Christine Coulter, a DLA Energy contracting officer representative in Afghanistan, reviews receipts with a contractor in Kabul. CORs provide observations and inspections in assessing ongoing fuel operations throughout the area of operation. Courtesy photo

In another part of Afghanistan, Jensen handles transportation contracts in Bagram, and ensures fuel arrives on time and to the specification of the customer.

“My job is to ensure all contracted trucks arrive at destination on time, with the proper product and in a truck that meets all specified requirements,” he said. “My daily responsibilities are to make sure the proper amount is downloaded at the site and to find out what the cause is of any discrepancies.”

Jensen said he also work closely with the contractor and FOB personnel on any issues that may come up.

Jensen’s critical roles of are ensuring the correct amount of fuel is allocated and deterring fraud and theft. Challenges he encounters are making sure the FOB personnel enforce proper download procedures and ensuring the trucks are downloaded completely.

“I travel to a number of sites to verify the trucks are in compliance, as well as ensure sites are using proper download techniques,” Jensen said. “Any issues with fuel will affect the military’s mission and that can’t happen. It is also important that we get the right amount of fuel and be aware of theft attempts to ensure DLA Energy is being fiscally responsible.”

Jensen is assigned to eight FOBs and travels frequently.

He said traveling has given him a great respect and appreciation for what the warfighter does in a war zone.

“I have the usual concern for my safety, as anyone who is deployed to Afghanistan does,” he said. “Some FOBs are much worse than others and you just have to be aware at those locations, and all you can really do is make sure you listen to your convoy safety briefings, know where your bunkers are and know what to do when something happens. Other than

that it is out of your hands.”

Jensen said he travels a minimum of once a week to various FOBs and is gone two to three days at a time. One of the biggest challenges CORs face in country is the “FOB hop.”

“The logistics of getting from one FOB to another can be challenging, especially in the winter when weather can cause delays, stranding CORs in passenger terminals for days, waiting for the bad weather to break,” he added.

Even with all the challenges CORs face, Coulter said she is very grateful to have had the opportunity to experience the various methods of transporting and storing fuel in the continental U.S. and in contingency locations.

“DLA Energy has afforded me the opportunity to expand beyond the cubicle,” she said. “This deployment has given me a better understanding of our mission to the troops as well as industry.” 

# Energy

# Exercise Support

By Terry Shawn

**Y**ear after year, the Defense Logistics Agency Energy supports exercises with colorful names like Flintlock, Bright Star, Cobra Gold, Trident Fury, Cyber Storm II, Valiant Shield and Real Thaw, providing the opportunity for the services to accomplish a number of objectives.

DLA Energy regional offices worldwide regularly support the service branches with fuel and personnel for the numerous exercises.

“DLA Energy’s core mission is to support combatant command energy solutions globally,” said Air Force Brig. Gen. Giovanni Tuck, DLA Energy commander. “Whether supporting contingency operations, humanitarian assistance, disaster relief or exercises, we enable air, land, sea, space and cyberspace power.”

Despite the current Department of Defense budgetary constraints, each calendar year DLA Energy provides training, qualified personnel, logistical expertise and fuel support to the U.S. Army, Marines, Navy and Air Force as they prepare for their annual training exercises. Depending on the nature of the exercise, this support is planned and coordinated with other federal agencies as well as partner nations in regions around the globe.

In February, DLA Energy Pacific provided 807,746 gallons of into-plane contract fuel to be used in multinational aviation support of Exercise Cobra Gold 2013, held in Thailand. DLA Energy Pacific also provided 208,639 gallons of posts, camps and stations support to power ground and life support equipment during Cobra Gold. The equipment was used to erect five multipurpose buildings supporting schools and local communities.

DLA Energy Pacific operations and exercise fuel operations officers established a forward area refueling point at Khorat, Thailand, to support 1st Marine Air Wing night operations. Engineering units also assisted in a road project that enhanced Thai training opportunities and provided realistic medical evacuation capabilities.

