

ENERGY SOURCE

Defense Logistics Agency Energy

April 2014



FEMA



PARTNERSHIPS

from the commander —

Brig. Gen. Giovanni K. Tuck, USAF

Defense Logistics Agency Energy

We have a global enterprise supplying around 105 million barrels of fuel a year, and between 52 to 55 million barrels of inventory on hand at any given time throughout the world – but we can't do it by ourselves. We absolutely need partnerships to get this done.

You will see more in this edition about the scope of our partnerships than I can credit here, but we partner with a surprising number of groups, agencies and services outside of our organization to do some outstanding work. For example, we have ties with the Federal Emergency Management Agency, the Department of Energy, the State Department and many other federal agencies. Those relationships are critical, as are our service and joint relationships that we have with the combatant commanders, or at the policy level with the Office of the Secretary of Defense or the Acquisition, Technology and Logistics office.

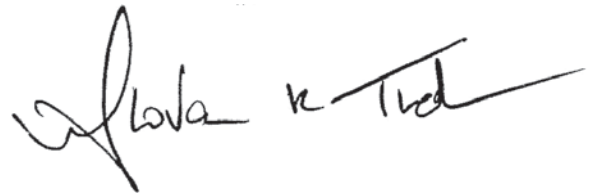
At my level, the partnerships where I really find the rubber meets the road is working military to military or state to state with foreign countries. These "key leadership engagements" are essential to what I do and open doors for our region commanders.

If you just take a look at Europe and Africa, where you have 28 NATO countries working on

international issues, we're looking at all of our existing agreements and arrangements to partner with them if NATO calls upon us. In the Pacific and I meet with the U.S. Forces Japan commander, or U.S. Forces Korea commander...by the time I leave they're very comfortable that they'll have everything they need in terms of fuel for warfighting to disaster relief to peacetime operations.

Here's another example: the Port of Salalah is a multi-million dollar commercial investment for us to have Navy-required fuel outside the Strait of Hormuz, but close to where the warfighter might need it if it's ever necessary. We're working with our contractor, the embassy, the defense attaché in the embassy, our region commander and Oman Ministries of Defence and Transportation and Communications to ensure that project stays on track. Without our partnerships and conversation across nations at the very highest levels, this project could further slip, delaying the navy requirement.

Beyond anything else, I want to thank the faces of our partnerships – the regional commanders, quality assurance representatives, chemists and everyone else who serves as the boots on the ground when it comes to working outside our Energy agency. Just like how we can't do everything without our partnerships, we certainly can't do the minor miracles that come out of DLA Energy every day without maintaining these relationships.



Energy Source

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Energy Source is an official publication distributed by and for the Defense Logistics Agency Energy and energy-oriented clientele. Contents of this publication are not necessarily the official views of, or endorsed by, the U.S. government, Department of Defense, Defense Logistics Agency or Defense Logistics Agency Energy. Energy Source is prepared by desktop publishing applications. Photos not credited are courtesy of DLA Energy sources.

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A F-22A Raptor is flown over Fort Monroe, Va. One aspect of the partnership for Air Transportation Noise and Emissions Reduction is the research and reduction of noise generated by both military and commercial aircraft for communities affected by aircraft noise issues. Photo by Air Force Tech. Sgt. Ben Bloker

Interagency Partnerships

By Christopher Goulait

When there are new fuel challenges affecting more than one agency, Defense Logistics Agency Energy lends its expertise to other public sector and industry groups to develop solutions.

Interagency partnerships offer a resource that DLA Energy's Quality and Technical Support office members use to solve issues impacting both DLA Energy and the federal government or fuel industry as a whole.

Dan Baniszewski, chief of the Prod-

uct Technology Standardization division, and several members of his team regularly participate in interagency groups with outcomes that can reach from the local DLA Energy level to an international scale.

"With these groups, you have several parties interested in accomplishing a



goal, and each can contribute some amount to it, as opposed to DLA Energy by itself paying millions of dollars to research something like the lifecycle greenhouse gas emissions of aviation fuels," Baniszewski said. "We all get a product at the end of the day we can each use for our own needs without any single agency having to foot the whole bill."

They also help eliminate duplication of effort or resources, he added.

"It's good to say, 'Hey, my team is looking at this project,' and find out that another agency is also working on something similar to leverage each other's knowledge and resources," Baniszewski said.

Some of the office's group memberships include the Commercial Alternative Aviation Fuels Initiative, the Clean Air Act Services Steering Committee, the Partnership for Air Transportation Noise and Emissions

Reduction, ASTM International, the Hazardous Minimization and Green Products team, known as the HAZ-MIN team, the Aviation Sustainability Center, the International Air Transport Association, the Interagency Working Group for Alternative Fuels, the Coordinating Research Council and the International Association for the Stability, Handling and Use of Liquid Fuels.

"We're also a part of many other groups, not necessarily interagency, but partnerships with industries," Baniszewski said. "Our office coordinates through several groups on lots of technical issues, so we know what's the latest and greatest in terms of technologies out there, as well as any problems that might be out there with fuels or additives."

Information sharing is at the forefront of many of the interagency partnerships, Baniszewski said. There are some subjects where DLA Energy is on the front lines of the research, and others where it depends on the different perspectives and contacts with wide areas of expertise that groups provide.

"When different groups understand what impacts them, they can bring to the table outcomes that others may not have thought of," Baniszewski said.

Solving specific problems is one benefit of interagency work, but Doug Martin, chemist with the

Quality and Technical Support office, said his work with the CAASC also enhances relationships between participants.

A CLOSER LOOK

First Group - Doug Martin: Clean Air Act Services Steering Committee

One of the main focuses of the group is the Environmental Protection Agency's rulemaking ability under the Clean Air Act. Whenever they do rulemaking or create regulations, the Department of Defense has a working group combined with all the services and DoD elements, as well as a few other federal agencies. We provide consolidated responses back to the EPA so that any conflicts with the day-to-day operating procedures can be avoided.

Something we're working on right now is emergency generators at airports that run runway lights, since the EPA put out a rule that emergency generators can't be run unless a categorized event has already taken place. Another big thing from a few years ago, though it still pops up every now and then, is the sulfur reduction for on-road fuels. The DoD has to be able to deploy at any moment, and we run on JP8 jet fuel, which has a high sulfur content in ground vehicles. So we had to work through this group and the EPA to get national security exemption for the use of military fuels in ground equipment.

It brings the office closer to their customers and suppliers, Martin said. The group collects and condenses responses across the military to the Environmental Protection Agency on matters relating to the Clean Air Act.

"You get to know which members of these committees and groups have experience in these areas," he said. "They're great resources, especially for me, since I'm newer to the fuels community. Some of these people have been in the community for 10, 20 or 30 years and already have networks built up to turn to if they don't have the answer themselves."

Contacts can become trusted sources to test ideas with, added Renrick

for sources to bounce ideas off of," Atkins said. "Based on some projects in the HAZMIN group, I can see if [DLA Energy] can do similar projects to try and establish greener practices in our specific supply chain."

Baniszewski also received help when he needed to learn about how lifecycle greenhouse gas emissions for alternative fuels in Section 526 of the Energy Independence and Security Act of 2007 would impact DLA Energy's contracting.

"The biggest issue was that I didn't have prior experience with Section 526 of the EISA was," he said. "I knew very little about lifecycle analysis, but through these

groups I got to meet people from Argonne National Lab, [the Department of Energy, the Federal Aviation Administration,] and universities who had vast amounts of experience on this subject. When we had to draft contract clauses and technical requirements involving Section 526, I could go to these people and ask if our work makes sense, and make sure we comply with the law."

Another direct application to DLA Energy involved Martin's work with the CAASSC.

Suppliers weren't able to generate a renewable identification number for the production of F76 diesel fuel from alternative fuels, he said. Work

with the group went through the EPA for clarification on inclusion of F76 as an approved marine diesel fuel.

"As a result of that, the suppliers will be able to generate RINs for F76 and potentially bring down the price for the fuel, or make them more willing to produce it," Martin said.

While there are benefits to organization through participation, contributions in interagency groups are a two-way street. DLA Energy's representatives have provided their experience to a number of subjects outside the agency.

