

ENERGY SOURCE

Defense Logistics Agency Energy

October 2014



DLA ENERGY

HEADQUARTERS

from the commander —

Brig. Gen. Mark McLeod, USAF Defense Logistics Agency Energy

All men can see these tactics whereby I conquer, but what none can see is the strategy out of which victory is evolved — Sun Tzu

In the coming weeks, we're putting a lot of DLA "Energy" into revising our global petroleum strategy for the Department of Defense. Our premiere kickoff event in the endeavor, which you can read more about in this edition, takes place this month here — the United States Pacific Command Fuel Wargame.

The DLA-hosted wargame will culminate several years of effort borne out of President Barack Obama's declaration of U.S. "Rebalance" to the Pacific. In order to set the theater for successful operations, we'll ensure there is sufficient fuel from the global supply chain, available through agile military and civilian delivery means to resilient and dispersed locations, and all backed up with an enduring strategic theater reserve. Those objectives lie at the heart of larger strategic resource allocation decisions on behalf of our global combatant commanders, designed to counter developing anti-access/area denial capabilities, lower warfighter risk and clearly demonstrate America's commitment to partner nations through liquid logistics. United States Central Command "setting-the-theater" discussions will follow shortly thereafter to ensure that we continue to be postured to execute defense planning guidance against any potential foe around the world in the coming decade.

Our strategy will also address a number of larger Department of Defense imperatives, including aging fuel infrastructure through our military construction and Sustainment, Restoration and Modernization programs, right-sizing that infrastructure in cooperation with commercial partners, and lowering overall environmental risk. Our partnerships with Department of Energy, DoD and other government agencies will lead the world in operationalizing biofuels and other alternative fuel sources for our customers. DLA Energy will also seek to delight those same customers by cutting materiel and operating costs.

On the topic of strategy, Jack Welch, the former CEO of General Electric, once said that "you've got to eat while you dream ..." So expect us to not only continue delivering world-class quality and quantity on our short-term commitments, but to develop and implement the long-range strategy and vision that ensures victories "none can see."



Energy Source

Commander

Air Force Brig. Gen. Mark McLeod

Deputy Commander

George Atwood

Chief of Staff

Army Col. Peter Crean

Public Affairs Officer

Irene Smith

Editor

Jonathan Stack

Writing Staff

Terry Shawn

Susan Lowe

Christopher Goulait

Layout/Design

Jonathan Stack

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.

Address correspondence to:

ATTN: DLA Energy-DCA

8725 John J. Kingman Rd.

Suite 4950

Fort Belvoir, VA 22060-6222

Commercial: 703-767-4108

Address email to:

EnergySourceMagazine@dla.mil

Front cover by: Jonathan Stack

Back cover by: Jonathan Stack



CONTENTS

DLA Energy HQ

4 Welcoming a New Commander

8 Time is Money

12 A Valuable Tool

16 Wargame Prep

20 Revitalizing Infrastructure

Energy

24 Environmental Restoration

We Are DLA

28 Helium Drawdown

31 One Face

Welcoming a New Commander

4



DLA Energy Commander Air Force Brig. Gen. Mark McLeod sits down with the Energy Source editor and discusses his vision for the organization.

Wargame Prep

16



A wargame putting the Pacific's fuel network to the test will focus on determining improvements Sept. 29 to Oct. 3 at the Center for Naval Analysis Complex in Arlington, Virginia.

Environmental Restoration

24



Defense Logistics Agency Energy funds the environmental restoration projects turning fuel and chemically contaminated land into parks and open recreation space.

Helium Drawdown

28



Operations in Afghanistan are drawing down to enduring locations, the Army's reconnaissance and surveillance aerostat program is reducing its numbers, and DLA Energy is involved in a drawdown of the helium supply chain.

Welcoming a New Air Force Brig. Gen. Mark Mcleod

By Jonathan Stack

ES: How has your time at Defense Logistics Agency Energy been?

McLeod: This has been an absolutely splendid landing for me here at DLA Energy. It's an organization with a lot of the same goals and objectives as I had at U.S. Pacific Command where I was the J-4, and I'm kind of excited about laying down strategic framework for the next five years and then sharing that with everybody.

ES: What do you do on the typical day as the commander?

McLeod: There are a lot of meetings here, and I'll tell you straight up there are too many. I'm trying to get a lay of the land on the flow of the organization right now and again to come back to the idea of strategic focus on the organization – I spend a lot of time and clear my schedule to try and think about the things we should be doing at a senior engagement level, because that's my role as the commander. It's not to get involved in all the tactical details of what everybody is doing – there are way too many, and for me to inject myself through meetings and things like that, it just slows the organization down. I come into organizations and try to change the focus away from the commander to everyone else.

I spend a lot of time thinking about the wargame we are going to have in October. It's going to have very strategic implications for not only PACOM, but the other combatant commands as we rebalance global petroleum and other products around the world.

I'm spending a lot of time right now going through everyone's comments in the climate survey, because there are some great ideas and things I feel have great potential benefit to the organization. There's a recurring theme in particularly in the climate survey this year and it's communication – there's a shortfall in the organization.

That's kind of what my day is right now.

ES: What would you like the customer and supplier to think when they hear the name DLA Energy?

McLeod: I would like them to think that we are the prime provider of energy for the Department of Defense. Whenever anyone in any of the services or the government hear DLA Energy, they should immediately think that's the place we go to get the best value for our products and that's the place we go to get the best



w Commander

return on our investments for energy savings and reduction programs. I think embedded within this world-class organization is all that capability, but a lot of people haven't taken advantage of it. A couple customers like the Army have stepped up in a big way and the Air Force has as well, but some of the outer agencies are just now beginning to realize the power that DLA Energy has. So I think that's exciting as we go forward.

Also, I think a big part of the strategy for the next couple years is thinking about how we get more and more of that in our portfolio.

ES: How do you feel your past experiences have prepared you for the leadership role here as the primary-level field activity commander?

McLeod: I burned a lot of gas in my time, so I think I understand the vital role and relationship between the users and what we provide as not just an acquisition and contract management agency, but as that direct user interface between



Graphic by Christopher Goulait



DLA Energy Commander Air Force Brig. Gen. Mark McLeod greets a guest after his assumption of command ceremony at Fort Belvoir, Virginia, July 23. Photos by Christopher Goulait

product and product user. That piece is very important.

From a practical standpoint, I think I've been around enough joint staffs and enough combined organizations and civilian organizations to understand the real nuances of what military leadership and civilian leadership have to do to work together and be effective. It's not unique, but it requires some special attention that I think I have a feel for from my time 15-to-20 years ago at Kelly Air Force Base, Texas, [now known as Kelly Field Annex] up until now.

It's a great place to be able to apply leadership to, because it's so diverse. So many people have their hands in the pie or interest in the process that it becomes very complex, upper level management kind of experiences, which I enjoy taking on.

ES: What is something you do as the commander that employees might not be aware of?

McLeod: I walk around a lot, and hopefully I will dispel things people are not aware of by getting out. Not just getting out for business reasons too – getting out to just

listen, to talk and to introduce. I like to say that I will get out to the point where you don't notice me, and at that point I feel I have accomplished what I want, because it's not just the commander or the general out there it's just oh there he is again, and I'm comfortable with that.