“DLA Energy Pacific’s goal for exercise support is to en-



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Australian airmen guide a Royal Australian Air Force F/A-18 Hornet aircraft into position at Andersen Air Force Base, Guam, during Exercise Cope North. DLA Energy Pacific provided fuel support to Defense Fuel Support Point Guam and Andersen Air Force Base for the annual two-week tri-lateral exercise with the Japanese, Australian and U.S. navies and air forces. DoD photo

# Energy

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Army trucks line up at Fort Lee, Va., and prepare for a convoy to Fort A.P. Hill, Va., as part of the U.S. Army Reserves' Quartermaster Liquid Logistics Exercise 2013. DLA Energy personnel contribute to the planning and execution of the petroleum and water transportation exercise. Courtesy photo

able [U.S.] Pacific Command's theater security strategy from a fuel perspective. Wherever the warfighters are operating or exercising, they need energy, and it is our job to ensure it gets to where it is needed," said Navy Capt. Kevin Henderson, then-DLA Energy Pacific commander.

More than 8,000 Marines participated in this 32nd iteration of Cobra Gold, Feb. 11-21. The exercise is designed to advance regional security and build the capacity to effectively respond to regional crises with a multi-national force from nations sharing common goals and security commitments in the Asia-Pacific region.

DLA Energy Pacific provided fuel support to Defense Fuel Support Point Guam and Andersen Air Force Base for Exercise Cope North, an annual two week tri-lateral exercise with the Japanese, Australian and U.S. navies and air forces. More than 1,500 personnel and 60 aircraft participated in the exercise that kicked off Feb. 4. For the first time, the Republic of Korea air force participated in the humanitarian assistance and disaster relief portion of the exercise.

Two months later, DLA Energy Pacific provided fuel support for the 29th iteration of Exercise Balikatan held in the Philippines April 5-17. The exercise focuses on strengthening interoperability between the two World War II allies as well as their capability to respond with humanitarian aid in case of disasters.

Due to budgetary cutbacks, the Marine Expeditionary Force canceled most aircraft operations for the exercise and focused on the Marine Aircraft Group 36 operations at Clark Air Base, Philippines. DLA Energy Pacific provided more than 571,000 gallons of Jet A fuel for the air operations of four MV-22 Ospreys, 12 F-18 Hornets and a KC-130 Hercules.

In addition to aviation fuel, DLA Energy Direct Delivery Fuels' Ground Fuels divisions arranged for deliveries of more than 23,000 gallons of diesel fuel No. 2 to support ground operations during the exercise.

The Zambales province, with its ragged shoreline and a mountain range that occupies 60 percent of the total land area located north of the capital city of Manila, served as the host site of these ground operations that consisted of humanitarian civic assistance projects.

"Some of the locations are rather austere, but the contracting team at headquarters and my operations team do a great job of finding solutions to challenging supply



A soldier prepares for the start of QLLEX 2013 at Fort A.P. Hill, Va., by helping construct a 100,000 gallon fuel farm. QLLEX is one of the many military exercises DLA Energy personnel support. Photo by Army Capt. Jeffrey Gruidl



to capitalize on our global petroleum supply chain to ensure we are meeting the requirements for these exercises, and extend the reach of the forces by increasing their flexibility with timely and responsive support, while minimizing their logistics footprint.”

chains,” Henderson said.

Troops in that region focused on medical, dental, veterinary and engineering civic action projects. Twelve thousand Filipinos are estimated to benefit from these projects, according to news reports.

On the other side of the globe, DLA Energy Europe and Africa regional offices supported Southern Accord, a joint exercise intended to enhance U.S. and African forces’ capabilities in the areas of humanitarian and disaster relief operations, peacekeeping operations and aeromedical evacuation in sub-Saharan Africa.

The 2012 exercise took place in the Republic of Botswana Aug. 1-17, with more than 1,200 military personnel from Botswana and the United States attending the opening ceremony.

The exercise, led by U.S. Army Africa, but involving members of the U.S. Air Force and Marine Corps, involved approximately 700 Botswana Defense Force members and 700 American military personnel, and took place on and around Thebephatshwa Air Base.