Baniszewski said one of the overarching ways in which DLA Energy contributes to the discussion is with its expertise in the logistics behind fuel support, such as fuel transportation, how to do business and how to supply the DoD as a whole.

DLA Energy provides more specific assistance to interagency groups as well.

"With our project for PARTNER on greenhouse gas reduction analysis, much of the data collected from that was inputted into the DoE's [Greenhouse Gases, Regulated Emissions, and Energy Use in Transportation] model," Baniszewski said.

The EPA then used a lot of that data to make their Renewable Fuel Standard 2 rulings for fuel conversion pathways, he said. From that data, they've been able to say whether or not certain feedstock and conversion pathways are eligible for renewable identification numbers under the RFS 2.

Improved safety is another result of teamwork involving DLA Energy, Atkins said.

There was one project where the HAZMIN team found a battery or wiring issue where powder containing heavy metals was being leached, he said. The team developed a program to clean up and replace the product with something safer and

Second Group - Renrick Atkins: Hazardous Minimization and Green Products team

What we do is try and find different sources in the supply chain where we can reduce either hazards in the workplace, like toxic chemicals, or establish greener practices through procuring more environmentally friendly products. Our biggest focus is saving money and preventing people from possibly getting sick.

One of the projects at the bases involved reducing the amount of water they were using in their facility by installing new toilets and sinks. They even went as far as replacing containers in the eating areas to make them more environmentally friendly.

Atkins, also a chemist in the office, who works with the HAZMIN team.

"Different people with a lot of expertise in certain areas can be great

more environmentally friendly.


As projects are accomplished and goals are met, the missions of the groups change with the needs of the agencies.

PARTNER is wrapping up this year, but a new group called the Aviation Sustainability Center will continue some of the emissions reductions work while standing up a new Center of Excellence for Alternative Aviation Fuels.

“DLA Energy will play a role in this new center along with the FAA and industry,” Baniszewski said. “The goal of this Center of Excellence is to establish and commercialize alternative aviation fuels in the marketplace. DLA Energy can contribute jointly in areas of research and development to look at things like fuel certification and qualification requirements, different conversion technologies, and other current issues affecting commercializing alternative fuels.”

He also cited the Interagency Working Group for Alternative Fuels as changing. Efforts originally began as coordinating alternative fuel efforts across agencies to reduce duplicated efforts and foster time- and money-saving cooperation. The group now focuses on instruction and information sharing on agency-specific initiatives to expand the scope of its members’ fuel knowledge.

Interagency groups, new and old, have been extremely valuable for DLA Energy, Baniszewski said.

“You don’t want to do everything just in your own little box because you can’t take everything into account all the time,” he said. “In order to actually move ahead with any of these initiatives and ideas that touch so many other folks, you have to have their inputs to address every concern. They keep you from running into a showstopper.” 



Soldiers perform a light-emitting diodes lighting retrofit at the Maj. Gen. William S. Stryker Army Reserve Center in Trenton, N.J. LED installation like this is one example of use of an energy efficient lighting product on the Hazardous Minimization and Green Products team’s green product list. Photo by Army Staff Sgt. Shawn Morris

The Energy

Behind the Headlines

By Christopher Goulait

It's not every day that the Defense Logistics Agency Energy makes the headlines in the major media outlets, but the organization does make it possible for some of those headlines to occur.

Direct or indirect, contingent or definite, DLA Energy's support behind the news can literally and figuratively keep the story running when fuel support is needed.

Two such events included ensuring Air Force One was fueled during the presidential trip to South Africa for Nelson Mandela's memorial services and preparing winter storm support in the U.S. if called upon.

Transportation for Nelson Mandela's funeral

A DLA Energy team worked under unique conditions to ensure Air Force One and U.S. representatives were able to safely travel to Nelson Mandela's funeral Dec. 10, 2013.

Paying respects to the former South African president and anti-apartheid activist required secure transportation from the U.S. to South Africa on short notice, a mission sup-

ported by several members of DLA Energy Europe & Africa.

Chris Ricketson, DLA Energy Europe & Africa quality assurance representative, summarized the regular aspects of support with five basic steps.

DLA Energy personnel would act as a liaison between the jet fuel provider and the U.S. Air Force refuelers, oversee the sampling of all refuelers, transport samples to the previously vetted refinery laboratory, witness testing of the samples and provide verbal test results and documentation to the advance agent.

The regional office was also asked to assist Air Mobility Command with site surveys, logistical support, and aircraft landing clearances, said Paul Topolosky, DLA Energy Europe & Africa QAR.

Coordination included more than support on the ground, said Air Force Maj. Robert Lyon, Operations Cell chief with DLA Energy Europe & Africa.

"We coordinated with our contracted into-plane provider at commercial airports in Dakar, Senegal, to support a requirement of around 978,000 gallons of Jet A1 [jet fuel],"

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Deadlines

he said. "Additionally, our International Agreements office coordinated with the United Kingdom Defense Fuels Group to support military airlift aircraft with up to 2 million gallons of aviation fuel at Ascension Island using our fuels exchange agreement."

President Barack Obama traveled to Senegal and Tanzania, as well as Johannesburg and Capetown in South Africa in June and July of 2013. The requirements from these locations were used to plan support for the funeral attendance, Lyon said.

The International Agreements office was preparing support early on, said team member Air Force Senior Master Sgt. Tonya Miller.

"As soon as we received the notification of Mr. Mandela's death, we took a proactive approach by discussing possible support through Ascension Island with our U.K. counterparts," she said. "We also determined ways we could help ensure they maintained an adequate supply of aviation fuel."

DLA Energy Europe & Africa then received the official requirements from the White House Military Office Presidential Flight support section and the team quantified the U.S. needs with the U.K., Miller said.



Once requirements were established, Ricketson, Topolosky and other DLA Energy Europe & Africa employees made their way to Johannesburg, South Africa, to provide support in person.

"At the time of the initial notification, we didn't know which airports could be used, so we contacted three airports in Johannesburg and Pretoria, and one in Windhoek, Namibia, to ascertain their fuel capabilities for Air Force One and support aircraft," Topolosky said.

"Fortunately, we had a secure fuel mission at this location in June and the QARs that were on that mission had written a trip report that we were able to get information to help us in our planning," he said. "My colleague Thomas Mount had also been to Johannesburg in the past and had contacts at the refinery and fuels lab who he was able to call and coordinate things with."



President Barack Obama and First Lady Michelle Obama prepare to depart Joint Base Andrews, Md., for Johannesburg, South Africa, to attend a national memorial service for former South African president and anti-apartheid icon Nelson Mandela Dec. 9, 2013. Advance efforts through DLA Energy's Europe & Africa regional International Agreements office and quality assurance work onsite helped ensure safe and successful transportation. Photo by Air Force Airman 1st Class Nesha Humes

Notes from other similar missions and frequent travel to the area were also important to Ricketson, as well as relationships with defense attaché officers, travel agents and airport depot managers to streamline processes.

"Annual trips to Dakar for bunker and into-plane audits as well as pre-award surveys produced a familiarity with the area and high comfort level for me," Ricketson said. "Frequent travel to Africa also enabled me to prepare, submit and arrange travel in short notice."

Short notice was the difference between previous missions and supporting the funeral transportation for the International Agreements team.

"This requirement was extremely short notice and we were not the only customers soliciting for the services and fuel from our U.K. partners," Miller said. "We had to ensure that

our partner nation considered us first in their fuel distribution and allocation plan. Our strategic partnership and fuel exchange agreement with the U.K. ensured seamless support at Ascension Island."

Likewise, having days instead of months' worth of notice impacted QAR teams.

"Normally, as QARs, we receive about two months' notice for a secure fuel mission," Topolosky said. "That amount of notice is needed to coordinate with the Presidential Advance Team agents, defense attaché officers, a local airport, a qualified local fuels lab and many other logistical items."

The timing of the fuel support affected many more aspects of planning down the line, including pre-planning, travel, Air Force fuel truck arrival, fuel sampling requirements and airport access, Topolosky said.

One resulting logistics challenge came in the form of Air Force One being required to land at one airport, but all other supporting Air Force aircraft needing to land at a different airport 30 miles away, requiring fuel trucks to travel the distance with their sampling equipment.

