

Editor's Note: Through Operations Joint Endeavor, Joint Guard and Joint Forge, Defense Logistics Agency people have been "where the rubber meets the road," providing logistics support to the warfighter in Bosnia—everything from fuel for the vehicles to food for holiday dinners to contract administration of vital services. While most of us have spent holidays in opulent shopping malls that the rest of the world can only dream of, those deployed in support of American operations in the Balkans have had a different kind of holiday season—far from home, far from family and friends.

In this issue, *Dimensions* highlights a few DLA members who have served in or visited Bosnia,

symbolizing all who serve. We salute all DLA people now in Bosnia, and wish all of them a happy, healthy holiday season and a safe and speedy return.

Currently DLA has about 100 people in Germany, Hungary, Croatia and Bosnia-Herzegovina supporting Operation Joint Forge. The DLA components represented include the following:

- Defense Contingency Support Team
- Defense Contract Management Command
- Defense Energy Region Europe
- Defense Supply Center Philadelphia-Europe
- Defense Reutilization and Marketing Service International

CSTF commander talks about Bosnia

by Lynford A. Morton
DLA Congressional & Public Affairs

If you had to make a list of the best jobs to have in the Defense Logistics Agency, Maj. Douglas Dyer would want you to put his last assignment near the top.

Of course, that assumes you don't mind working 18-hour days, living in austere conditions and being half a world away from family and friends. Even in that environment, however, the quartermaster officer doesn't hesitate to say he had a great deal.

As commander of DLA's Contingency Support Team Forward, Dyer literally personified DLA's mission—providing logistics combat support directly to the warfighter.

Dyer, with a team of five people, served as the focal point for all DLA activities in Bosnia from July 1997 to July 1998. As the hub for DLA activity "in the box," Dyer was the agency's representative to the joint task force commander. Dyer also served as the customer's advocate to DLA.

"I was able to touch just about every major aspect that DLA performs," said Dyer. "It's a pretty powerful thing when you can say 'we are DLA, and this is what we do for you.' We might not be on patrol, but we're making sure you can do that and not have to divert yourself to those issues."

The issues ranged from keeping fuel flowing to military vehicles and aircraft, to chasing down spare parts needed to get them back into action. It included the responsibility for providing food and water to troops and having cognizance of the sustainment and interpreter contracts. The DCST even arranged for disposal of hazardous wastes. "When you tell people, their chins drop to the ground. The implication is that if we weren't here, you'd have a heck of a time supporting yourselves."

Working such a broad range of logistics issues proved an irresistible lure for Dyer. He had worked at the Defense Industrial Supply Center in Philadelphia both on active duty and as a reservist. From 1989 to 1991, Dyer, then on active duty, worked as

aide-de-camp and served in the supply operations directorate. As a reservist, he most recently served as the assistant division chief of a commodity business unit.

In civilian life, he was employed as a firefighter and paramedic in Naples, Fla., where he also owned a commercial diving business. But when he got the request to go to Bosnia, Dyer sold his business and took leave from work. He also made the sacrifice of being separated from his family.

Why?

"I thought it would be pretty exciting, challenging and a chance to do something I believed to be worthwhile," he said.

Once overseas, one of the first things Dyer learned was how much he didn't know.

"Few people have a firm grasp of all the services provided by the agency. When you're the DLA representative, you're expected to know these things," he said. "I'd say the first steep learning curve was about what DLA does."

Once the process of learning DLA

DLA IN BOSNIA



Maj. Doug Dyer

began, the next task was teaching. Dyer says many customers weren't familiar with the many services the agency provided, so the DCST offered formal classroom training on DLA.

As Dyer soon learned, an educated customer is a demanding customer. "We have such great visibility in our supply system that commanders have come to expect it. They want near real-time information — and lots of it. If a weapons system is down, the commander needs reassurance that you are working on it," he said. "That required personal, day-to-day monitoring."

It was with the constant reassurances that Dyer said they developed a reputation for being responsive and straight forward. Bad news stories were delivered just as promptly as good news updates. "Even if things aren't moving, the psychology is that

they know you are on top of things."

The challenge of educating customers to DLA almost seemed expected, but what was the challenge in dealing within the agency? "Letting people know who we were," said Dyer.

The DCST established relationships with the Emergency Supply Operations Centers. However, conversations with item managers and buyers within DLA were a little different. "They didn't know who we were or what we were about. We had to teach them that we had access to the same information as they did, but only they could expedite contract award and delivery."