DLA Energy Europe and Africa opera-

tions center personnel ensured the existing contracts were in place to provide locally delivered fuel as well as Into-plane fuel for the aircraft bringing in troops so it could be refueled and flown back out.

“It is important that DLA Energy supports the warfighter, regardless of real world or exercises, because we ‘fuel the fight,’” said U.S. Air Force Capt. Juan Fiol, DLA Energy Europe and Africa operations officer. “In today’s military, we cannot operate without fuel. Regardless of where the military is operating, there is still a need for fuel for vehicles and/or generators.”

Each phase of the exercise is aimed to enhance the interoperability between the U.S. military and Botswana Defense Forces.

The ultimate goal was increased cooperation, which will, in turn, increase stability and security across the continent, according to the U.S. Africa Command website.

“DLA Energy is a strategic enabler for the combatant commander supporting these exercises,” said Army Col. Robert Weaver, DLA Energy Europe and Africa commander. “We are able

In the continental U.S., DLA Energy Americas supported the U.S. Army Reserves’ Quartermaster Liquid Logistics Exercise, or QLLEX, in June. The exercise, one of the largest Army-wide petroleum and water transportation exercises, is coordinated by the 475th Quartermaster Group from Farrell, Pa., which provided mission command for QLLEX-13.

QLLEX started 32 years ago as the Petroleum Oil and Lubricant Exercise, or POLEX, and was transformed into QLLEX in 2004. QLLEX has become more of a multiechelon, multicomponent, multifunctional and multiservice exercise.

No other CONUS-based exercise provides such a broad suite of real-world training opportunities for soldiers, according to the Army Logistics University bi-monthly publication, Army Sustainment.

QLLEX-13 was conducted on both coasts of the U.S. in Virginia and California at various locations and their defense fuel support points – Fort AP Hill, DFSP Fort Lee, Fort Pickett and DFSP Yorktown, Va.; Fort Bragg,



U.S. Marines and Royal Thai Marines construct a classroom during Exercise Cobra Gold 2013 in Thailand. DLA Energy provided more than 200 support during the joint military exercise. Photo by Marine Sgt. Matthew Troyer

N.C.; and DFSP Selma, Camp Pendleton and DFSP San Pedro, Calif.

Approximately 2,000 Army Reserve soldiers honed their skills as fuel transporters and the U.S. Army Quartermaster School's Petroleum and Water Department instructors received practical experience supplying the multiagency exercise. An estimated 200 Army trucks were involved.

Last year, QLLEX-12 trained more than 1,700 soldiers and approximately 125 trucks delivered nearly 3 million gallons of fuel from defense fuel support points and fuel system supply points to DLA Energy customer locations.

The distribution and quality teams from DLA Energy Americas at Houston and San Pedro worked with the

U.S. Army to coordinate DFSPs and DLA Energy customer activities into QLLEX and ensure tank trucks were suitable to load and maintain the quality of fuel delivered by providing quality inspection checklists for truck pre-inspections, explained Gregory Knowles, DLA Energy liaison officer to U.S. Northern Command at DLA Energy Americas at Houston.

The teams provided operational briefings, training for liaison detachments and addressed specific concerns for the exercise during mid-planning and final-planning workshops, Knowles added.

"QLLEX enables DLA Energy and Army bulk petroleum units the strategic and operational connection for training and exercising bulk petroleum distribution support to the

services, in both wartime and our key mission of defense support to civil authorities in the Americas area of responsibility," said Army Col. Ron Ross, DLA Energy Americas commander.

DLA Energy partnered with DLA Joint Reserve Force during the planning process to coordinate DLA Joint Forces annual training requirements for reservists who train with DLA Energy Americas during QLLEX. The partnership also provided hands-on training for the reservists to enhance the ability of DLA to respond to either man-made or natural contingency scenarios.

David DeHoge, DLA Energy Americas at Houston inventory manager specialist, said the exercise is also valuable to the organization's custom-



than 200,000 gallons of fuel to power ground and life

ers and partners.

“In the event of a real-world emergencies DLA Energy and our service customers will have already worked and exercised with each other and know their capabilities and limitations, and feel comfortable working together,” DeHoge said.