"We were notified that only two of the eight fuel trucks had arrived, but were stuck because there were no transport trucks available to get them to [where Air Force One would be], Topolosky said. "No one knew what time the remaining six fuel trucks would arrive. Since Air Force One was due to arrive in about 12 hours, the Presidential Advance Team agents requested that I drive out and get the sample cans and the Air Force sampling equipment, then return to sample the fuel system."

Fuel trucks are usually sampled after they are filled, before Air Force One

arrives, but not knowing when the trucks would arrive meant having to sample the fuel system, Topolosky said. With the help of a police escort to get there, South African Air Force fuels personnel assisted the team in the fuel bulk storage facility to obtain the required samples.

QAR expertise ensured that a fuel analysis made its way out of the refinery lab with seven hours to spare, Topolosky said. They then turned their attention back to the fuel trucks to resolve an issue four hours before they would be called on to successfully refuel Air Force One.

"Although this mission was full of unique situations, it once again proved that the professionalism, dedication to mission, and teamwork between DLA Energy and the Air Force fuels community results in a positive outcome," Topolosky said.

Winter weather contingency planning

DLA Energy Americas was ready and able to assist if called upon when severe winter weather hit several states in the U.S. in early 2014.

"The goal was proactive planning based on the weather and minimizing lead time while enhancing rapid response capability. Nothing materialized; however, the scenario served as a process validation and rehearsal for future natural disaster readiness," said DLA Energy Americas Deputy Director Frank Wright.

The process involves more



A Georgia Army National Guardsman moves fuel containers in support of assistance efforts after winter weather impacted the state. DLA Energy Americas proactively planned fuel support for affected areas to reduce lead time in the event that federal assistance was requested. Photo by Army 1st Sgt. Rachel Dryden

planning rather than simply checking the weather report, even if the plan isn't ultimately activated, DLA Energy Liaison Officer to Northern Command Greg Knowles explained.

The DLA LNO to the Federal Emergency Management Agency ties in to FEMA on a daily basis, and that's how DLA Energy maintains situational awareness regularly, Knowles said. As far as contingency support works, DLA Energy has a contingency contractor who provides contingency support for the Atlantic Coast, Gulf Coast, and New Madrid region.

"In this case, with the winter storms that impacted the south, they were partnered with us to know to be on call if the Office of the Secretary of Defense or FEMA had a need," he said. "If they're told to move out, they will, but they won't commit any funds until they're told to do so by the contracting officer at DLA Energy headquarters."

During an emergency situation, one of the challenges is determining the customer's requirements, Knowles said.

"We try and work as closely as we can with FEMA to make sure we meet those requirements," he said. "In this case, we were mostly standing by. We didn't have a big bulk requirement, because it never got to that point."

FEMA would develop the requirements through daily or twice daily conferences with the affected region, and the LNO monitoring that activity would let DLA or DLA Energy know if they needed to become involved, Knowles said. During that time, DLA Energy is also in constant contact with the contingency contractor.

Supporting humanitarian assis-

tance or disaster relief also involves keeping an eye on the defense fuel support points in and around the impacted region.

"If you look at the weather as an enemy, you have to check the status of your DFSPs as well," Knowles said. "They still have missions they have to support and customers they are responsible for day to day."

"If the nation were under attack, the forces would have to draw fuel from those DFSPs to accomplish their mission," he continued. "We also have to take into consideration that if there's a bad weather emergency; our facilities need to be able to provide for their core mission: defense of the homeland, and procedures need to be in place to have a gauge on the current operational status."

One aspect of this winter's DLA Energy support called on the organization to help with a commodity it doesn't usually manage.

"We were also asked to look into the propane supply chain in Wisconsin in partnership with the Department of Energy," Knowles said. "We don't use, manage or deal with propane regularly, but we were helping NORTHCOM with their propane supply questions in Wisconsin, such as what the Department of Defense could do to improve the supply chain."

"We dove into some research and provided some answers to the DLA director to assist with NORTHCOM's question," he added. "Even though it's not our core mission, we were able to work with DOE and private industry to help."

Preparing support to contingency operations takes place more frequently than DLA Energy involvement with propane, and DLA Energy Americas planning efforts this



winter served as one way to keep the process fine-tuned.

"This streamlines efforts so that when something bad does happen,



those lines of communication are already set up and open,” Knowles said. “It renews our knowledge of our capabilities and how we respond to an event like this.” 

A truck plows snow from a road in Georgia. The Georgia Army National Guard supported the efforts after winter weather impacted the state. DLA Energy Americas was in constant communication with the Federal Emergency Management Agency and the contingency contractor to support relief efforts if called upon. Photo by Army 1st Sgt. Rachel Dryden

International

By Terry Shawn

The United States military and federal government agencies are not the only organizations relying on Defense Logistics Agency Energy to meet their fuel requirements.

Twenty-four nations have entered into 41 separate international fuel agreements with DLA Energy, enabling their militaries to participate in a variety of scenarios, including joint military exercises, drug interdiction actions and humanitarian relief operations. DLA Energy is also pursuing eight new fuel agreements expanding its global fuel support with key allies.

DLA Energy's Bulk Petroleum Supply Chain Services International Agreements division is responsible for managing the DLA Energy International Agreement Program and has overall responsibility for negotiating, concluding and amending international fuel agreements, said DLA Energy International Agreements Division Chief David Alexander.

"Once it is determined that a validated combatant commands' fuel requirement requires agreement action, DLA Energy initiates the process, obtains the appropriate Department of Defense approvals and formalizes the necessary fuel support with the foreign government, a critical part of the worldwide fuel network required to support DoD and other authorized customers under the International Agreement Program," Alexander said.

International agreements are negotiated directly with the foreign

governments, usually at the ministry of defense level.

"DLA Energy has a proven record of success with partnering nations who desire to maintain supportive relationships via cooperative security alliances," Alexander said.

These agreements are essential in order to do business in the DLA Energy regions, he added.

The day-to-day management and operation of business in the Middle East region hinges on partnerships developed and maintained through meetings, conferences, telecommunications, site visits, daily emails or calls and official correspondence, said DLA Energy Middle East Fuel Operations Program Manager Stephen Porter.

"Associations are imperative for opening and closing petroleum facilities, invoice validations, special product requests and agreement modifications or extensions," Porter said. "Briefings and clarifications on project status or a way ahead occurs when all the right people are work-

ing together for support coordination, follow up actions, and future operations."

Short notice exercise requirements or emergency fuel resupply coordination and changes to delivery methods or schedules are time sensitive actions that must have participation by liaison officers and subject matter experts with joint interests, he said.

Joint military exercises such as Desert Talon, Real Thaw 2014, Vigilant Eagle, Thracian Star, Red Flag Alaska, Talisman Sabre and Rim of the Pacific Exercise, or RIMPAC, all require DLA Energy international agreements representatives to participate with defense officials of allied countries to coordinate fuel support with DLA Energy liaison officers for the exercise. DLA Energy representatives are involved in the process to determine fuel requirements, conduct fuel testing from pre-deployment sites and ensure, through agreements, the uninterrupted fuel support for the duration of the mission.

COUNTRIES WITH INTERNATIONAL AGREEMENTS

Canada
Peru
Argentina
Chile
Honduras
Turkey
Spain
Portugal

Greece
Italy
France
Germany
Poland
United Kingdom
Japan
Korea

India
Indonesia
Singapore
Australia
New Zealand
Bahrain
United Arab Emirates
Oman

Partners

Recently, the U.S. Air Force hosted Cope North 2014 in Guam and the U.S. Navy, Japan Air Self-Defense Force, Royal Australian Air Force and Republic of Korea Air Forces participated in the agreement, said DLA Energy Pacific Fuels Operations Program Manager Greg Coleman.

“Foreign partners were able to receive fuel under the fuel exchange agreements DLA Energy has in place with these countries,” Coleman said. “In many cases, DLA Energy assistance begins before these countries leave home by providing them with fuel cards. Some of these countries stopped at U.S. bases en route to and from Guam to pick up fuel and sometimes we are asked to coordinate the fuel support.”