ES: What do you look forward to when you come to work?

McLeod: Every day is a challenge in thinking about how you make a difference; that can be the difference in one person's life or the difference in an organization.

For example, out in Lorton, Virginia, we are trying to establish a small fitness area where people can exercise in a facility where people don't have that right now. Listening to the feedback from employees, then going back and working on those things – that's what this job is all about. It can range from a NATO warning all the way down to a fitness center or a different battle rhythm for communication. There's always something here to make a difference, and that's what excites me. Leadership is very exciting. This is the thing I really enjoy.



McLeod (right) stands at attention as DLA Energy Chief of Staff Army Col. Peter Crean hands DLA Director Navy Vice Adm. Mark Harnitchek the DLA colors during McLeod's assumption of command ceremony.

ES: What direction do you envision DLA Energy going in the future?

McLeod: Our portfolio will grow. I think our focus will change a little bit away from not the necessity of procurement, process and contract management, but to focus more towards the combatant commands' unique needs.

To come back to the PACOM exercise, it's really going to focus this organization in a way that we are going to emerge from as what is truly the executive agent for fuel. That phrase has been kicked around for a few years now, but what does it really mean? The executive agent doesn't always come away with authorities. It comes with the responsibility, but not necessarily the authorities, and as I said earlier, so many people are involved in decision and have interest in the pot. It's hard for somebody to say I'm in charge of this and we're going to do this, but this concept of the executive agent gives us the umbrella authority to bring people in and start to give them direction from a global standpoint. I think when we do that and we emphasize that this particular combatant command has our focus now; we'll get the Joint Staff and the Office of the Secretary of Defense to focus on that and provide supporting fires. That will begin to synchronize the world. I think that is the direction in the next 12 months – we become more of the lead agency for synchronization – kind of fulfill that lead executive agent role that DLA Director Navy Vice Adm. Mark Harnitchek has named us as. **ES**



McLeod pitches a kickball during the annual Kickball Klassic tournament during a DLA Energy team-building picnic at Fort Hunt Park, Virginia, Sept. 24.



Time

By Susan Lowe

Defense Logistics Agency Energy acquisition professionals have been working to reduce the time it takes to award contracts since an enterprise-wide initiative was implemented in October 2013.

The Time to Award initiative, or TTA, was developed by DLA Acquisition to standardize and streamline the contracting process, and it applies to all DLA procurements.

“We have empowered our contracting officers to use streamlined procedures in order to decrease the time it takes to award contracts,” said Kathryn Fantasia, former DLA Energy executive advisor. “Our acquisition professionals have ‘bought into’ the new process, and because of that we are more efficient in our support to our customer – the warfighter.”

Prior to the TTA initiative, DLA Energy processes and procedures contributed to lengthy acquisition lead times, said George Atwood, DLA Energy deputy commander. Sometimes those lead times were 300 days or longer.

By implementing the TTA processes and establishing our procurement milestones in accordance with the TTA goals, we have awarded some of our larger programs well



is Money

under the established goals, he said.

The awardee is given additional time to prepare for contract performance when the “white space,” or extra steps in the process are removed, Atwood said. That’s important for DLA Energy’s customer and for the taxpayer, too.

“For our customer and our industry partners, TTA injects predictability into the process by making sure our awards are completed based on our program milestones,” he said. “For the taxpayer, our acquisition processes are more efficient and we can better utilize our resources to complete other actions.”

DLA Energy is meeting its TTA goals on a regular basis, Atwood said.

“We achieved our TTA goals back in April and continue to execute our contracts within our assigned goals,” he said. “Our goal is to award long term contracts under \$10 million in 140 days, and for long term contracts over \$10 million the goal is 190 days.”

“The DLA Energy Bulk Petroleum Products team is a perfect example of how ‘buying into’ a new process like TTA helps us reach our goals and has led to great success,” Fantasia said.

The DLA Energy Bulk Petroleum Products business unit awarded the Rocky Mountain/West Coast/Offshore procurement, which is often referred to as Rocky Mountain West, Aug. 8. It is one of the business unit’s four acquisition programs and one of DLA Energy’s largest procurement programs, with an estimated dollar value of \$2 billion dollars.

“These were the first Rocky Mountain West annual procurements subject to the new Time to Award metric,”

said Kevin Ahern, DLA Energy Bulk Petroleum Products business unit director. “We made final awards on day 171, which beat the TTA goal by 19 days.”

“During our Captains of Industry meetings for Bulk Petroleum Products, our vendors indicated that though shortening the duration of the procurement process was something that they saw as important, they placed more emphasis on awarding contracts at least 60 days in advance of the performance period,” Ahern said.

Holding barrels of future production to commit to DLA Energy procurements adds a level of risk to doing business with the government, he said. Industry suppliers wanted some assurance that award decisions would be made in time to release those barrels for other commercial business if their offer was not successful.

“By demonstrating a commitment to making awards at a minimum of 60 days in advance of performance, we minimize those risks to the offerors,” Ahern said. “Anytime we can reduce risk in the procurement process, we are likely to see competition enhanced and better pricing.”

“A change in plans early in the procurement process had the potential to cause major slippage in our milestones; however, the team worked diligently to make up that time and beat the Time to Award metric and awarded the contracts 54 days in advance of performance,” he said. “This was viewed as a major leap forward by our industry partners.”

Ahern said he attributes the team’s success to teamwork, communication, determination and an overwhelming dedication to getting the job done.

“Everyone pulled together, did their part and supported each other,” he said. “We needed an opportunity to get to



A California Army National Guard soldier fuels up a UH-72 Lakota helicopter at a landing zone at the Lodge Fire near Laytonville, California. In part of the Time to Award initiative, a DLA Energy Bulk Petroleum Products team awarded the Rocky Mountain/West Coast/Offshore procurement, which has an estimated dollar value of \$2 billion dollars and enables services on the West Coast to procure fuel. Photo by Army Sgt. Ian Kummer

the plate and hit a home run ... and this team hit a grand slam. I couldn't have asked for anything more."

Ahern said his team also substantially increased small business participation with this particular procurement.

"Typically the Rocky Mountain West procurement is solicited annually as a single large program buy with all requirements included in a single solicitation," he said. "This year, in support of agency-wide small business goals, we broke out a portion of the Rocky Mountain West program to set-aside solely for the participation of small business suppliers."

The Small Business Administration granted DLA Energy a solicitation-specific waiver to the non-manufacturer rule, thereby allowing the small marketers

offering under the set-aside solicitation to provide product from a large supplier.

"Our small business participation and awards saw significant improvements," Ahern said. "During the last three fiscal years, our percentage of dollars awarded to small businesses averaged 7.3 percent. In fiscal year 2014, the percentage of dollars awarded under the primary solicitation was 17.2 percent."

When the set-aside solicitation is considered, the total percent of dollars awarded to small businesses is projected to rise to almost 23 percent, representing a 213 percent increase in small business awards.

"To even think about doubling the small business numbers this year seemed impossible," he said. "Instead, we tripled the numbers."

"To top it off, we awarded the small business set-aside contracts in just 141 days," Ahern said. "I would have thought we might struggle a bit, but we didn't."