For example, Dyer said he would call employees about a contract and they would treat him like the customer, explaining lead times. "I'd tell them, I know it has a 270-day lead time, but I need you to call someone and cut that time down."

When dealing with other DLA employees, Dyer said another challenge was conveying the conditions under which they operated. "Most people don't understand how difficult it was to do simple things. Jumping in a vehicle and driving to a base 10 miles away required a convoy of two to four vehicles, a combat medic, secure radio communication and a machine gun. That required me to empty my office and borrow soldiers any time I traveled," he said.

"The civilian infrastructure doesn't support things we take for granted," he continued.

Mail, for instance, presented a challenge. DLA employees in the continental United States might use commercial overnight delivery to send a package to Bosnia. The good intentions are misplaced, however.

Dyer said using commercial delivery for rush jobs might take two to three times longer than shipping through the Consolidation Containerization Point at New Cumberland, Pa., so he constantly urged employees to use normal systems.

A person might wonder how the team could squeeze all the responsibilities and challenges into an 8-hour day. The answer is simple—they didn't.

When they arrived, a typical day started around 4 a.m. In the early dawn, the team put together requisition status reports to track equipment readiness. By 8 a.m., Dyer was briefing the unit commanders with representatives from each of the major nodes of supply system, from retail to wholesale. After lunch, the chase to track down expedited parts began. And by 6 p.m., status reports were due once again. Then it was time to catch up on the day and prepare for the next.

This happened six days a week, with Sunday designated as a catch-up day. As they learned the systems and the supported units implemented more efficient management practices, the days shortened to 6:30 a.m. to 7 p.m.

So how did long hours, trying conditions and an immense responsibility translate into one of the best jobs in DLA for Dyer? "I was probably exposed to more of DLA operations than most people. I had the resources of DLA at my fingertips. Representing the agency, I had more than 40,000 people behind me helping me get the job done.

"It also broadened my focus and prepared me to step into future roles where I'll probably need a broad experience.

"This was a life-changing experience. I'm very proud to have been there. I'm especially proud of the esprit de corps and tough-mindedness of the DLA civilians and military personnel who really made the mission successful."

Diary of a DLA cubicle civilian

by Nutan Carr
Administrative Support Center

Nutan Carr is a video producer and director for DLA. The following is a first-hand account of her experiences in Bosnia while producing a video of DLA's involvement in Bosnia.

Like most of you I am a cubicle civilian. Sure, I'm not in my cubicle very often because as a Defense Logistics Agency video producer I travel around the U.S. and around the world to produce videos on DLA organizations and programs. But I'm still a cubicle civilian. When I'm at headquarters I work my nine to 10 hours and go home and when I'm on the road I stay in nice hotels or nice quarters, eat in restaurants, and use rental cars. I rarely (if ever) think about the troops and civilians overseas

who are deployed to military operations for six months to a year...who are away from family and friends...who put their lives on the line for U.S. and other countries...I never gave them much thought—that is until six months ago.

This past May I had the unique opportunity as a DLA civilian to spend almost a month working in Bosnia, Croatia, and Hungary. I was sent to Operation Joint Guard, which is now Operation Joint Forge, to produce a video on deployed DLA military and civilians serving the warfighting customers on the front. I have to say that this trip was one of the *best* experiences of my career. I gained respect for what U.S. troops have to go through during an operation and it also made me realize how valuable the DLA mission really is to the warfighter. The trip was a real eye

opener for a cubicle civilian like me.

I was a sponge...I took in everything. I ate in chow halls, I slept in barracks and conex boxes, I wore Battle Dress Uniforms, a flak jacket, a helmet, and combat boots, I traveled in convoys. I experienced what DLA personnel go through on a deployment. In Bosnia and Hungary the U.S. military and civilians in are locked down on base, meaning they can't go off base. Their entertainment is mostly limited to the gym and renting movies on base. At the base in Taszar, Hungary, there is a beer tent...in Bosnia no alcohol is allowed. The guys at Taszar Defense Contract Management Command personnel had approximately 400 men in tents and about 10 showers. Did you know that DLA personnel work an average of 12 to 14 hours a day, seven days a week? I never even thought about it.