In the U.S. Southern Command, a

region comprised of 31 countries and 15 areas of special sovereignty, DLA Energy Americas has international fuel agreements with Peru, Argentina, Chile and Honduras. DLA Energy Americas also maintains defense fuel support points at Soto Cano Air Base, Honduras, U.S. Naval Station Guantanamo Bay, Puerto Quetzal, Guatemala and DFSP Rodman in Panama.

“Additionally, DLA Energy manages fuel contracts with local suppliers in the region in order to provide vital support to operations in the theater,” said DLA Energy LNO to SOUTHCOM Christian Cenicerros.

DLA Energy Americas also works closely with the Navy and Coast Guard and partner

nations to provide fuel support for regular drug interdiction missions in the waters of the Caribbean Sea, Gulf of Mexico and the eastern Pacific.

Joint military exercises, both virtual and actual training maneuvers in real time, take place in SOUTHCOM’s area of responsibility that agreements are in place.

In other parts of the world, DLA Energy maintains partnerships critical to the success of multinational exercises, said DLA Energy Europe & Africa International Agreements office’s Air Force Capt. Carissa Deeney.

DLA Energy Europe & Africa is projected to support 27 planned exercises during fiscal year 2014.



In some exercises, an Acquisition and Cross Servicing Agreement, a bilateral agreement between the U.S. and foreign nation government for the exchange of logistics support, supplies, and services during exercises, training, or emergency situations is an appropriate solution.

The ACSA proved a useful tool during a recent exercise, Operation Real Thaw '14, which took place in February. During this exercise, U.S. Air Force in Europe aircraft

needed to procure fuel from the Portuguese military in order to fly their sorties.

This proved to be challenging as DLA has only a limited agreement with the Portuguese Air Force at Lajes Air Base, which does not cover exercise support, Deeney said.

Using an Acquisition and Cross Servicing Agreement order, DLA Energy was able to coordinate with the Portuguese Air Force to provide fuel for the U.S. Air Force through their contracted commercial fuel provider at no additional cost, Deeney said.

“An ACSA order allows DoD to exchange logistic and support services with the host nation without entering into a specific long-term fuel exchange agreement, making this an ideal option for one-time exercise support,” she added.

The ACSA order option can also open the door for new fuel support with partner countries such as Iceland.

The Icelandic Coast Guard recently requested fuel from DLA Energy that would allow them to participate in the anti-terrorism exercise Frontex at Naval Air Station Sigonella, Deeney said.

“While engaging with the Ministry for Foreign Affairs of Iceland to provide fuel support for this exercise, DLA Energy agreed to an open-ended ACSA order that will provide world-wide fuel support to the Icelandic Defense Forces for the next 12 months.”

However, DLA Energy’s involvement does not stop at the end of the exercise.

Accurate military-to-military fuel pricing in accordance with the fuel agreements and account reconciliation between DLA Finance and its allied counterparts further exemplifies the need for fostering and sustaining the working relationships with various partners to achieve mission success, Coleman said.

To address these reconciliation issues, DLA Energy’s fuel agreement partner countries, such as Japan and Korea, regularly schedule reconciliation meetings to “settle up.”



U.S. airmen prepare an A-10 Thunderbolt II aircraft for take-off in Monte Real, Portugal, in support of a multinational exercise hosted by the Portuguese military. International fuel agreements with DLA Energy enable foreign militaries to participate in joint military exercises. Photo by Air Force Staff Sgt. Nathanael Callon



Japan Air Self Defense Force members familiarize Royal Australian Air Force and U.S. Air Force airmen with the F-15J Eagle from Naha Air Base, Japan, for training on the Andersen Air Force Base, Guam, flightline during Cope North 2013. Japan and Australia are two countries out of 41 having international fuel agreements with DLA Energy. Photo by Air Force Staff Sgt. Alex Montes

"During these meetings each side agrees to all the fuel transactions that occurred in during a specific time frame. With Japan, that time period is six months; with Korea it's three," Coleman said. "We then either offset or pay cash for the difference."

"For example, if we received more fuel from our partner than we issued, then we would ask if they would like to settle the balance via replace in kind or cash," he added.

DLA Energy fuel transactions with other partners, like Australia, are settled by direct billing.

"Our [agreements] are reconciled multiple times a year and allow fuel sales and purchases between DLA Energy and our partner nations to offset, leaving a balance for one side or the other," Deeney said.

Transactions under ACSA orders may be billed every 30 days allowing timely settlement of debts.

While these partnerships are invaluable to the execution of a successful joint military exercise, they are important in other situations worldwide.

"Our [DLA Energy] agreements aren't just instrumental in the support of exercises in the region, they also support real-world events," Deeney said. "From the beginning of January 2013, Italy has welcomed more than 30,000 refugees from North African countries. Most of these people are accepted and brought to Lampedusa Island, south of Sicily, and then transferred to other destinations."

Since October 2013, DLA Energy has provided fuel sup-

port to the Italian navy for this operation under their fuel agreement, allowing the Italians to receive fuel from DLA Energy's DFSPs at Augusta Bay, Italy, and Souda Bay, Greece, Deeney said.

In late December, DLA Energy was involved in supporting the European Union relief operation off the Italian coastline.

Mare Nostrum, the ancient Roman name for the Mediterranean Sea, is a humanitarian operation involving naval ships, drones and long range helicopters with which the Italian authorities are attempting to deal with more than 35,000 refugees and migrants attempting to land on its coast. Twenty-five thousand would-be arrivals had to be rescued at sea in 2013.

"We wrote ACSA orders for two newly participating countries, Norway and Slovenia, allowing them to receive fuel support from us and assist in these emergency relief operations," Deeney said.

"It is imperative that our Regional International Agreements office maintains a positive working relationship with the representatives of our partner nations in order to realize mutual benefits under our fuel agreements during future missions in the Europe and Africa AOR," Deeney added.

Whether it is through coordination with a COCOM on fuel requirements, foreign governments, allied military forces or private industry, fuel agreements managers in all DLA Energy regions build, foster and maintain associations in the coordination and ultimately the provision of the right fuel, the right quantity at the right time.

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When Disaster S

By Irene Smith

From extreme floods to unprecedented tornado outbreaks, hurricanes and other climate disasters, Defense Logistics Agency Energy partners with the Federal Emergency Management Agency when disaster strikes.

“Since March 2006, DLA Energy has provided ground fuel support to meet FEMA’s fuel requirements during disasters and emergencies,” said DLA Energy Contracting Officer Karen Hammack. “Prior to Hurricane Katrina, DLA Energy supported FEMA by providing fuel for their emergency generators and trucks while FEMA used the General Services Administration for their fuel needs.”

According to FEMA, Hurricane Katrina was the most devastating natural disaster in U.S. history.

Fuel support to the Hurricane Katrina relief efforts lasted 18 months and covered a distance of 1,400 miles across Louisiana, Mississippi, Texas, Alabama and Florida. In comparison, fuel support for Hurricane Sandy was less than 30 days and focused only on New Jersey and New York.

“During Hurricane Katrina, DLA Energy provided thousands of gallons of ultra-low-sulfur diesel and unleaded gasoline,” Hammack said. “The fuel was used to power cargo planes and trucks to deliver water and emergency supplies. For Hurricane Sandy, we provided approximately 4.5 million gallons, predominantly gasoline, to areas in need, utilizing our [fuel contractor] who utilized 60 partner companies.”



In response to Katrina’s destruction, magnitude and size, FEMA approached DLA to form a working group and proposed to enter into an interagency agreement to supply fuel and other products to support the logistical emergency necessities associated with natural and man-made disasters. The agreement provides the framework FEMA uses to obtain supplies and services from another

federal agency.

“From that point we had a lot to offer FEMA,” Hammack said. “From food and blankets to fuel support, DLA was ready to provide FEMA with the necessary support when they needed it.”

A formal interagency agreement for logistic support was signed between

Strikes



Property destroyed by flood and fire by Hurricane Sandy, the largest Atlantic hurricane on record, caused the most damage in New York and New Jersey Oct. 29, 2012. Due to the devastation by Hurricane Sandy, as seen in the photograph, DLA Energy supported FEMA by providing approximately 4.5 million gallons, predominantly of gasoline, to areas in need. Photo by Navy Petty Officer 1st Class Julian T. Olivari

DLA and FEMA in March 2006. Annex B of the FEMA/DLA Inter-agency Agreement outlines the fuel support provisions between the two agencies and covers ground fuel support and services during presi-

dentially declared national emergencies and disasters.