While Bulk Petroleum's small business participation is limited by the nature of their mission, they are supportive of the small business program, said Greg Thevenin, DLA Energy Small Business office associate director. Regularly, the acquisition professionals in Bulk Petroleum set aside 40 percent of the requirements for small business

"The lack of small refineries and their limited capacity makes it extremely challenging to award bulk contract to small firms," Thevenin said. "The waiver of the non-manufacturer rule they received was an unprecedented action in DLA Energy procurement and helped tremendously."

Thevenin said he appreciates everything the team has done to support the small business program.

Ahern said that the successful results weren't Bulk Petroleum's alone.

"Many parts of this organization contributed to the effort and share in this success," he said. "There were people in our Defense Fuel Support Point Management office and Procurement Process Support directorate who were extremely helpful. People in our Finance, Legal, Small Business and Quality offices as well as folks in our Americas at San Pedro region office went above and beyond."

In recognition of their achievements, the Bulk Petroleum Products team received the Director's Strategic Goals Award under the Time to Award Category (medium) in a ceremony at DLA Headquarters Sept. 3.

"This was a major accomplishment for my team and the award proves to me that our efforts were recognized and appreciated," Ahern said. "I am very proud of the team." 



A soldier tracks fuel purchases for unit convoy operations in support of Operation Golden Coyote in South Dakota. DLA Energy personnel are reducing the time it takes to award fuel contracts since an enterprise-wide initiative was implemented in October 2013. Photo by Army Master Sgt. Ronald Raffik

Aval



Republic of Korea Marine Corps assault amphibious vehicles get into a formation in Training Center Ban Chan Krem, Kingdom of Thailand during Cobra Gold 2014, a military exercise demonstrating the Kingdom of Thailand, U.S. and other participating nations' commitment to regional partnership, prosperity and security in the Asia-Pacific region. Although basic ordering agreements were not used in this year's Cobra Gold exercise, they were still available in case DLA Energy contracting officers needed them. Photo by Marine Sgt. Artur Shvartsberg

Valuable Tool

By Susan Lowe

Government contracting is not a one-size-fits-all type of business, so Defense Logistics Agency Energy acquisition professionals have at their disposal a variety of contracting tools to support warfighters' and other customers' energy requirements.

One of the tools available to contracting officers and specialists is the basic ordering agreement, also known as a BOA.

"BOAs are not contracts," said Kevin Ahern, DLA Energy Bulk Petroleum Products director. "They are binding agreements that contain the terms and conditions under which future requirements will be solicited, evaluated, awarded and performed."

The BOA solicitation remains open continuously for five years, allowing potential vendors to establish an agreement at any time to compete on future requirements.

Once a requirement is received, those companies holding BOAs can submit a price in order to be considered for award. If DLA Energy accepts the price, then a delivery

order is issued against that BOA and the delivery order is considered the contract.

The Bulk Petroleum Products business unit issued its first BOA solicitation in September 2013, and the first award was issued February 11, 2014.

"For Bulk Petroleum, BOAs are more in line with commercial practices, which is something highly valued by our industry partners," Ahern said. "BOAs allow the parties to negotiate the non-price terms and conditions contained in the BOA solicitation. Those terms and conditions are incorporated into any supply contract awarded under the BOA, which results in a significant reduction in the time it takes to award a specific requirement."

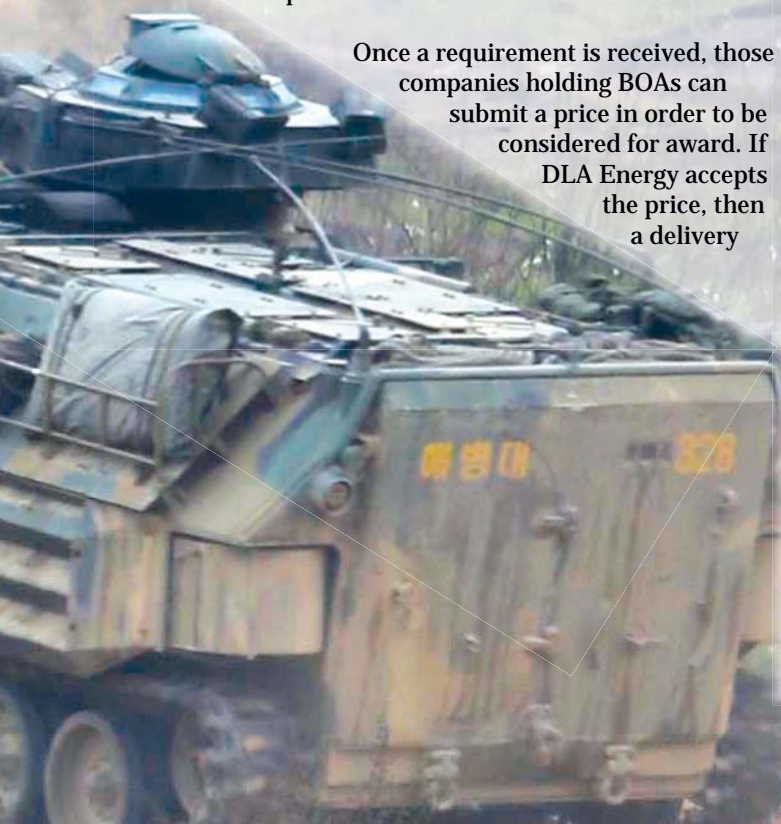
The reduced lead time allows for greater flexibility and more agility in meeting short-fused or contingency requirements, which helps to mitigate the risk of mission failure, Ahern added.

In May, regional demand at several activities in and around Oklahoma exceeded the fuel quantity available on the bulk petroleum contract. In the past, a lengthy supplemental solicitation would have been necessary. Another option would be to non-competitively add more quantity to existing contracts. Instead, DLA Energy contracting officers used existing BOAs to compete the requirement for the additional demand, and issued delivery orders for sufficient product to meet the requirement.

The great thing about this, Ahern said, was it took approximately two weeks to solicit, evaluate and award the delivery orders under the BOA, where a supplemental solicitation may have taken up to 10 weeks.

"In this case, BOAs proved to be an extremely valuable procurement tool for Bulk Petroleum," Ahern said.

Ahern added that while BOAs are a great tool for short-fused or contingency requirements, they are not yet robust enough to use as a tool for Bulk Petroleum Products' four major annual program awards.





Natural gas pipelines, such as the one pictured above, are used to transport natural gas, purchased through BOAs, to customers on Navy installations. DLA Energy Installation Energy has been using BOAs for more than a decade. Courtesy photo

“[In my office,] BOAs are currently only used for commercially fungible jet fuel; military specification fuels require a far greater degree of pre- and post-award action to ensure compliance with quality requirements,” he said.

DLA Energy’s Direct Delivery Fuels business unit also uses BOAs.

“We use BOAs for military exercises and for other situations where the requirements and customers are subject to rapid and dynamic changes,” said Jim Shillingford, DLA Energy Direct Delivery Fuels deputy director.

Since BOAs are not contracts, the government and the supplier are not under any obligation until a delivery order is placed. That kind of flexibility makes BOAs an ideal tool when the customer is not absolutely certain of exactly when or where they will have a requirement, Shillingford said.

With world events constantly evolving, having this contracting mechanism available in areas of the world where there is a history of short-fused requirements provides the warfighter with a proven source of support, he said.