More than 7,000 miles from Houston, DLA Energy Middle East personnel will participate in Bright Star, a biennial, multinational exercise designed to strengthen military-to-military interactions and improve readiness and interoperability between U.S., Egyptian and coalition forces.

“Quality assurance support for Exercise Bright Star allows DLA Energy Middle East to sustain key working relationships with the Egyptian

Ministry of Defense,” said Army Col. William Rush, DLA Energy Middle East commander.

DLA Energy, under a newly negotiated memorandum of agreement with DLA and Egypt, provides bulk and ground fuels to multiple sites in support of exercise operations.

DLA Energy Middle East’s main reason for being in the exercise is to make sure the military units have clean, dry and on-specification fuel delivered from the Egyptians refineries or terminals during the exercise, said Jeffrey Feltner, DLA Energy Middle East quality manager.

“The [Egyptian] defense ministry coordinates our fuel support from several suppliers and our quality assurance specialists are there to ensure U.S. forces participating in the exercise receive quality product and services,” Rush said.

This exercise, to run from Sept. 15 to Nov. 5, includes military forces from the U.S., Egypt, Turkey, Jordan, Kuwait, Greece, Italy, Germany, Great Britain, France and Pakistan. The service members from France, Germany, Greece, Italy, Jordan, Kuwait, Pakistan, Turkey and the United Kingdom train with Americans and Egyptians to develop, refine and improve interoperability in this region.

“It’s just a great opportunity to build relationships and support military cooperation,” Rush said.

During this event, one of the largest exercises supported, the DLA Energy Middle East quality manager or quality assurance representatives and international agreements representatives are sent to perform site surveys at the locations to be used during the exercise, Feltner explained.

“The locations have to be assessed for capabilities, fuel facilities, quality control facilities, aviation and ground fuel servicing equipment and stor-

age systems. The systems are looked at for the military’s equipment and compatibility issues,” Feltner said.

The useable and deficient items are reported in a trip report, so the personnel in charge of the exercise or planners can have these items corrected or schedule to bring in equipment to work around the deficiencies, he continued.

The QARs will be deployed about a week before the exercise begins in order to go to the main sites and work or setup, Feltner explained.

Another ongoing task the QARs assist with is reconciliation.

The QARs will work closely with the military units on the ground, helping them get the invoices and reconciliation done in a timely manner, Feltner said.

“There has to be account reconciliation and invoices processed to pay for the fuel delivered and serviced to the military because the Egyptians will not allow you to leave any leftover fuel on the ground or in the facilities, and they want to get paid in a timely manner,” he added.

The organization’s regional support for COCOM exercises is pivotal to the success of “train as you fight,” Tuck said. DLA Energy’s contracting arm, our core competency, ensures our region’s guarantee success.

Months of planning goes into each of these exercises. The planning for Exercise Bright Star began in fall 2012.

“We couldn’t be more joint, more integrated and more in sync with our COCOM partners,” Tuck said. “If there are any doubts, try fighting without us.” 





The Military Sealift Command-chartered tanker ship MV Maersk Peary provides Defense Logistics Agency Energy-procured fuel to the National Science Foundation-chartered scientific-research vessel R/V Nathaniel B. Palmer at McMurdo Station ice pier. Maersk Peary is in Antarctica offloading fuel in support of the annual Operation Deep Freeze Antarctica resupply mission and will supply 100 percent of fuel needed for the upcoming year. Photo by Larry Larsson

# Refueling the Antarctic

By Christopher Goulait

**W**hen it comes to refueling missions, the Defense Logistics Agency Energy is willing to go to the ends of the earth to support the customer, or in one case, the poles.

DLA Energy supports Operation Deep Freeze, which takes advantage of the Southern Hemisphere's summer to annually deliver fuel and supplies to U.S. research stations in Antarctica through Military Sealift Command.



# Energy

“Operation Deep Freeze is a very critical mission for the people who live and work on Antarctica,” said Navy Capt. Sylvester Moore, commander of MSC Pacific. “Without this resupply mission, all operations in Antarctica would end, and the scientific community would lose the opportunity to conduct research and study not only the continent of Antarctica, but its impact on our global climate.”