In order to provide critical fuel support during disasters and emergencies and in response to validated

requirements submitted by FEMA, DLA Energy personnel establish contract support for FEMA to procure fuel and transport it to sites designated by FEMA officials.

A CLOSER LOOK

FEMA's mission is to coordinate the federal government's role in preparing for, preventing, mitigating the effects of, responding to and recovering from all domestic disasters, whether natural or man-made, including acts of terror according to its website.

Partnerships between federal agencies and military commands, such as DLA Energy and FEMA exist as the result of Joint Publication 3-28, Defense Support to Civilian Authorities. The publication provides guidance for military commanders and their staffs in planning, conducting and assessing of defense support of civil authorities.

The Department of Defense is normally the lead agency for homeland defense, and also provides support to civilian authorities in support of another primary agency, especially in the event of natural disasters and emergencies.

The interagency agreement is important because it gives both agencies direction as to who has which responsibilities during a presidentially declared disaster, Hammack said. It is an opportunity for increased collaboration and coordination of resources.

Each year, the interagency agreement is reviewed by FEMA and DLA Energy.

To keep the agreement up to date, Eugene Turner, a planner in the DLA Energy Contingency Plans & Operations division, is tasked to work with FEMA, ensuring DLA Energy's role

in the interagency agreement remains current.

"It is a living and breathing document," Turner said. "Its core responsibility stays the same, but tasks and responsibilities can change as a result of evolving/emerging FEMA requirements. We make sure the annex reflects the current state of how we do business with FEMA, and we test the document through bi-annual tabletop and/or readiness drills."

As the executive agent for Class III products, petroleum, oil and lubricants, DLA Energy provides support to FEMA through its multi-purpose fuel contingency contract with a designated fuel contractor. The first contract was awarded in September 2005.

There have been seven activations of the fuels contingency contract since Hurricanes Katrina and Rita in September 2005.

The next time for DLA Energy and FEMA to partner together was Hurricane Gustav and Hurricane Ike in 2008 where 15,000 gallons of ultra-low sulfur diesel and 5,300 gallons of unleaded gasoline were delivered to a FEMA staging area in Carville, La.

These hurricanes were followed by the winter ice storms in Kentucky in 2009. DLA Energy responded to FEMA to provide fuel support when the major ice storm struck, resulting in the largest power outage on record, with homes and business' across the state out of power.

DLA Energy also responded in 2011 when one of the largest tornado outbreaks ever recorded struck Alabama and the Southern and Midwestern United States.

The current four-year contract covers 14 states – Alabama, Florida, Georgia, Kentucky, Arkansas, North Carolina, South Carolina, Mississippi, Louisiana, Texas, Missouri, Illinois, Indiana and Tennessee.

The contractor is required to adhere to a 72 hour response time, 24 hours to activate and 48 hours to deliver to the affected area, Hammack said.

As part of its contractual obligation, the contractor is also required to participate in two separate three-day readiness drills to demonstrate their ability to support delivery of fuel to designated locations.

"The hurricane season runs from June 1 through Nov. 30," Turner said. "We try and schedule the readiness drills with FEMA and the contractor from January to June in preparation for the hurricane season. This ensures everyone is familiar with what to do and points of contact and contingency books are updated and verified."

The drills serve a couple of purposes, Turner added. They are used to pay the vendor for services through the year and to evaluate the performance in carrying out task orders. It also assures FEMA that DLA Energy has a vendor capable of performing tasks when and where a disaster strikes.

When a presidentially declared emergency or disaster has been announced, Annex B outlines the command and control, accountability, responsibilities and requirements that DLA Energy and FEMA follow.

The FEMA Logistics Management Center would send a warning order

to the DLA Energy Operations Center at Fort Belvoir, Va., notifying personnel to alert the contractor in advance of placing the initial activation fuel notice. As required by the interagency agreement, the DLA Energy Operations Center serves as the crisis management focal point during contingencies, exercises and natural disasters.

The operations center would notify the DLA Joint Logistics Operation Center that FEMA has issued an activation fuel delivery order and been made aware of any and all issues affecting DLA Energy's ability to support FEMA's fuel requirements.

The DLA Energy Operations Center coordinates fuel support among the entire Department of Defense joint fuel community to include DLA Energy regional offices, DLA Energy liaison officers and FEMA.

"Our job is to collect data and reach out to the regions and people within headquarters to go forward and start developing options for support," said DLA Energy Operations Center Chief Stephen Grace.

"Generally speaking, we stay on top of natural disasters like hurricanes and typhoons. Once we recognize a situation is beginning to develop, the [DLA] Energy planners start pulsing directly to the regions and contracting officers to see what contracts are out there and available."

Grace said an example is Hurricane Sandy when DLA Energy began tracking the giant storm Oct. 25, four days before it hit land.

"Ever since Hurricane Sandy, the federal government has been making a major effort to look at lessons learned from recent natural disasters and apply what we've learned into our planning efforts for the next future catastrophic event," he said.

In the event of a disaster, FEMA will issue a distribution order to DLA Energy, which is their authorization to engage DLA Energy to provide support to FEMA. This distribution order will contain specific fuel requirements, which will identify the quantity, location and other details for delivery.


"If we get the call from the [operations center] asking about a potential fuel requirement, we begin researching," Hammack said. "We assess the resources we have in the areas potentially affected. In areas we don't have support and it's a valid requirement, we can process a one-time, emergency fuel buy."

During national emergencies and fuel crises, members of the DLA Energy team will work around the clock to provide fuel and energy to

the affected region.

Support to FEMA reached an unprecedented level with Hurricane Sandy in 2012, Hammack said.

More than 5 million gallons of fuel was delivered during the month long Sandy relief effort. A total of 55 gasoline terminals and 19 diesel terminals were used from 21 states.

"It used to be where FEMA was focused on the Gulf with its prevalent hurricanes," Hammack said. "Now we are in the process of expanding our coverage from 22 to 56 locations to support FEMA. We are currently working on covering 10 regions in lieu of two for fuel support with one interagency agreement for contingencies. Today, we are working closely with FEMA to cover all of the continental U.S." 



A soldier fills his fuel truck at a fueling point Nov. 8 at Fort Dix, N.J., in support of Hurricane Sandy. Since March 2006, DLA Energy has provided ground fuel support to meet FEMA's fuel requirements during disasters and emergencies. Photo by Army Sgt. Ferdinand Detres Jr.

Energy Projects

By Susan Lowe

Defense Logistics Agency Energy is partnering with the Army Energy Initiatives Task Force to implement large-scale renewable energy projects on Army installations across the United States.

As a central acquisition agent of facility and operational energy for the Department of Defense, DLA Energy is uniquely positioned to partner with the EITF and other military service program offices to provide acquisition support, said Pam Griffith, director of DLA Energy's Installation Energy office.

"A partnership with the EITF to implement cost-effective, large-scale renewable energy projects makes good sense," she added.

As a contracting agency dedicated to supporting the DoD's energy needs, DLA Energy suppliers currently support a large portion of the Army's energy portfolio, to include petroleum, natural gas, coal, electricity, energy conservation and utility service efforts.

"We have knowledge of [the Army's] infrastructure and have built relationships with energy personnel at the installations, so we are in a prime position to partner with the EITF on their large scale renewable efforts," said Andrea Kincaid, chief of DLA Energy's Electricity, Renewable Energy and Energy Savings Performance Contracts branch. "This partnership allows our organization to continue to expand our support as a 'one stop shop' for all their energy requirements."

The secretary of the Army established the Energy Initiatives Task

Force in September 2011 to streamline the process of developing large-scale renewable energy projects on Army lands.

"The partnership between the EITF and DLA [Energy] is critical for the Army to reach its goal of deploying one gigawatt of renewable energy by 2025," said Amanda Simpson, executive director of the EITF. "The expertise available from both organizations is invaluable and allows for streamlined procurements that benefits [the] Army and industry."

Griffith and Kincaid said they agree that the partnership with the EITF is an important one.