“We awarded our first BOA in support of a military exercise called Cobra Gold,” he said.

Cobra Gold, which took place in Thailand in 2011, is a recurring exercise. The customers, locations and requirements are different from year to year, and the customer routinely submits its requirements late, Shillingford said.

Because the BOAs were in place all the terms and conditions had been negotiated in advance, and in spite of the late requirements, Direct Delivery Fuels contracting officers were able to award contracts within hours of receiving offeror prices, he said. The result was a satisfied customer.

“Although BOAs are not being used in this year’s Cobra Gold exercise, they are still available in case our contracting officers need them,” Shillingford said. “That kind of flexibility is what makes these agreements so valuable.”

BOAs are an excellent tool and should be used more often by the organization, Shillingford said.

With Department of Defense missions expanding throughout Africa and the Pacific, BOAs provide DLA



A Marine attaches a fuel nozzle to a refueling truck during Cobra Gold 2011 in Thailand. DLA Energy Direct Delivery Fuels personnel awarded their first BOA in support of a Cobra Gold 2011. Photo by Marine Cpl. J Nava

Energy a pool of potential suppliers who are interested in supporting the DoD, he said. That pre-vetted pool is an important part of mission success.

DLA Energy Installation Energy has been using BOAs for more than a decade.

"[We] use BOAs to award the natural gas monthly buy program in the Mid-Atlantic region," said Mark Warno, DLA Energy Installation Energy Natural Gas division chief.

The BOAs are awarded to natural gas suppliers that apply for a BOA via a solicitation. Suppliers are required to meet the technical requirements necessary to supply natural gas and conduct business with DLA Energy per standard contract terms and conditions.

"Each month, the natural gas requirements for the Navy at Norfolk, Camp Peary and Joint Base Langley-Eustis are put into a reverse auction program and we email invitations to suppliers that have been awarded BOAs," Warno explained. "Once the reverse auction is completed, our team awards the requirements to the supplier that provides the lowest acceptable bid for the upcoming month."

Installation Energy currently has six BOA holders that are qualified to participate in the reverse auction for the

monthly natural gas buy.


The BOAs are beneficial because they provide the supply flexibility required by the Navy's requirements, Warno said.

Navy customers in the Mid-Atlantic region can experience drastic changes in their requirements from month to month, he said. BOAs allow the customer to change their requirements as needed with very few restrictions.

The BOAs also provide the installations consistent savings, Warno said.

These agreements allow competitive pricing on a month-to-month basis, so DLA Energy is able to award the requirements and save the installations money compared to the price they would pay through a local distribution company, he added.

Without the BOAs, Installation Energy would not be able to award the natural gas requirements of the Norfolk area with the flexibility and at the prices recognized via the program, Warno said.

"Without [this] alternative, our customers would either have to burn oil or use local distribution company gas, both at a much higher rate than what DLA Energy is able to award each month," he said. 

Wargame

Editor's note: The exercise is completed, but the following is a snapshot of the planning efforts and wargame objectives as told a week before the Defense Logistics Agency Wargame Pacific 2014.

By Christopher Goulait

A wargame putting the Pacific's fuel network to the test will focus on determining improvements when simulated stress is put on the region Sept. 29 to Oct. 3 at the Center for Naval Analysis Complex in Arlington, Virginia.

"What makes this wargame unique is that it is solely focused on DLA Energy's bulk fuel strategic supply chain," said Stan Olsen with DLA Energy Plans and Operations. "This is the first of its kind."

The strategic Class III bulk fuel supply chain network will be tested from source of supply to distribution to storage facility, all under the stress of the most demanding events in the Pacific Command area of responsibility, Olsen said.

"We'll stress the heck out of the global supply chain," said DLA Energy Commander Air Force Brig. Gen. Mark McLeod during a DLA Energy town hall meeting.

Use of a "most demanding" scenario will show whether the Department of Defense's current fuel strategy is capable of fully supporting PACOM warfighter requirements, he said.

"We're going to determine if we have enough fuel, if it's forward-positioned in the right places in the theater, and if our strategic reserve can meet the requirement," McLeod said. "If it falls short in any of those areas, we're going to take actions to address those problems."

Several potential areas of improvement are already on the table and awaiting the outcome of the wargame.

"DLA Energy expects to refine our strategic plan as it relates to the global fuel network, determine the right size for our strategic reserve at Red Hill, [Hawaii], and

refine the DoD's global petroleum distribution plan to rebalance additional strategic reserves to the Pacific," Olsen said.

Other questions to be answered as a result of the wargame are where DLA can invest in source of supply, distribution and storage to achieve greater resiliency and agility to meet operational requirements, he added.

These results will culminate efforts that began nearly a year before the wargame.

DLA Energy's planning staff started developing the construct for the wargame in November 2013 with the DLA Joint Logistics Operation Center Plans and Exercise branch, Olsen said. That was when work began to translate the DLA director's intent into the actual framework of the game model.

Modeling is based on a prior exercise run in December 2013, the Navy Logistics-Centric Game, Olsen explained. There are also elements in the Pacific region that use the most dangerous and most likely courses of action that could be expected, with results evaluated based on the Joint Logistics Principles.

"The biggest thing that we have been doing from the modeling and simulation side is making sure that the model is flexible enough to accommodate DLA Energy and all of their available options of sourcing fuel," said Tim Walker with the DLA Office of Operations Research and Resource Analysis. "Making the model more flexible and accounting for the different aspects of time brings more realism and validity to the model."

The model also accounts for different time aspects, such as the procurement, transportation, offload and discharge times.

A flexible model will also allow it to be used across different combatant commands with different scenarios and levels of focus, from strategic to operational to tactical, with only minor adjustments, Walker said.

Olsen identified other tools and resources the DLA Energy planners used to make the wargame model

Prep



work for the organization. Some of the examples of the key tools needed for building the model are the Integrated Consumable Item Support program, the Inventory Management Plan, the Integrated Distribution Plan and institutional knowledge.


“DORRA met and shared the capabilities and use of these tools,” Olsen said. “DORRA and CNA provide a unique skill set to conduct the functional modeling. Their expertise to absorb complex problems set and then translate that information into an analytical tool in which to aid in answering game objectives.”

Using the tools crafted over 11 months, 17 representatives from across the agency will take part in the wargame.

“DLA Energy will bring in a complement of folks from Supplier Operations and Customer Operations, as well

as a couple of participants from the DLA Energy Pacific region,” Olsen said. “DLA Energy players will perform their usual roles to the greatest extent possible.”

Players from Customer Operations will work with the Joint Petroleum Office, PACOM and the military services to capture emerging requirements, which will then be passed along to Supplier Operations, Olsen explained. Wargame participants will monitor and conduct predictive analysis to forecast demand based on the operators’ movements to ensure the early logistics mobilization is similar to how DLA Energy responds to real world events today.

“The desired end-state will identify corrective actions and then report them to the greater joint logistics community,” Olsen said. “Our focus remains the same: warfighter support for mission.” 