My video crew and I were filled with butterfly anticipation as we boarded the C-130 in Hungary. We were cubicle civilians...we were on our way to Bosnia and we had no idea what to expect. My mind was racing while I waited in line to board the plane. I remember the loadmaster saying something like if we heard three bells it meant that something was wrong and if we heard four bells that meant the plane was going down. There are no flight attendants, life jackets, or oxygen masks on this plane for the passengers. The plane was packed...even my feet were buried underneath duffel bags. The hour ride was noisy but uneventful until we made our ap-



Nutan Carr in front of a Royal Air Force truck in Croatia.

DLA IN BOSNIA

proach into Bosnia...the pilot took a major nose dive...I think my stomach is still somewhere on that plane. As my crew and I walked off the ramp into Bosnia we could feel the excitement...we could feel the activity...we could feel that there was a mission going on.

I will never forget my first morning in Bosnia when I walked the hundred yards over to the latrine opened the door and saw the barrels of at least four M-16s pointed at me from underneath the stalls. My heart skipped a beat. The troops carry their M-16s everywhere...to work...to the chow halls...to the latrine.

My most vivid military memory from this trip is that of a convoy coming out of the mist early in the morning on a road in Bosnia. At the head of the convoy was a humvee with a soldier standing in the gunner hole. He had a very intense look on his face...he was wearing dark glasses...his rain jacket was flapping

"I was a sponge...I took in everything. I ate in chow halls, I slept in barracks and conex boxes, I wore Battle Dress Uniforms, a flak jacket, a helmet, and combat boots, I traveled in convoys. I experienced what DLA personnel go through on a deployment."

—Nutan Carr

in the wind...he was gripping his machine gun. It was the most intense visual I had seen the entire trip...it was real. Francis Ford Coppola could never have created this scene for the movie *Apocalypse Now*. My video crew and I were left speechless.

Of course the emotional side of the trip for me was actually seeing with my own eyes what I had only seen on television in the comfort of my home. As we drove through Croatia and convoyed through Bosnia we saw abandoned towns, bombed out buildings and bullet riddled homes with people still living in them with no running water. I kept wondering what happened to all of those people who had lived in those abandoned towns...wondering what horrors they went through during the war.

It was amazing to me how many smiling people I saw in Bosnia...how they would always smile and wave to us while they were carrying bottles of water back from the local tap. Even on the U.S. bases in Bosnia we had it easier than they did.

My Bosnia experience was short but it is an experience I wish every DoD civilian could have. In fact, I think it is an experience every DoD civilian should have to remind us why we're here working for DoD. My trip enabled me to produce a video on the



Nutan Carr on one of her many video shoots for the Defense Logistics Agency.

DLA story in Operation Joint Guard told by deployed DLA personnel. This video is definitely a part of me.

I came back with an immense respect for the DLA team and the troops in Operation Joint Guard. As you leave your cubicle think about your teammates overseas and remember how hard these people are working to support the warfighter and to make you and DLA look good. Remember that you get to go home at night and most importantly remember why you are here at DLA...to support the warfighter.

DCMC's CCAS team performs many services

by Nancy Goodson
Defense Contract Management
Command-Phoenix.

Nancy Goodson is the chief of government property for DCMC-Phoenix, Contingency Contract Administration Services team 8. Contingency Contract Administration is performed throughout the world by volunteer teams rotating between the East and West Districts of the Defense Contract Management Command. There are currently teams operating in Bosnia for six-month tours. CCAS teams have also served in Haiti, Somalia and Egypt. The following article is a first-hand account of her experiences in Bosnia.

It must be 4 a.m. in Tuzla because I can hear someone throwing salt on the frost-covered wooden walkway outside the door. The colonel

is still sound asleep at the other end of our tiny home away from home—her clean, polished boots waiting for another busy day in the mud. One more hour and our team will spring into action.

It seems like such a crazy routine—clean and polish those muddy things and iron that camouflage uniform every night—and I'm a civilian. It has been quite a learning experience sharing accommodations with a military officer.

Looking back, I can't remember anything we did during our six-month tour in Bosnia that was not directly related to supporting our troops. From July 1997 through January 1998, our 23-person volunteer team performed Contingency Contract Administration Services for Operation Joint Guard.



Nancy Goodson cleans her muddy boots, again, in the Balkans.

As the deputy commander for our team, Army Lt. Col. Peggy Carson is the epitome of the professional career officer. She has taught me more about the military in a few short months than most civilians will ever learn.

It may be Sunday, but the only difference between today and any other day of the week is that a couple of our Air Force officers have designated Sunday as omelet day. The omelets are wonderful and made fresh-to-order. Omelets, and maybe a chance to sneak in a church service, are the only things that set Sunday apart from any other day in this 24-hour, seven-days-a-week world of CCAS.