"The partnership enables us to provide focus and alignment of the acquisition, technical and business resources needed to accomplish the Army energy objectives," Griffith said.

Kincaid said the DLA Energy team brings to the partnership an extensive acquisition experience and relationships with utility and energy industry representatives, all of which are important factors when executing large scale renewable energy projects.

"We bring depth and breadth of energy acquisition experience across DoD and the federal government, and have participated in several interagency working groups and industry forums to facilitate the development of a common set of terms and conditions for these relatively new acquisition efforts," she said. "That experience is driving us toward successful project completion."

Kincaid said past experiences also help her team find solutions.

"Having already encountered many of the issues that can arise from these complex endeavors, we can help our customers explore options and alternatives that might otherwise be overlooked," she said.

Also, each partner brings something different to the table.

"The task force brings an enterprise approach for implementing large scale renewable energy on its installations, producing a process that is intended to be clear, consistent and transparent across the Army," Griffith said. "And our team brings experience and expertise in energy acquisition. So, in that regard, it's a pretty simple recipe for success, but these are complex projects with many stakeholders involved."

Simpson said the partnership is a natural fit with EITF's mission, and allows the two organizations to collaborate to develop an acquisition and implementation strategy that supports and aligns with the Army's mission.

"The EITF assesses and validates renewable energy project opportunities while DLA [Energy] provides the vehicle to formally launch these opportunities to market," Simpson said. "More specifically, the EITF implements rigorous analysis and due diligence to identify potential projects that are both commercially viable and compliant."

Stakeholder buy-in is extremely important in these types of efforts, Kincaid said.

"The EITF does a good job of ensuring that all parties, including environmental, real estate, technical support and base personnel, know



Forest-derived woody biomass is unloaded into a receiving hopper at an electric generation facility located at Fort Drum, N.Y. DLA Energy and the Army Energy Initiatives Task Force partnered to issue a notice of intent to award letter for electricity generated from this facility. Courtesy photo

their role and are held accountable for the actions under a given procurement," she said. "This has fostered a great working relationship with the other stakeholders and allows us to effectively integrate their expertise into the projects."

From DLA Energy's perspective, this partnership will ultimately provide the Army warfighter with a new level of energy surety and mission assurance, so they can continue to carry out their mission without interruption of their energy needs, Griffith said.

"In these times of fiscal constraint, it is important that we continue to make investments, particularly through public-private partnerships, to ensure the Army has access to sufficient supplies of affordable energy," Simpson said. These EITF-DLA Energy procurements are supported by private financing; they do not require taxpayer dollars to fund construction and typically result in lower utility costs."

In the past six months, DLA Energy, in close coordination with the EITF, has issued notice of intent to award letters for two projects, has an-

other in the pipeline and expects to receive additional projects from the EITF in the coming months.

DLA Energy issued the notice of intent letters for power purchase agreements for an 18.6 megawatt solar energy generation system at Fort Detrick, Md., and most recently for up to 28 megawatts of electricity generated from a biomass facility on Fort Drum, N.Y.

The next project is a solar power purchase agreement at Fort Irwin, Calif., which is in the evaluation phase of the acquisition process. 

Technical A

By Susan Lowe

The Defense Logistics Agency Energy's technical assistance team returned from a mission in support of the Iraqi army's fuel capabilities in December.

The team was comprised of petroleum and operations subject matter experts who have experience with fuel testing, storage and handling, as well as background knowledge of fuel laboratories.

The Office of Security Cooperation-Iraq sponsored the mission and asked the team to provide an assessment of the Iraqi army's fuel capabilities and to provide recommendations to help build a self-sustaining military fuel program, said Army Col. Pete Crean, DLA Energy chief of staff.

"Our goal was to gather as much information as possible on the quality control procedures used by the Iraqi military," said Chris Rogers, DLA Energy quality assurance representative. "We wanted to be able to pass on to them some solid recommendations so they can have confidence in the quality of their fuel."

The mission included a trip to the Doura refinery in Baghdad, which is Iraq's flagship refinery, as well as fuel labs and loading facilities.

"The Iraqi engineers and staff at the refinery were interested in improving the operation of the facility and with providing refined products that, in the case of aviation jet fuel, met the requirements of international specifications for Jet A-1," said John Cummings, DLA Installation Sup-

port for Energy general engineer.

The team visited three Iraqi army fuel sites near Baghdad to assess procedures and equipment.

"The fuel handlers were trying to do the right things even if they did not have the right equipment," Cummings added.

DLA Energy doesn't provide fuel to the Iraqi army, but at the time of the trip, DLA Energy had fuel contracts in Iraq in support of the State Department, Crean said. The team looked at that fuel too.

"DLA Energy fuel powered the plane that took us to Iraq, and our fuel heats the buildings in the embassy compound," he said. "The fuel our suppliers deliver [to the State Department] is good quality, we know that, but it was a great opportunity to see that first hand."

One of the team's tasks was to determine if one of the former U.S. military petroleum labs that now belongs to the State Department was ready to be handed over to the Iraqi army, Crean said.

"As luck would have it, Chris [Rogers] was the last person to work in that particular lab and he was responsible for closing out the books," he said. "Having someone on our team with first-hand knowledge of the facility was incredibly valuable."

Crean reemphasized the importance of having the right team, adding how this was an example of having exactly the right people, in the right place, at the right time.



A team of DLA Energy fuel experts visited a fuel storage point at the Erbil International Airport in Erbil city, Iraq, in December 2013. The Office of Security Cooperation-Iraq asked the team to provide an assessment of the Iraqi army's fuel capabilities. Photos by Chris Rogers

Assistance



DLA Energy Chief of Staff Army Col. Pete Crean is briefed by Iraqi army personnel during a tour of a loading facility in Besmaya, Iraq, in December 2013.

"Both guys [Cummings and Rogers] are experts in their field and they really carried the ball," Crean added. "They were absolutely the right people for this mission."

There is no plan at the moment to go back, however all three team members said they are willing to return to Iraq, if needed.

"When it comes to fuel, [DLA Energy professionals] are the experts," Crean said. "So we're available should OSCI need our expertise again."

The team has already helped the OSCI develop the letter of requirements for the Iraqi military based on the information they gathered.

"We stressed the importance of proper fuel handling techniques and procedures, proper fuel handling equipment, spare parts and a good maintenance program," Cummings said.

The team members agreed the Iraqis are doing the best they can with the training and equipment they have.

"I came away feeling very hopeful," Crean added. "The fuel quality coming out of their refinery is excellent, and that is a great place to start."

While having quality fuel is important, Crean said, having the right people in the right fuel jobs is equally important.

"They really seem to understand how important it is to have well-trained people at their refineries and in their fuel labs," he added. "That kind of knowledge helps us help them."

"The people were great," Rogers said. "Everyone was open and willing to show us anything we asked to see."

Crean said he was impressed not only with the knowledgeable people he met, but also with the passion they have for their country's success.

"Iraq is a very proud country and it's obvious they have real skin in the game," Crean said.

They know exactly how important it is to be self-sustaining, so they are willing to do whatever they need to do to succeed, he added.

Crean, who has had three other tours in Iraq, said this visit was much different.

"This was the first time I traveled to Iraq on a passport, not in uniform, and without a weapon," Crean said.

"Most importantly though, this was the first time I went to specifically help build the Iraqi military. This time, I was there as a friend," he added. **ES**



A truck carrying scrap metal is weighed as it leaves a Defense Logistics Agency Disposition Services yard in Afghanistan. In 2013, DLA Disposition Services disposed of 140 million pounds of scrap metal, such as copper wire and brass casings, in support of retrograde operations in theater. Photo by Steen Crawford

Balancing Act

By Amanda Neumann

The Defense Logistics Agency faces a significant challenge in simultaneously supporting Army forces in Afghanistan and helping the service plan and execute its withdrawal from the country.

"The Army is the largest component in theater, and they are our main customer," George Smith, a senior logistics analyst in DLA Logistics

Operations, said. "So one of our main issues is balancing the level of continued sustainment against the support for retrograde. The focus cannot be solely on just getting out; we still have to continue supplying the troops on the ground until the last soldier leaves. We are still providing food, uniforms, tents, fuel, lumber and barrier materials, as well as repair parts and medical supplies. We have to keep bringing those into theater in the right num-

bers, while at the same time, help each of the services retrograde stuff that's no longer needed out."