More than 6 million gallons of fuels were delivered to McMurdo Station, Antarctica, in support of those operations during this season’s fuel off loading beginning Feb. 10, said Richard Knapp, quality assurance specialist with DLA Energy.

For this year’s operation, MSC personnel reported a success.

“The tanker portion went very well; there was great cooperation with the icebreaker and cargo [operations] went off without a hitch,” said John Joerger, tanker project officer at MSC headquarters. “We had no weather delays, which meant that the tanker was in and out rapidly and did not impede the dry cargo operations.”

Fuels delivered during the 2012–2013 refueling mission included mid-grade unleaded gasoline, marine gas oil and two grades of kerosene-based aviation turbine fuel: JP5 and AN8, all meant for use in extreme cold weather conditions.

Knapp explained each fuel was specifically chosen for Antarctic use.

The gasoline required by contract was Class E5, the highest volatility classification. Aviation turbine fuel grade JP5 has a high flash point limit, a minimum 60 degrees Fahrenheit, making for safer handling on carriers and other vessels. The aviation turbine fuel grade AN8 is a specific arctic grade with a lower freezing point and properties that ensure product will flow at extremely low temperatures for uninterrupted aviation and heating purposes. That performance property is crucial for flights into South Pole Station and activity there during winter no-fly conditions, Knapp said.

“For DLA Energy, the remote locations and cold operating conditions of the Antarctic dictate the



A New York Air National Guard LC-130 Hercules unloads DLA Energy-procured supplies to remote locations throughout the Antarctic continent. Photo by Air

procurement process,” Knapp said.

That process takes place more than a year in advance of the shipment. Bids are normally solicited in September for a delivery window of Dec. 1 – Jan. 31 of the following year, plus a 30-day carry-over period, he said.

“This represents the optimum time to avoid a literal deep freeze,” Knapp said.

On this most recent operation, DLA Energy awarded the contract to a Greek contractor who supplied the fuels. Fuel pumping at origin finished Dec. 28 as DLA Energy Europe and Africa quality assurance representatives provided on-site quality assurance for the cargo, Knapp said. QARs also accepted the shipment for MSC’s time-chartered motor tanker Maersk Peary.

But the delivery process as a whole involves much more than that, Knapp explained.

“To get the only annual shipment of fuel from Western Europe to Antarctica and McMurdo Station’s ice pier, MSC vessels follow a route that can involve some of the worst sea conditions and hazards that exist anywhere,” Knapp said.

He explained the weeks at sea that are needed to make the delivery are filled with unpredictable and harsh weather, along with increased hazards from floating ice. While the region is most accessible in January and



Energy-procured fuel supplied during a prior annual Operation Deep Freeze Antarctic refueling mission. The aircraft is used to deliver fuel and cargo to by Air Force Master Sgt. Efrain Gonzalez

February, the last 17 miles of the journey still need ice breaker ships to create a channel through the ice shelf.

“Expert navigation and cooperation between ice breaker, tanker and freighter are required,” Knapp said.

The shipment is offloaded by members of MSC flown in ahead of the ships’ arrival to McMurdo. Cargo operations officers and Navy personnel provide support during the delivery, though the overall responsibility for Deep Freeze belongs to the Air Force-led task force to direct both the air and sea components. Once the MSC-delivered cargoes arrive at McMurdo Station, the Air Force takes over, Knapp said.

With more than 50 years of refueling missions, these literal and figurative Antarctic waters aren’t exactly uncharted, Knapp explained.

“This annual resupply to U.S. research stations in Antarctica was first established for the 1955-1956 season and represented a build-up of capabilities to allow continued scientific study by the National Science Foundation,” he said.

The construction mission was tasked to the Navy, which led its own expeditions in the region since 1839, Knapp said. The Navy established its Little America I base in 1929 to allow its occupants to “winter over” and explore farther into the continent, leading to eventual establishment of the more permanent McMurdo and

Amundsen South Pole Station camps.