A sailor stands watch on the bridge wing of amphibious dock landing ship in the Pacific during a replenishment at sea with a Military Sealift Command fleet replenishment oiler. DLA Energy is conducting a wargame putting the Pacific’s fuel network to the test and will focus on determining improvements when simulated stress is put on the region Sept. 29 to Oct. 3. Photo by Navy Petty Officer 2nd Class Jason Behnke



Revitalizing Inf

By Irene Smith

Revitalizing its energy infrastructure and sustaining worldwide fueling capability to the Department of Defense and other agencies is a vital mission for Defense Logistics Agency Installation Support for Energy.

DLA Energy Commander Air Force Brig. Gen. Mark McLeod addressed the need for reinvesting in the energy footprint in his column on the DLA Energy website.

“Our emphasis begins with United States Pacific Command, where in accordance with President [Barrack] Obama’s strategy to ‘rebalance’ the Pacific, we will rebalance additional fuel stocks, infrastructure and investment in order to significantly reduce warfighter risk,” McLeod wrote. “This same line of effort will also help propel us in addressing a number of other DoD imperatives, including repairing aging petroleum infrastructure through our Sustainment, Restoration and Modernization program, reducing environmental risk by right-sizing underground storage and expanding commercial storage, and reducing overall supply chain costs through commercialization and consolidation.”

DLA Energy and DLA Installation Support for Energy are jointly chartered and responsible for funding and overseeing the maintenance, repair, sustainment, restoration, modernization and recapitalization of the military’s fuel infrastructure that contains DLA fuel. To accomplish this, the matrixed team provides sustainment, restoration and modernization funding and military construction funding for fuels infrastructure to numerous execution agents who manage day-to-day work in the field.

“We provide funds for organizations to maintain fuel infrastructure throughout the Department of Defense,” said DLA Installation Support for Energy Director Norm Stiegler. “We provide up to \$470 million a year to the services for maintenance, repair and SRM programs.

Every year, DLA Energy selects approximately 10 to 15 additional maintenance plans for funding. Current projects include replacing a fuel pier at Craney Island, Virginia, and replacing fuel distribution facilities at Lemoore, California.

“Many of our defense fuel support point sites, fuel storage tanks and pipelines are decades old,” McLeod said.

“Due to aging infrastructure cost increases and decreased efficiency, we must optimize, modernize and repair to improve efficiency and minimize interruptions.”

Environmental stewardship and commercial maintenance are major issues to be considered in revitalizing energy infrastructure.

“We want to reduce underground storage and create more resilient fuel tanks,” McLeod said. “Replacing single wall tanks by upgrading and right-sizing underground fuel storage offers better protection with lower risk. To save on cost, in some cases, we are turning to commercial maintenance to ensure cost effective methodologies are used to maintain each site.”

DLA Installation Support for Energy Engineering Division Chief Paul Kerl is responsible for overseeing DLA Energy projects that recapitalize and reinvest in energy infrastructure.

“Collectively, the military services have over 8,500 assets worth over \$17 billion, and the preponderance of those assets were constructed between 1950 and 1969,” Kerl said. “Many facilities are older than that.”

The key goal is to optimize and, in some cases, reduce the energy infrastructure, he added.

“On average we receive 30 to 50 MILCON projects a year while our ability to fund is approximately 10-15 projects, based on average construction cost,” he said. “That is why the prioritization is so important. We want to get the best utilization of the funds possible.”

Selecting the right military construction projects for the biggest return on investment is DLA Installation Support for Energy’s responsibility.

“Our goal is to assign the highest priority to projects which have the highest impact on wartime and peacetime operations,” Stiegler said. “Mission, environment, infrastructure and command priority are all elements that determine the criteria for the MILCON project prioritization program.”

The MILCON process begins with the Pre-Installation Planning and Review Board, typically held at the McNamara Headquarters Complex at Fort Belvoir, Virginia, in June when the current issues and rules are discussed for

Infrastructure



Scott Hedrick, deputy director of fuel and facility management at U.S. Naval Supply Systems Command Fleet Logistics Center Pearl Harbor, gives DLA Director Navy Vice Adm. Mark Harnitchek a tour of the Red Hill underground fuel storage facility on Joint Base Pearl Harbor-Hickam, Hawaii. Photo by Monique Randolph

the upcoming Installation Planning and Review Board cycle.

DLA Installation Support for Energy MILCON engineers Dave Sue-Ling and Kristen Olsen are part of the planning process that determines which projects are funded. They are responsible for reviewing the services' submittals and deciding if the projects are executable.

"In September, a military construction data call is sent from DLA to the service control points and combatant commands to request submittal of eligible MILCON requirements and projects," Sue-Ling said.

Projects reviewed by the multi-disciplinary DLA panel go before the jointly staffed IPRB for prioritization based on a priorities listing.

"Many military construction projects are multi-service and require extensive coordination and planning," Sue-Ling said. "We gather the overall service requirements in data calls. The IPRB board decides which projects are priorities along with a timeframe for completion."

"DLA Installation Support for Energy has expanded DLA's role to task executing agents with the requirement document development in cooperation with the services," Sue-Ling said. "The scope of work has grown to include a verification process."

"We review the projects and requirement documents prioritized by the IPRB. We work with the services to refine the scope of the project and develop an execution plan for construction," Olsen said. "Sustainable principles are integrated into the design, development and construction of MILCON projects."

When it comes to meeting environmental standards, the goal is to assign the highest priority to projects with the greatest contribution to regulatory compliance, Sue-Ling said.

"The average service life of a concrete and steel structure in a marine environment is 50 years," Stiegler said. "Often, extensive rehabilitation and maintenance repairs can extend the service life of a fuel tank, pier or pipeline."

DLA Energy's Defense Working Capital Funding authority for military construction projects is capped at \$750,000 as defined by 10 U.S. Code Chapter 169 – Military Construction and Military Family Housing. Above this funding level, individual line item project authorization and appropriations are required by Congress.

After the requirement documents are completed and accepted, a design authorization is provided to a MILCON agent designated by the Office of the Secretary of Defense, usually the Army Corps of Engineers or Naval Facilities Engineering Command, to develop the 35 percent design and cost estimate.

DLA uses the 35 percent design deliverable and the requirement documents to justify budget requests and the need to OSD and Congress for each MILCON project. DLA has to submit budget requests and justify each project to OSD and Congress for individual project authorization and appropriation with each annual budget submission.

Our job is to package these requirements for success with OSD and the House and Senate Committees, Kerl said. Following completion of the requirements package, the packages are turned over to DLA Installation Support MILCON Chief John Davis who ultimately briefs congressional staffers on the individual proposed MILCON projects.

"I think the key points are the warfighter and mission support the MILCON projects provide," Davis said. "The IPRB process, with stakeholder involvement, the criteria used and the priorities/capabilities needed by our customers are important factors. It's a sound collaborative process with the customer/warfighter brought in early."

Upon approval from OSD or Congress, DLA authorizes MILCON agents to complete the design from the 35 percent level to the 100 percent design level.

"Usually, this is done through '30-60-90 percent' interim designs to ensure DLA has proper design feedback at each stage," Sue-Ling said. "For simpler projects, the design may proceed directly from 35 percent to 100 percent, but this is very project dependent. After completion of the 100 percent design the construction award phase will begin."

Revitalizing infrastructure takes planning and prioritization, Kerl said. It can take a year or more to gather all the paperwork and documentation together to verify that the project is economically feasible and that we understand the requirements.