We were responsible for the oversight and management of the contractor that performs all life support and provides all of the services to the troops in Bosnia, Croatia,



Rock and wooden walkways keep the mud under control at a new construction site at a small base in Bosnia.

DLA IN BOSNIA

and Hungary. From the food they eat to the heaters that keep their tents warm against the winter chill, to the walkways that keep our troops out of the mud, the contractor provides for their every need. Supporting the many base camps with water, power, food, laundry, maintenance and other services is really a 24-hour-a-day job, and holidays are no exception.

The Defense Contract Management Command team's responsibilities are as diverse as the troops we serve.

Fuel for the helicopters, military vehicles, heaters, and power generation stations is tested, inspected, and the loads sealed for shipment by our quality assurance folks. Other quality assurance team members make sure the food is only the highest quality, with good variety, served hot and with visual appeal. They also inspect the new construction and the repairs to existing facilities to assure adequacy and contract compliance.

The contracting officer's group reviews and authorizes new construction, repairs, and maintenance activities. The maintenance activities range from repairing the dirt roads to knocking snow off the tents in the middle of the night. The government property group oversees the equipment and materials that the contractor needs to do their job—from snowplows to generators to the refrigerators in the dining facilities—from acquisition through final disposal, these folks help to make it happen.

The command group interfaces with the many parties that make a full scale military operation possible. They work diligently to keep the lines of communication flowing freely.

I had the pleasure of being the chief of Government Property Administration—the only experienced property administrator on the team.

Working with me were two wonderful volunteer property people—what they lacked in experience they made up for in enthusiasm to learn and do an outstanding job.

Cheryl Lang, a civilian quality assurance representative, volunteered to work in property because of the critical need to fill the positions. Her quality assurance background was a perfect addition to the property team; her knowledge and experience with procedures crossed over to the property world wonderfully.

Navy Lt. Brien Ott rounded out our property team with the inside scoop on supply from a military perspective. His interface with the other military elements in Bosnia also proved to be extremely effective in accomplishing our mission.

I'll never forget the night Cheryl and I scrambled to find a generator for the contractor to send up to a hilltop camp that was without power. The only working generator around was

one that had been abandoned by a large multinational organization. We created the needed paperwork, transferred the generator to the contractor, and actually stood outside in the weather with our pocketknives to peel the large identifying letters off the side of the generator before the contractor could race away with the critical power for the troops stationed on the hilltop. Quick decisions and actions were a regular occurrence in the world of contingency operations.

As a civilian member of the team, I gained a new understanding and appreciation for the military system and the troops' commitment to the peacekeeping mission. I will never forget sitting down to meals with troops from around the country and troops from around the world, joining together for a common purpose: to assure peace and a new stability in the heart of Eastern Europe.



A Bosnian local National (left) explains the differences between the types of land mines used throughout the Bosnian countryside to Navy Lt. Brien Ott, a property administrator with Defense Contract Management Command Balkans.

DCMC-W civilian shares deployment experiences

by Barbara Sheppard
DCMDW Public Affairs

At a recent commander's call for the Defense Contract Management Command San Francisco, Army Col. Sheila Toner, the local commander, expressed her pride that the command has had a representative on every Defense Command Contract Management District West Contingency Contract Administration Services team deployment except one since the beginning of the program.

One of the CCAS volunteers, Geraldine Tomsheck, property administrator, shared some of her experiences on a team deployed to Tazsar Air Force Base Life Support Activity, Hungary.

Tomsheck spoke of the camaraderie between the civilian and military

team, the warmth of the local people, the history and beauty of the countryside, and her feelings of accomplishment in the mission.

She shared a tent with several other women. When asked about how it felt to live in close quarters, and not to have the privacy we normally expect in our homes, Tomsheck laughed. She said that although she had to adjust, she was really lucky. "Beth, the Air Force major in our tent, really kept us together and helped smooth out the rough spots.

"We had a nurse who was also staying in the tent receive roses from her husband, an Air Force colonel stationed in Germany. She shared a



A Defense Contract Management Command office on Eagle Base in Bosnia.

rose with every woman in the tent," she said.

Her office was in the logistics support contractor's building, which had been a laundry facility for Hungarian troops. Occasionally, she also would accompany the fuels quality assurance representatives to the town of Opatija, Croatia, about an eight-hour drive, so that they could rotate assignments.