The first petroleum support provided as a part of Deep Freeze between 1955 and 1956 was a combination of packaged products with bulk shipments of arctic-grade diesel and aviation gasoline, Knapp said.

“A construction battalion center at Davisville, R.I., loaded the USS Wyantdot with more than 840,000 gallons of diesel fuel mostly in 55 gallon drums bound for Antarctica,” Knapp said. “While above-ground storage tanks were being built by U.S. Navy Seabees, static storage was created by allowing two fuel vessels to freeze in the ice off shore: the tanker Nespeien and U.S. Navy oiler YOG-34 supplied that bulk petroleum. On land, a pipeline was constructed using flexible hoses to deliver product from the tankers to fill the new tank farm.”

The process changed to allow for more practical and economical delivery of the large amounts of fuel via tanker cargo ship when MSC provided the tankers in the 1980s, Knapp said. These double-hulled ships could hold nearly 10 million gallons of different fuels separated during the trip to ensure quality.

From the historic 55 gallon drum to today’s transport via tanker and distribution of fuel and supplies to even more remote stations by air and over the snow, each successful delivery provides uninterrupted research operations through the year until the next Deep Freeze operation ramps up, Knapp said. 



# We Are DLA

# Supplying Forces in the Pacific

By Beth Reece, DLA Public Affairs

**H**ardly a month goes by when Defense Logistics Agency Pacific employees are not supporting training exercises in which U.S. troops simulate full-scale war.

DLA's response would be massive if the United States became engaged in military action in the Pacific region, said Marine Lt. Col. Stephanie King, chief of the DLA Pacific Logistics Operations Center.

"We'd have a lot more folks coming into theater who'd require sustainment support, so requisitions would be dropped at a rapid rate. All of DLA would be hustling to provide supplies, everything from food to fuel," King said.

More than 1,250 military and civilian employees make up DLA Pacific, with forward locations in Hawaii, Alaska, Japan, Korea, Guam, Okinawa, Singapore and Thailand. The sheer size of the Pacific region, which covers 52 percent of the globe, makes DLA's mission there unique and sometimes challenging, DLA Pacific Commander Army Col. Joe Arnold said. DLA Troop Support employees in Guam are 14 hours ahead of their counterparts in Philadelphia, for example.

"We don't have the luxury of telling customers we can't give them answers on critical logistics support until tomorrow because everybody in Philadelphia has gone home," he said.

DLA works to stay ahead of customer requirements by placing employees with key commands and staff.

A DLA liaison is assigned to headquarters staffs with U.S. Pacific Command, U.S. Forces Korea and U.S. Forces Japan. Warfighter support reps are also co-located with major units such as the Navy's U.S. Fleet Activities Yokosuka, Japan, and U.S. Army Garrison Yongsan, South Korea, to meet service members' most immediate needs.

"Our WSRs and LNOs aren't just what we used to call 'part chasers,'" said Andrew Drake, DLA Pacific Logistics Operations Center deputy chief.

Those team members have to know the operational plans and contingency plans for their respective region and are involved in operations planning, exercises and daily staff meetings. And as military customers increasingly rely on DLA to help forecast what they need, how much and where, Drake said LNOs and WSRs have become responsible for picking up information and intelligence that customers don't ordinarily relay to logisticians.

"That's a key piece, because sometimes the services don't know what details they need to share with us in order for us to better meet their requirements," he added.

Exercise support makes up a large chunk of DLA Pacific's mission. While a DLA support team participates in about 10 major PACOM exercises each year, such as Key Resolve in South Korea and Terminal Fury in Hawaii, primary-level field activity representatives are busy supporting about 30 additional exercises run by each branch of the service, as well as special operations forces.

Many of the exercises are held annually, but the logistics support plans continually change due to frequently changing scenarios and the high turnover rate of military members stationed throughout the Pacific, Drake said. DLA participates in planning conferences for each exercise, but getting customers to identify their requirements well in advance can be difficult.

“Each year we find ourselves helping to shape the customers’ requirements because we know what they need more than they do,” King added. “But that’s what we’re here for; we’re here to support them.”