"If you identify a requirement today, we have to plan out five years in advance," Kerl said. "Construction is commonly a two-year process. The current data call is for fiscal year 2019 projects. The downside of the program is the length of time required to have Congress appropriate the funds. That is why planning is so important to the process."

There are multiple, ongoing MILCON projects in the Pacific region that will provide additional fuel stocks and infrastructure to significantly reduce warfighter risk.


In June, construction began on a new 15.7 mile pipeline in support of Andersen Air Force Base, Guam. After almost 10 years in planning, coordination and approval processes with the Navy, the multi-service, \$62 million Guam Pipeline military construction project will add capability to the island's military readiness. The project's estimated completion date is June 2016.

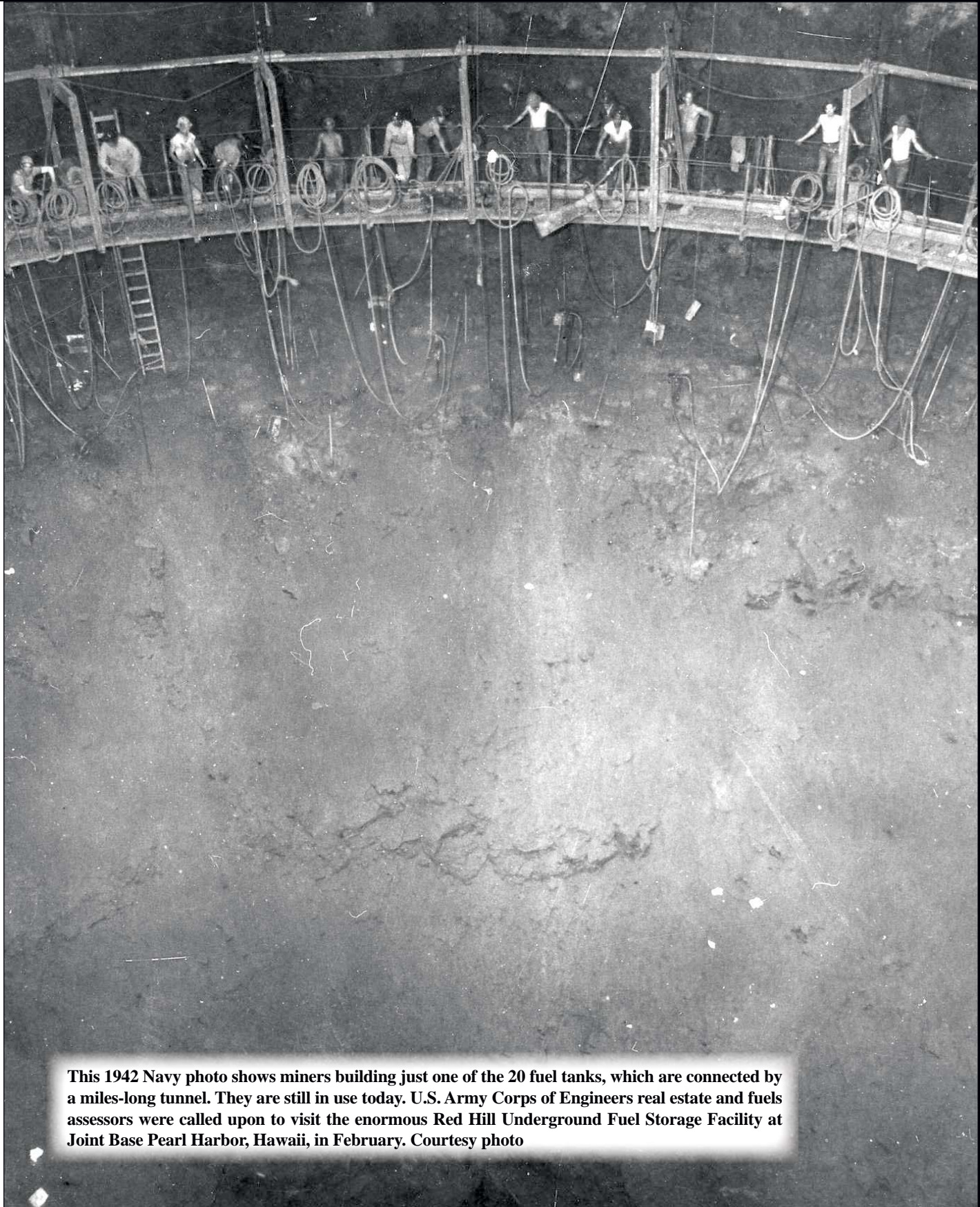
"This is the case for a lot of MILCONs," Olsen said. "The services have gone to joint base concepts, so many of our construction projects benefit more than one user."

One of the military construction projects planned for 2015 is to upgrade the life safety systems within the Red Hill underground storage facility at Joint Base Pearl Harbor-Hickam, Hawaii. Constructed in 1942, the facility was an engineering marvel and designated a national historic civil engineering landmark in 1995.

"This is an important project," Kerl said. "The existing underground fueling facility at Red Hill [will receive] fire protection infrastructure and communication system [upgrades]. The upgrades are needed to [improve] the safe operation of a defense fuel supply point. This will make the operations at Red Hill much safer and bring the facility up to current fire safety standards."

The Red Hill Fuel Complex provides fuel and lubricating oil to afloat and ashore customers in the Mid-Pacific region. Buried deep inside an extinct volcano are 20 massive reinforced vertical storage tanks carved out of volcanic rock to store 252 million gallons of diesel and jet fuel. The underground tanks and pump house are interconnected with a three mile tunnel system buried more than 300 feet underground that serves as the fuel pipe corridor.

"While Red Hill and Guam are high visibility projects, many of our other fuel projects are not quite as visible, but they have just as much impact to the military services," Olsen said. "The renovation and improvements to pumps, pipelines and tanks are important to the services since it enables them to meet their mission." 



This 1942 Navy photo shows miners building just one of the 20 fuel tanks, which are connected by a miles-long tunnel. They are still in use today. U.S. Army Corps of Engineers real estate and fuels assessors were called upon to visit the enormous Red Hill Underground Fuel Storage Facility at Joint Base Pearl Harbor, Hawaii, in February. Courtesy photo

Environmental

A photograph of a park with several wooden benches and large trees. The foreground features a bench and a trash can on a paved path. The background shows more benches and trees under a bright sky.



tal Restoration

By Irene Smith

Defense Logistics Agency Energy, through the Defense Working Capital Fund, funds the environmental restoration projects turning fuel and chemically contaminated land into parks and open recreation space.

Cleaning up former defense fuel support points is one of the responsibilities performed by DLA Installation Support for Energy.

“DLA Energy has been cleaning up and remediating sites for years,” said DLA Installation Support for Energy Environmental Manager Laura Fleming. “It is one of our key mission areas.”

DLA Energy is responsible for the cleanup of DLA Energy fuel spills in accordance with Department of Defense’s manual for Management of Bulk Petroleum Products, Natural Gas and Coal.

“While we can’t own property, we hire the consultants to perform cleanup of former fuel sites and work with regulatory environmental authorities to ensure our efforts are in accordance with the Environmental Protection Agency and state environmental agencies,” Fleming said. “The challenge is that the cleanup of ground water and soil is a difficult process and can take several decades.”