Everyday, they would drive to Kaposvar. On the way back, they would have to stop as a shepherd and his flock crossed the road.

They would stay overnight in the Opatija Pension and enjoy a harbor view. Tomsheck spoke of a particularly rewarding experience on one of those trips to Opatija. She was out to dinner with the other members of her group when three women tourists who were on an organized tour of Hungary approached her. They told her how proud they were as Americans to see the group, especially a woman, deployed in Hungary. They thanked her and her group for their dedication and commitment.

Would she go again? Tomsheck said she would gladly enjoy the adventure again.



A typical Bosnia scene: A U.S. government vehicle passes a Bosnian wagon as a little girl watches.

DCMC: Supporting contracts in Bosnia

The Defense Contract Management Command's Contract Administration Services Team 11 deployed to Bosnia, Croatia, and Hungary in November to assume contract administration responsibilities in the region. Team 11 consists of members of Defense Contract Management District East and DCMC Headquarters, and is commanded by Army Lt. Col. Dwight Thomas, who is also the commander of DCMC Reading, Pa.

Team 11 is composed of 24 officers and non-commissioned officers from the Army, Navy, and Air Force, along with civilian quality control, property, and fuels specialists. The team moved into Bosnia, Croatia, and Hungary during the first week of November to begin a six-month tour of duty in support of Task Force Eagle.

Team 11's primary mission is administration of the \$741 million Operation Joint Forge Sustainment Contract with Brown and Root Services Corporation. This contract provides most of the logistics services in the theater, such as troop housing, food service, laundry and bath services, mail delivery, and temporary construction. In addition, Team 11 will administer the \$40 million BDM interpreter contract in the theater.

Several challenges face the team as it assumes its mission. First is the recompetition of the OJF Sustainment

contract. The new contract is scheduled to be awarded in February 1999. Team 11 will also participate in the OJF Sustainment contract award Fee Evaluation Board that will be held in January 1999.

Secondly, Brown and Root Services Corporation continues to assume additional missions from U.S. Army Europe in support of Task Force Eagle. This allows USAREUR to provide a high quality of life for troops in the theater, while maintaining force personnel caps. Team 11 must ensure that these contract modifications are incorporated into the contract and that the new work is performed correctly.

Finally, CCAS Team 11 must conduct its mission within the daily Force Protection requirements established by Task Force Eagle. These rules can require DCMC members to leave base camps only in four-vehicle convoys, wear body armor and helmets, and travel with an armed military member in each vehicle. These requirements, which can be changed in response to threat assessments, can make access to outlying areas where the team needs to work more difficult.

Although its tour of duty extends over the Balkan winter and the holiday season, DCMC CCAS's Team 11 are in high spirits and ready to accomplish the mission.

DSCP is also helping to contribute to the Bosnian effort. One way is by providing the following food items to the troops in Bosnia for the 1998 holiday season.

Whole Turkey	4,968 lb	Salad Dressing	1688 cans
Turkey, Boneless	11,594 lb	Lemon Juice	232 cans
Pullman Ham	6,080 lb	Pimientos	232 jars
P&D Shrimp	4,640 lb	Dried Coconut	480 bags
Steamship Round Roast Beef	9,600 lb	Shelled Pecans	480 bags
Cornish Hens	9,600 lb	Raisins	232 cans
Pecan Pie	2,000	Mushrooms	1,088 cans
Pumpkin Pie	1,500	Milk Non-Fat	232 cartons
Broccoli	4,800 lb	Butter (1 lb)	1,160 lb
Dinner Rolls	4,000 packages	Turkey Gravy Mix	992 packages
Fruitcake	1,800 lb	Crushed Pineapple	480 cans
Corn on the Cob	516 boxes	Instant Potatoes	744 cans
Pie Shell Graham	1,920	Hard Candy	1,000 cans
Cheese Cake Mix	992 bags	Nuts Mixed	1,440 cans
Frozen Carrots	3,720 lb	Orange Juice Frozen	480 cartons
Collard Greens	4,640 lb	Egg Nog	2,248 quarts
Cornbread Mix	9,600 cans	Whipped Topping	2,320 cans
Stuffing Mix	480 boxes	Nuts Mixed Unshelled	2,480 bags
Cranberry Sauce	1,520 cans	Maraschino Cherries	928 jars
Seafood Cocktail Sauce	1,624 bottle	Sweet Potatoes	4,872 cans
Marshmallows	728 lb	Brown Gravy Mix	480 cans
Salad Oil	240 cans		

Figures provided by Defense Supply Center Philadelphia

DESC: Fueling the Balkans from both sides of the Atlantic

by Gregory Winstead
Defense Energy Region Europe

The Defense Energy Support Center has a role in support of the peacekeeping operation in the Balkans. DESC has been designated as Role Specialist Nation, supplying bulk fuel to the United States and the 12 other nations receiving support under the U.S. mission.