DLA also strives to keep customers’ costs down.

“If we’re shipping containers of [meals, ready-to-eat] to some location where we don’t normally have a presence, we can save them a lot of money by sending them on a ship well ahead of time rather than flying them in at the last minute,” Drake said.

Meanwhile, the military footprint in the Pacific is evolving. Current defense strategy calls for a rebalancing of the U.S. security presence throughout the region. Details are still being finalized, but former Defense Secretary Leon Panetta told defense reporters in November 2012 that officials are considering a 60-40 split among Navy ships in the Pacific and Atlantic oceans.

“The goal for DLA is to stay plugged in with customers to ensure we’re postured to meet their readiness requirements,” Arnold said, adding that he expects an increased presence of troops in the region to be driven



Landing Craft Utility 1631 approaches the USS Bonhomme Richard in the Pacific Ocean near Okinawa, Japan. Photo by Navy Petty Officer Second Class Adam Bennett



# We Are DLA



Sailors aboard an aircraft carrier perform maintenance on the ship's flight deck firefighting system while under way in the Pacific Ocean. Photo by Navy Petty Officer Third Class Robert Winn

primarily by increased exercises.

The Marine Corps is working to gradually boost its presence in Australia by sending units there on rotational deployments. Anticipating troops' demand for fresh food, DLA Troop Support has started conducting market research that will eventually lead to subsistence contracts, King said.

Senior leaders have also asked that DLA evaluate what it stocks and where to ensure the right items are on shelves where they're most needed, Arnold added. DLA Distribution is working to ensure it has the capacity to support the relocation of about 5,000 Marines to Guam, for example. And in Hawaii, DLA employees are looking for ways to reduce inventory and get out of warehouses that need costly repairs.

"We're really taking a hard look at cleaning out the attic with help from DLA Headquarters to rid ourselves of dormant stock that hasn't had a demand in years," he said.



Marines load evacuees aboard a CH-46E Sea Knight helicopter during a mock noncombatant evacuation operation at Camp Hansen, Japan. Photo by Marine Cpl. Garry Welch

The changes make now a good time to be a member of DLA Pacific, Drake and Arnold agreed.

"I don't know too many positions in the United States where you have to be knowledgeable about all of DLA's services and be capable of touting that to customers. I'm continually learning all the time," Drake said. 

# One Face

The face of the Defense Logistics Agency Energy...



**Christine Coulter**  
DLA Energy Contracting  
Officer Representative at the  
U.S. Embassy in Afghanistan



as the liaison on technical matters and review and certifying contractors' invoices and reports.

**Job:** I conduct monthly contractor site visits in Kabul, Afghanistan. Some of my duties involve verifying meter calibrations, reviewing contractors' files and observing uploading or downloading of fuel at the defense fuel support points. I also monitor and evaluate contractor performance, report deficiencies in contract performance or in other instances on noncompliance with contract terms and conditions. I serve

**Energy experience:** DLA Energy has afforded me the opportunity to expand beyond the cubicle, and enabled me to better understand our mission to the troops as well as industry. I am grateful to have had the opportunity to experience the various methods of transporting and storing fuel in the continental United States and in contingency locations. I would encourage all to branch out of their comfort zone and enhance their knowledge and see how vital our work is and how what we do impacts the warfighters and sovereign countries.

**Challenges and rewards of the job:** Communication is a challenge. Although most of our contractors' leadership speak English, it is still difficult for them to understand me and for me to understand them. I find actually being able to see the love that the Afghanistan community has for their country and each other. I enjoy seeing their affection toward one another and to know that hopefully, my being here will make a difference.

**A memorable mission:** Being deployed is my most memorable mission. Although I had the honor of serving in the Air Force, I never have experienced anything like this deployment. I've never gone camping and I never experienced spending the night in a tent. I am not a thrill seeker, but I must say this mission encompasses it all - lots of adventure.

**Future Plans:** I will continue to grow and learn in the acquisition field of transportation and logistics. I want to be known as the "go to person" in my field, whether it be as a subject matter expert or manager.

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