Currently, retrograde materials destined for the United States go by one of two ground routes out of Afghanistan, either through Pakistan or via the Northern Distribution Network, a series of rail and truck routes across Europe and Central Asian countries, Smith said.

"Primarily what is being retrograded by the Army now is the large items, such as vehicles and equipment, excess to the mission that has to get back to the states for future operations," he said. "Most of the retrograde that the Army is doing is still going [over] ground through [Pakistan], but the Army is also using alternate routes through the NDN to retrograde equipment out of Afghanistan."

Other items, such as copper wiring and brass casings, are turned into DLA Disposition Services for disposal, Smith said.

"A key role that DLA is playing in theater is through Disposition Services," he said. "We're assisting the Army so they don't have to retrograde scrap or battle-damaged and obsolete vehicles that are no longer needed. It makes no sense to ship those back to the [United States]. Handling, demilitarizing, scrapping and disposing of all this material in theater frees up the pipeline and allows the Army to retrograde equipment and material that is still needed."

For DLA Disposition Services, recent troop withdrawals in the region have caused an increase in requests for disposal services, Smith said.

"In 2013, we disposed of about 140 million pounds of scrap metal, and we're tracking a total of 431 million pounds of scrap metal since [DLA] Disposition Services has been in theater," he said. "That's equivalent to 39,000 20-foot containers that the Army did not have to ship back to the [United States]. As more troops pull out of theater, this generates additional turn-ins of both scrap metal and obsolete, damaged equipment."

In order to keep abreast of the increasing and ever-changing demands and requirements, communication between DLA and the Army is crucial, Smith said.

"We work very closely with each one of the services, but primarily with the Army, on making sure that we are tracking their requirements, both for sustaining the troops on the ground as well as assisting with the retrograde effort," he said. "It's a constant communication between us and the Army."

One thing that has helped DLA keep current on the pulse of the Army is a series of recurring meetings and discussions with key stakeholders, Smith said. The talks are part of an ongoing effort to keep the lines of communication open, and several significant solutions have come out of them, including one that has not only saved money, but lives.

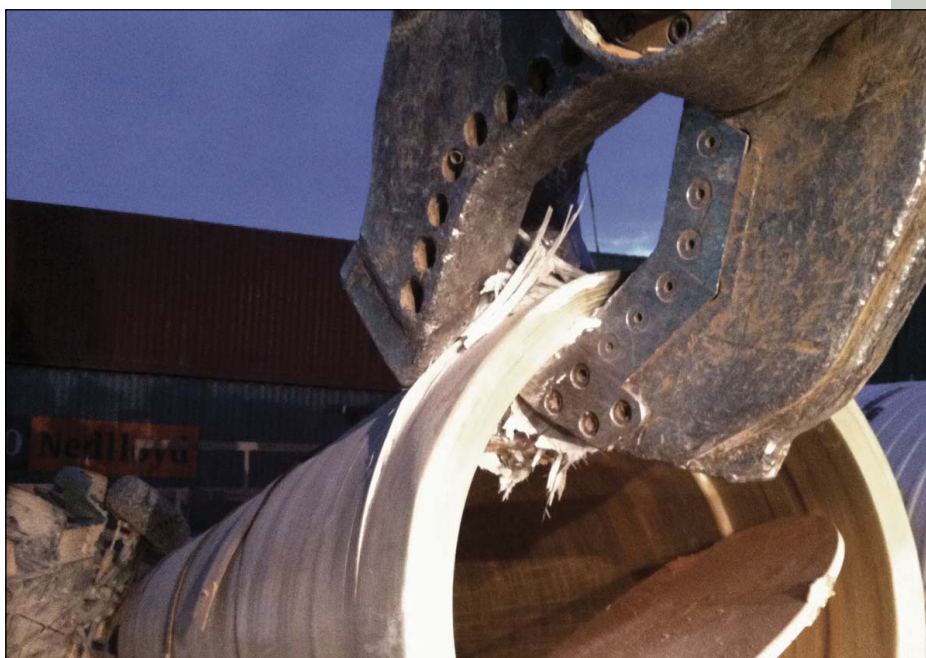
In Afghanistan, DLA Disposition Services operates four primary disposal sites along with seven, smaller hub-based disposal operation sites, movable operations set up at forward operating bases that require additional support. Through the meetings, DLA was able to identify what person-

nel and equipment would be needed to support increased operations at the HBDOs, Smith said.

"Our four primary sites can handle 100 percent of demilitarization and disposal, and two of the seven HBDO sites can actually take and demil heavy equipment," he said. "The other five sites take smaller equipment for demilitarize and disposal. But, through the coordination of these various meetings, we were able to identify requirements and plus-up the number of personnel and the amount of equipment that we had in theater in order to support increased additional operations."

The initiative, called the area of responsibility mission reduction, allowed DLA to achieve two goals: increase operational support with the HBDOs and, in turn, keep convoys off the roads, Smith said.

"We've done that in order to reduce the amount of trucks that the Army has to put on the road to get scrap to one of our primary sites," he said.



A Volvo Shear cuts a large fiber piping at a Defense Logistics Agency Disposition Services yard in Afghanistan. A total of 431 million pounds of scrap metal has been demilitarized for the U.S. Army in Afghanistan over the past three years in support of retrograde operations. Photo by Steen Crawford

A truck carrying scrap metal is weighed as it leaves a Defense Logistics Agency Disposition Services yard in Afghanistan. In 2013, DLA Disposition Services disposed of 140 million pounds of scrap metal, such as copper wire and brass casings, in support of retrograde operations in theater. Photo courtesy of DLA Disposition Services



"Because anytime a soldier has to put a truck on the road in Afghanistan, it puts their lives in danger because of [improvised explosive devices] and terrorists. So by setting up these sites, we were able to keep a number of soldiers and convoys off the road."

In 2013, 7,750 soldiers and 6,789 trucks, equal to 310 convoys, were kept off the roads, saving the Army an estimated \$30 million and countless lives, Smith said.

"Just this one change was a direct result from these meetings," he said.

"One of the biggest challenges for the Army is that it's so large, and they cover such a large geographical area during their operations. So being able to try to support the customer when they are so spread out can be a challenge. The flexibility that we've implemented in theater, allowing us

Expanding the Army Partnership

By Susan Lowe

Defense Logistics Agency Energy supports the Army's energy programs and energy conservation efforts through a variety of programs.

DLA Energy does more than procure and manage the service's petroleum requirements. It also serves as a centralized procurement agent for coal and natural gas, and for electricity in states with deregulated markets, said Pam Griffith, DLA Energy Installation Energy director.

DLA Energy also supports the Department of Defense's expanded use of renewable energy on its installations, she added.

"Our natural gas program provides Army customers with 20-30 percent in 'cost avoidance' savings through its competitive purchasing practices, as compared to local utility provider rates," Griffith said. "This translated to more than \$10 million in avoided costs for participating Army installa-

tions in fiscal 2013."

To ensure the Army receives competitive rates for its power, DLA Energy employs competitive purchasing practices under regional electricity procurements, along with diversified purchasing strategies, she said.

In addition, Griffith said, "We have partnered with the Army to implement cost-effective renewable energy solutions on its installations. A recent large-scale solar effort at Fort Detrick, Md., is projected to save the Army millions in electricity costs over the life of the contract."

DLA Energy also serves as a coordinator and facilitator for DoD's participation in electricity demand response programs. Under these programs, customers can receive financial incentives to curtail demand and reduce load during peak periods in response to system reliability or market conditions.

In 2009, DLA Energy expanded its support to begin assisting customers in enrolling and participating in various electricity demand response programs, said Larry Fratis, chief of DLA Energy's Electricity, Renewable Energy and Energy Savings Performance Contracts branch.

to shift our resources to where the customer needs them, has been one of our key factors in being successful.”

Another area of success for DLA lies in the communication coming out of the monthly Redistribution, Redeployment, Reset, Return and Disposal meetings hosted by the Army, Smith said. By directly listening to customers’ needs and providing a direct line of communication from agency to customer, DLA has been able to re-focus its assets and reposition resources throughout the theater.