One of the most successful projects to date has been DLA Installation Support for Energy restoration efforts to clean up a former Air Force tank farm in Norwalk, California.

Since the 1950s, the Norwalk defense fuel support point was used by the Air Force to store jet fuel supplies, and fuel leaks and chemical contamination occurred over the years.

Norwalk is one of 93 long-term remediation sites DLA Installation Support for Energy manages.

“The overall average cleanup budget is between \$35 million and \$45 million annually,” Fleming said. “Fifteen of the current remediation sites are located at eight of the original 19 defense fuel support points that were permitted to DLA Energy in the 1980s or earlier. The remaining sites are located at DFSPs on military installations, [for which] the owning service has environmental regulatory responsibilities.”

DLA Energy only has the financial responsibility to fund the restoration activities and book the environmental liabilities on DLA’s annual financial statement until the sites are closed environmentally.



Contractors clean up a former Air Force tank farm in Norwalk, California. Norwalk is one of 93 long-term remediation sites DLA Installation Support for Energy manages. Courtesy photo from DLA Installation Support for Energy Environmental Restoration branch

Various remediation technologies have been employed over the past 25 years using fast track methods to achieve the earliest possible site closure. DLA Energy has closed 15 of the permitted DFSPs and completed the remediation to successfully transfer the real property back to the owning service. Seven of these properties have been further disposed of to the private sector.

Much work remains as site closures

continue to be achieved, said DLA Installation Support for Energy Environment Restoration Branch Chief Wayne Barnum.

He added that new sites are discovered as the result of new fuel releases or old releases are found during infrastructure replacement or repair projects, and discovery during total facility closure site assessments.

Restoration of former DFSPs can

take years before completion.

In May 2006, during an inspection of a hot refueling system for helicopters at Wheeler Sack Army Airfield at Fort Drum, New York, JP8 jet fuel was discovered in a sump pit located at the end of the system pipeline. A hydrant fueling system leaked more than 600,000 gallons of JP8, covering more than 4 acres and created a plume of oil that stretched one half mile long and permeated the soil to more than 40 feet.

Fort Drum's water supply well field was located almost entirely within the footprint of the Wheeler Sack Army Airfield. As a precautionary measure, operation of the Fort Drum supply wells was discontinued when the fuel spill was discovered and is not in operation at this time while awaiting restoration.

The assessment and cleanup began in 2006, Barnum said. The Army and DLA Installation Support for Energy initially shared cleanup costs.

After the emergency response phase concluded in late 2006, DLA Energy took full financial responsibility and remains financially responsible until the site is fully remediated.

"To date we have recovered 252,000 gallons at a cost of \$35.4 million in Defense Working Capital Funds," Barnum said. "Several interim remedial measures have been implemented at the site since 2007 that include ozone sparging, and vacuum-enhanced skimming."

Ozone sparging is used to intercept the groundwater plume and prevent the additional migration of petroleum-contaminated ground water.

The goal is to achieve remedial action through the removal and treatment of contaminated groundwater in a manner that is protective

of human health and the environment, and allows for operation of the facility for its intended purpose, Barnum said.

“The objectives of this pilot study are to evaluate enhanced biodegradation of the dissolved-phase contaminants in groundwater through the recirculation [through groundwater extraction, treatment and reinjection] of oxygen-saturated water,” Barnum said. “Groundwater monitoring is conducted on a quarterly basis and is showing better than projected results in reducing the contamination.”

This is the first time this technology has been tried at any of DLA Energy’s restoration sites, he said. Given the positive results they will look to advance use of this technology at locations with similar geological conditions.

Remediation efforts to clean up the Norwalk DFSP are taking a different focus.

“This is the first time we are using green technology for the remediation of a DLA-contaminated site,” said DLA Installation Support for Energy Program Manager Everett Bole. “The purpose of the pilot studies is to test green technologies to see if they would work on contaminated soil present at the Norwalk site. Often, a technology may work on one type of contamination, but not so well on another.”

Traditional remediation efforts involve soil being removed from the site and transported to a different area, where it is then treated.

“We looked at alternative ways to treat the soil on the site,” Bole said. “We wanted to keep truck traffic down to a minimum since the original 51-acre tank farm site is surrounded by a high density, residential area.”



The Reterro, Evaporative, Desorption Soil Treatment unit [above] is one of the two green technologies being tested at the former tank farm in Norwalk. Thermal desorption works by heating contaminated soil in a sealed box to which a large vacuum hose is attached. The box is heated to more than 700 degrees Fahrenheit, burning off the fuel and contaminants in the soil, which is collected by the vacuum and disposed. Courtesy photo from DLA Installation Support for Energy Environmental Restoration branch

The initial solution for treating the soil was to haul it to an off-site soil recycling facility, Barnum said. For the former tank farm, it meant 100,000 tons of dirt had to be moved.

To haul the 100,000 tons of petroleum-contaminated soil would have required nearly 4,500 truckloads, Barnum said.

“The round trip distance to the recycling facility is 180 miles. A diesel truck gets around 6 mpg and each gallon of diesel fuel when burned produces 22.2 pounds of carbon dioxide. Thus, a total of nearly 3 million pounds of carbon dioxide would be released by transporting the soil for off-site treatment,” he said.

Use of green treatment technology will save literally tons of carbon dioxide emissions associated with this project, he added.

The green remediation label stems from the fact that there are lower energy usage and emissions generated than pretty much

anything else around right now, but they still use energy and generate some emissions, Bole said. When compared to the impacts of the large dump trucks that would be used in their stead, they are very much more energy efficient and generate far less emissions.

For the next year, DLA will continue to monitor the groundwater and the continued injection of air into the soil to promote bacterial growth to eradicate the last residuals of contamination.

“The DLA remediation action is projected to be completed in 2015, as we clean up the soil and groundwater through vapor extraction and bioventing,” Bole said. “The site will be usable for development and the objective is to turn the entire site back to the Air Force as a unit.”

As a result of DLA’s remediation efforts, the Air Force is transferring 15 acres of the old tank farm to the city of Norwalk to be used for a public park and recreational space for the community. **ES**

Helium Draw

By Terry Shawn

Since 2003, Defense Logistics Agency Energy solicited, negotiated, procured, converted, transported and stored helium for military reconnaissance and surveillance aerostat operations that provide “eye in the sky” support for the warfighter in the Middle East.

Fast forward to 2014. Operations in Afghanistan are drawing down to enduring locations, the Army’s recon and surveillance aerostat program is reducing its numbers, and DLA Energy is involved in a drawdown of the helium supply chain.

“DLA Energy must reduce its overall helium footprint in parallel with the reduction in aerostats while maintaining support to systems that are still operational,” said DLA Energy Aerospace Energy Helium Liaison Officer Dan Lerma, who is deployed to Kandahar, Afghanistan.

The need for helium to lift lighter-than-air aerostats used in battle intelligence gathering, surveillance, reconnaissance and communications programs forced DLA Energy’s Aerospace Energy transportation specialists in San Antonio to create and reinvent the helium supply chain in Afghanistan. Those same specialists now face the challenge of breaking it down during the drawdown of troops in Afghanistan.

In the last 11 years, DLA Energy has provided approximately 100,000 gallons of liquid helium, which, when converted and added to the other fill points, met the aerostat requirements of more than 90 million cubic feet of helium.