As Operation Joint Endeavor geared up, DESC's customers—the NATO nations and U.S. military forces who were part of the peacekeeping effort—received fuel from U.S. fuel stocks from outside the Balkans. While this worked satisfactorily, in early 1996, DESC and Defense

Energy Region Europe developed contracts for local Balkan commercial suppliers to provide fuel support as far forward as feasible to the troops deployed in Bosnia-Herzegovina, Croatia and Hungary. This move was necessary to decrease the amount of U.S. assets and logistics professionals previously used to move fuel from Germany.

Earlier this year DERE received new fuel requirements to provide fuel support from the summer of 1998 to the summer of the 2000 to forces deployed in the Balkans. DESC and DERE pooled their contracting talents and resources to seek out competitive bids for this new solicitation.

The new requirements totaled

nearly 65 million U.S. gallons of bulk fuel. DESC supervisory contracting specialist Lula Manley and contracting specialist George Atwood joined DERE's contracting team of Samuel Bekele and Gregory Winstead to begin the procurement process. The team used additional contracting, operations, quality, legal, pricing and other specialists from DESC and DERE to provide necessary information to include in the solicitation. By taking advantage of DESC professionals from both sides of the Atlantic the negotiation of the procurement was successful.

In March, Manley flew to the Balkans with Bekele to validate customer requirements. They visited Tazsar, Hungary, Tuzla, Bosnia-Herzegovina and Split, Croatia to meet with U.S. and other officials to discuss delivery methods, estimated quantities and other issues related to the contract's requirements. The combined contracting team then issued a solicitation to all potentially interested local and international companies for the supply of any or all fuel products identified in the requirements, from locations and quantities to quality specifications and standards.

After reviewing the initial offers, Manley traveled to DERE's office in Wiesbaden, Germany to work with Bekele, Winstead and their quality manager Rhuell Roberts. The team traveled to Croatia to hold negotiations with offerors. They discussed product specifications quantities, delivery methods, payment, quality standards and the like. Once negotiations were complete, the team analyzed contractor proposals and then prepared the new two-year award.



Col. Joseph Thomas looks on as Lula Manley, Defense Energy Support Center contracting officer, signs the contract award with Crodux Chief Executive Officer Ivan Cermak.

DLA IN BOSNIA

Contracts were awarded to the Hungary-based Magyar Olaj es Gazipari R.T. (MOL) and two Croatia-based companies—Industrija Nafta (INA) and Crodux. On June 30, both the DESC and the DERE contracting teams traveled to Hungary and on July 1, to Croatia to meet with the recipients of the new contracts and conduct post-award conferences.

Col. Joseph Thomas, interim DESC commander and a high-level DESC team, traveled to Hungary and Croatia to meet officials from MOL, INA and Crodux. Thomas complimented the companies on their performance and assured them they were “an important part of the success of the multinational mission in the Balkans.”

Company representatives briefed the DESC representatives on the highlights of the



Another use for fuel: A fuel tank (*left*) services generators that in turn run the water treatment and storage facilities in Bosnia. The treated water is stored in the water storage bladders (*right*) for drinking, showering and cooking.



John Gamble, Defense Energy Support Center, ordering officer, is serving a voluntary tour in the Defense Energy Office-Balkans

financial and symbolic importance of supporting the U.S. and other multinational forces in the Balkans.

Defense Contract Management Command and Defense Contingency Support Team representatives Phyllis Range, Clara Nava, Michael Cochran and Dennis DiPing joined the team for the contract signing. The DCMC and DCST members worked with the DERE to provide valuable input on facility operations and requirements based on their collective experience working at numer-

ous refineries and terminals in the support area.

The post-award conferences covered a wide range of contract implementations issues. The team was careful to that their comments were accurate and that the companies were comfortable that they understood all the contract elements.

With the contract signed, the next task is the actual implementation of these three contracts to support U.S. and multinational troops stationed throughout Bosnia- Herzegovina, Croatia and Hungary. DESC and DERE will work, in concert with DCMC, DCST and others to ensure the contractors continue to perform their mission.