“The biggest advantage is not only are we talking to the customer at the strategic level here in the states, but we also bring the customer that’s in theater into the meeting through the secure video teleconference capability,” he said. “We’re getting the information and the changes in

requirements from the people on the ground, and we have the people back here in [the United States] that can actually implement the changes and allocate the resources. We’ve been able to coordinate very closely with the Army in order to shift our priorities, manpower and equipment to meet their requirements.”

But DLA’s support to the Army isn’t just exclusive to the Middle East. Another DLA initiative, created to assist with prepositioned stock for the Army in the Pacific, is quickly gaining momentum, said Pete Halseth, deputy national account manager for the Army in DLA Logistics Operations.

Designed to eliminate the expiration and re-buying of stock, the initiative makes use of DLA’s vast distribution networks to help fulfill stock requirements, Halseth said.

“The Army and other services buy [an item] from DLA, put it someplace on a shelf, and it sits there,” he said. “It deteriorates, and now the Army has got liability associated with it. That’s additional costs, and then they’ve got to replace the stock at the end of the day. ... What we’re doing for them is taking that stock back, optimizing where it is and how they get it, and then synchronizing the supply chain in order to support any contingency operation over there. This offers the services the ability to buy directly from DLA without having to replace stock due to shelf life, obsolescence and degradation in storage.”

With a conservative estimate of \$300-\$500 million in cost savings over the next three years for the Army alone, the initiative focuses mainly on synchronizing war reserve material, used to support disaster relief efforts,

“The Army responded with the enrollment of more than 33,000 kilowatts across various states, netting them more than \$2 million in utility payment credits,” Fratis said.

In addition to the savings under the natural gas and electricity programs, DLA Energy supports the Army in energy savings performance contracts, Griffith said.

“These contracts allow private energy service companies to implement energy-saving technology on Army installations,” Griffith said. “The savings obtained from the energy-reduction measures are used to pay for the projects. In fiscal 2013, the guaranteed energy savings for our Army customers totaled \$4 million. Once the projects are complete, all the savings stay with the installations.

“The Army is our biggest customer when it comes to ESPCs,” Griffith said. “We awarded a \$59 million ESPC in support of the Army Reserve’s 99th Regional Support Command Nov. 25, 2013, and have several other energy conservation efforts in the pipeline or already under contract.”

The Army can continue to leverage DLA Energy programs and expertise to maximize their savings, Griffith said.

“Given the current fiscal climate and push to reduce costs, we will continue to expand our partnership with the Army, as well as the other services, to identify opportunities for participation in our programs,” she added.



A recent large-scale solar effort at Fort Detrick, Md., will use solar panels, similar to these, and is projected to save the Army millions in electricity costs over the life of the contract. Photo by Army Cpl. Scott Olijar



One of the primary functions of Defense Logistics Agency Disposition Services is to remove scrap metal from Forward Operating Bases, such as this one at Ghazni in eastern Afghanistan. In 2013, increased disposal functions at DLA Disposition Services' seven hub-based disposal operation sites kept more than 310 convoys from having to travel to the larger disposal sites, resulting in \$30 million in savings. Photo courtesy of DLA Disposition Services

contingency operations, noncombatant support operations, and natural disasters, Halseth said.

"[The cost savings are] huge, because once you have to dispose of something, then you've got handling costs, transportation costs and other disposal costs depending on what the materials are," he said. "Then you've got to buy it again, so you have procurement costs and another transportation cost to get it in there. It's punitive to the services."

By synchronizing all the working pieces in the supply chain, DLA is able to get items to the Army where and when they need them, Halseth said.

"When the Army drops a requisition for [an item] and it's a high priority, we'll fill it out of the enterprise stock, wherever it may be," he said. "It's a combination, items are either coming directly from the theater if we forward stock it, from the enterprise if we have stock available, or from a vendor base. We've already have discussions with U.S. Transportation Command, [the Army's] Surface Deployment and Distribution Command, and DLA Distribution, so we've synchronized all the parts, and contractors too for certain commodity items."

When tested, the new initiative significantly improved logistics response times, Halseth said.

"We had a nearly 90 percent rotation on the stocks by doing this," he said. "And the transportation timeframes of when they would get it were well within their 60-day requirement to have the stock on hand. With DLA, they buy point of sale, so it comes to them quicker. It was around seven to 10 days [if an item was already stocked] in the Pacific and somewhere around 30 to 40 days [via surface transportation], which is below their timeframe."

With the initial phase a success, the Army approved a second phase, completed in February, as well as a third phase to bring the effort to U.S. Central Command, Halseth said.

"It's a great collaborative effort," he said. "The Army was really happy with it, so now they want to expand it. So we had a Phase 2 expansion in the Pacific, where we pulled together [subject matter experts] again from both sides of the fence to collaborate in order to transfer more material over. Phase 3 will encompass moving the initiative to CENTCOM. We're also going to do the [continental-U.S.]-based stocks that DLA stores for the Army. Then we'll hopefully be able to wrap in the other services too. Because if the Air Force needs it and the Army needs it, it makes sense for DLA to stock it and support both sides, so they won't have to have it in their contingency-based stocks."

With the Army serving as the model, DLA hopes to begin expansion to the other military services by October, Halseth said.

"This initiative is twofold: right now, it focuses on the Army in the Pacific," he said. "But the overall intent is to globalize it, not only with the Army but with the other services, in order to right-size war reserve inventory and optimize what DLA does. ... That is the beauty of this whole thing: we're leveraging DLA capabilities to position it where it makes the most sense to be able to utilize. So all of it doesn't necessarily need to be in theaters where the requirements are."

By opening the initiative to the other military services, Halseth estimates that between transportation, procurement and material costs savings, the military could save anywhere between \$1 to \$2 billion annually.

"This is innovative stuff that we haven't done before," he said. "The difference is this allows DLA to optimize the facilities and materials that it has, and it also improves forecasting models so we can make smarter buys. ... This will improve our procurement cycles too. Plus, we're in the process of finding the commonalities of DLA items across the services that we can optimize. The potential for this is huge, not only in cost savings, but in synchronizing everyone and everything together." 

One Face

The face of Defense Logistics Agency Energy...



Army Col. Robert Weaver
DLA Energy Europe & Africa
Commander
Germany



Mission: DLA Energy Europe & Africa provides comprehensive energy solutions in the United States European Command and the United States Africa Command areas of responsibility to ensure uninterrupted sustainment of energy requirements in these regions. This includes managing almost 500 million gallons of storage (U.S. and host nation) across 55 defense fuel support points and five major NATO pipeline systems with 23 International Agreements. Our

petroleum laboratory along with our trainers, in addition to their normal quality mission, is the premier technical training team for our service partners.

Highlights: Meeting our fuel missions and support to multiple contingency operations in the Mediterranean, Africa, Romania, Turkey and Iraq are great accomplishments, but the most important highlight is the teamwork across the joint petroleum enterprise with NATO, the combatant commanders and their subordinate service components. We built a team that met every challenge to include very remote and austere locations from mountaintops in Turkey to the deserts of western Sub-Sahara Africa and numerous locations in between.

Challenges: A challenge is the perception that force reductions in Europe means the mission is declining when in reality the workload is increasing. We doubled our support to named operations in the past two years with additional requirements generated by the aftermath of the Arab Spring unrest with increased exercises for rotational forces. Our missions in Africa are characterized by short notice, small volume, no-fail high visibility missions that are very labor intensive for our operations team and the Direct Delivery contracting officers who support us.

Something for the workforce to know: The European region is the 'gateway' to the Middle East and Africa and a critical link in the global supply chain. The DLA European fuel infrastructure is established and capable especially when you consider our NATO allies who further enable us. A mature supply chain supports not just EUCOM, but also AFRICOM, U.S. Central Command, U.S. Transportation Command and U.S. Strategic Command missions. For DLA Energy Europe & Africa to continue to provide world class support to our COCOMs, warfighters and allies in these AORs, we need to maintain the European infrastructure and alliances we have forged.



DLA Energy

Equal Employment Opportunity Office
Counseling Information



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