“Our concept of operations is shifting,” said DLA Energy Aerospace Energy Supplier Division Chief Doug Smith. “We stood up two helium transfill facilities that converted liquid helium to gaseous. This was the most efficient and cost effective way to get helium in country. We then stored the product at two [defense fuel support points] with the HTFs at Bagram and Kandahar.”

As requirements are reducing and troops are drawing down, DLA Energy is no longer bringing liquid helium in country, Smith said.

“With the reduction in overall helium requirements, it means closing our defense fuel support points at Bagram and Kandahar, and shifting back to centralized support for the area of responsibility at our fill and storage point in Dubai, United Arab Emirates,” Lerma said.

Lerma said for the past several months under draw-down mode, DLA Energy has been collecting containers returning from closed forward operating bases to determine if the container will be refilled and retained for current/future sustainment, redeployed to the continental U.S. or to other locations within the area of responsibility or processed for disposal as excess.

The transportation aspects involved in shifting the location of these assets during the physical drawdown of the helium supply chain has been its own challenge, Lerma said.

“As U.S. troop numbers continue to draw down, U.S.-protected convoys have become a rarity,” Lerma said. “Thus, movement of bulk containers on the roads in Afghanistan has become more challenging.”

In recent months, there has been an increase in moving the smallest containers by helicopter sling load to FOBs for interim support or to locations trucks cannot access due to road conditions, Lerma said. In an effort to maintain the supply chain and redeploy assets, the switch to using cargo aircraft support for moving many of the containers had to be made.

“However, airlifting hazardous cargo requires a myriad of regulatory compliance [actions] which can be daunting. The DLA Energy helium team must make sure we resolve any regulatory issues and comply with any documentation requirements prior to shipment,” he said.

“Given the challenges surrounding the transport and set-up of the transfill equipment to Afghanistan, I

drawdown



An Aerostat is released to keep watch over and around Multinational Base Tarin Kot, Afghanistan. Currently, the Army's recon and surveillance program is winding down and DLA Energy is involved in a drawdown of the helium supply chain. Photo by Army Cpl. Christopher Dickson



Compressed helium sits on a Combat Logistics Battalion 4, 1st Marine Logistics Group (Forward), trailer during supply offload operations at Forward Operating Base Pennsylvania March 5. The surveillance blimps the helium filled served to make the area safer for mounted and dismounted patrols. Photo by Marine Cpl. Mark W. Stroud

anticipated as many challenges at removing the equipment,” said DLA Energy Aerospace Energy Contracting Officer Karen Harvey.

“This wasn’t the case,” she said. “The Bagram DFSP was closed the last week in June, and everything went smoothly. Having a DLA Energy liaison officer on the ground in Bagram to facilitate the removal made things go very easy,” Harvey said.

The overall helium drawdown consists of understanding the larger scope of FOB closures and troop movements and ensuring the helium program drawdown efforts are coordinated closely with the multiple aerostat customers – NATO’s International Security Assistance Force, Joint Command, Theater Sustainment Command and Movement Control Battalions, said Lerma.

“The key is to ensure our drawdown has minimal impact on theater resources and that we sustain current customer requirements while planning for the sustainment of systems that will be operating in 2015 under Resolute Support Mission,” Lerma said.

Challenges impact the contracting

officers at DLA Energy Aerospace Energy’s office in San Antonio, also.

“While our primary focus is the customer and servicing their needs, as the DLA Energy contracting officer, one of my other goals is to make sure that the contractor is aware of everything that is going on with their contract,” Harvey said. “As the drawdown continues, and the requirement for helium in Afghanistan reduces, the contractor will be directly affected.”

While the contractor is aware that the potential exists for contract terminations, the reality of it doesn’t “hit home” with them until it actually happens, she said.

“Once a date for removal of the helium transfills is determined, the contractor has to scramble to make arrangements for this early removal, and readjust their business plan to accommodate this change,” Harvey said.

Despite the size of the drawdown operation and its complexities, from their respective locations some 8,000 miles apart, Lerma and Harvey both said they feel the task is on target.

Noting the closure of Bagram DFSP and the consolidated operations at DFSP Kandahar, the Kandahar facility closed at the end of September and the closure of the storage yard took place a month later, Lerma said.

“It is our goal to switch support to the AOR-centralized location in Dubai, for the remainder of the year and through 2015. The key to success will be to ensure customers are well stocked and have ample supply on hand as we make the switch,” Lerma said.

“I believe the progress of the drawdown is right on the mark,” Harvey said. “We anticipate having all of the contractor’s equipment and employees out of Kandahar prior to the expiration of the contract. We are working at supporting the contractor towards the end of this contract.”

DLA Energy Aerospace Energy Customer Facing Chief Ken Grams said he believes the success of the drawdown has a lot to do with the DLA Energy Aerospace Energy team’s active involvement in the helium supply chain mission over the course of the war.

“During the last 11 years, several folks from DLA Energy Aerospace Energy volunteered to act as the helium liaison officer,” Grams said.

In addition to Lerma, Andy Avila, Mike Blankenship, Keith Harvey and Willard Ramseur volunteered for at least one tour as helium liaison officer in Afghanistan.

“Without their sacrifice as well as the efforts of the folks in San Antonio, the [helium supply chain] mission would not have been the success that it was,” Grams said. **ES**

One Face

The face of Defense Logistics Agency Energy...



Army Col. Ronald Ross
DLA Energy Americas
Commander
Houston



Mission: DLA Energy Americas provides comprehensive energy support and solutions to the Defense Department, federal agencies and other

customers in the most effective and economical manner possible. Our area of responsibility consists of North, Central and South

Americas, plus the Caribbean Island states and territories – a total of 16,632,233

square miles encompassing the 48 contiguous states within the United States and 39 additional countries/territories. Our fuel management and strategic energy support includes distribution management, inventory management, and quality assurance functions of bulk fuel (aviation), bunkers (marine), direct delivery fuels (ground and installation), into-plane (aviation), missile/cryogenic, lubricant oil and coal. We also support alternate/renewable energy initiatives. Bulk fuel storage and distribution support includes contract administration, inventory accountability and storage facility maintenance.

Highlights: Providing superior warfighter support, practicing good stewardship and continuing to develop the skills of the DLA Energy Americas workforce are just some of the recent accomplishments. The most important highlight is the incredible teamwork and dedication of the Americas workforce. Whether it is responding to a natural disaster such as Hurricane Sandy, winter storms impacting the United States, or a National Level Exercise involving multiple agencies, the men and women of “Team Americas” respond with professionalism and dedication.

Challenges: Deployment and sustainment of the Enterprise Business System has been one of the most significant challenges and opportunities for DLA Energy Americas.

Something for the workforce to know: In an average year, Americas ensures 4.2 billion gallons of fuel is delivered throughout the AOR based on 2,045 customer accounts and contracts with 37 suppliers.



2014 Department of Defense Maintenance Symposium

Delivering Agile and Affordable Maintenance Capability

November 17-20, 2014

Sheraton Birmingham Hotel - Birmingham, Alabama, USA

**Don't miss the opportunity to be part of the premier
military and commercial maintenance event of the year!**

www.sae.org/dod

**Administrative support provided by SAE International under contract with
the U.S. Department of Defense**