

ENERGY SOURCE

Defense Logistics Agency Energy

Summer 2015



DLA ENERGY

EUROPE & AFRICA

from the commander —

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

Our organization has a proud and rich history, dating back to World War II and the then ‘Army-Navy Petroleum Board.’ The War Department granted us responsibility over bulk petroleum and facilities management way back in 1942 ... Over the next 73 years, the Defense Fuel Support Center became the integrated material manager (1973), and took on military construction (1985), natural gas (1991) and electricity responsibilities (1999). Shortly after that, the Defense Energy Support Center took ownership of missile fuel, was designated as the executive agent for bulk petroleum and changed our name to DLA Energy (2010). At each step, our evolving mission brought us closer to, and improved our support of, our customers. The time for our next leap forward may be coming soon; Energy SYNCHRONIZER for the Defense Department.

Today, a number of organizations (DLA, combatant commands and services) manage fuel capabilities and infrastructure for the DoD – each one looking for ways to increase warfighter capability and lower costs. As you might expect, the requirements of one don’t always align with the objectives of another. From an overall DoD perspective, we lack formal processes to address issues like forward positioning of fuel, environmental risk, resilience, commercial supply chain velocity, developing partner-nation capacities and right-sizing government owned infrastructure.

A great example of that started last October, when the Office of the Secretary of Defense Cost Assessment and Program Evaluation asked us to perform a study to validate DoD Sustainment Restoration and Modernization infrastructure funding requirements for fiscal year 2017. In completing the analysis, we determined that the DoD can save about \$200 million annually on SRM, and can significantly improve audit sustainment by adopting and expanding some of DLA Energy’s best practice processes (4-pillar SRM and MILCON programs). When you combine that with other groundbreaking initiatives like our work with COCOM fuel wargames, Defense Fuel Support Points established with Defense Working Capital Funds, new international agreements with allied partners and operational energy, the need for a single Energy Synchronizer becomes even more apparent – and who better to fill this important role for one of the most critical capabilities in the DoD, than the executive agent for fuel and infrastructure.



Mark Michael McLeod

Energy Source

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Sharing Their Findings



By Christopher Goulait

The Defense Logistics Agency Energy Europe & Africa petroleum laboratory in Germany is the team the region turns to for fuel sample analysis, but testing is just one part of the mission.

Five employees working out of the lab in the Rhine Ordnance Barracks in Kaiserslautern were the force behind 1,350 tests and hundreds of hours of trainings and programs completed during fiscal year 2014.

The lab is one of four DLA Energy petroleum labs worldwide, and is responsible for the quality surveillance mission for 61 military units, as well as for secure fuel missions and investigative support said Supervisory Chemist Jacqueline Trevino. Aviation and ground fuels are primarily tested.

Other assistance includes the U.S. European Command, U.S. Africa Command and U.S. Central Command commercial into-plane fuel sample testing programs, which covers 59 locations in 42 countries.

“We are also supporting the operations going on in Romania and Lithuania, and Operation Atlantic Resolve, as well as exercises taking place in Africa and the commercial into-plane contracts DLA Energy Europe & Africa has,” said Noncommissioned Officer in Charge Army Sgt. 1st Class Mandy Jo Allen.

The lab supports DLA Energy quality assurance representatives as well by providing analytical testing of commercial into-plane fuel samples.

Cooperating closely with customers is a regular part of the job, said Chemist Andrea Curtis.

“We work with our customers on a daily basis,” Curtis said. “We have a drop-off window for customers to drop off samples during working hours and a drop-off box to assist customers who travel to Kaiserslautern to drop off samples outside normal duty hours.”

There are several things the team looks for when performing fuel tests.

“The quality of fuels is very important,” Allen said. “What we’re checking for when we test the fuels are the critical properties, contamination and deterioration.

Examining those qualities is crucial because if the fuel has degraded too much, the lab could be the last step to check that DLA Energy and the customer spend their money wisely on appropriate quality fuel, she said.

“A good Laboratory Quality Assurance and Quality Control program is paramount to the precision and accuracy of analytical data,” Trevino said. “In addition, our goal is to analyze our customers’ samples and provide a test report within 24 hours,” she said. “We perform three reviews prior to sending them out.”

Customers turn to the lab for training as well as fuel analysis.

“In addition to our core mission, we provide petroleum testing training,” Allen said.

The lab hosts monthly training events to 21st Theater Sustainment Command units throughout Germany for fuels-related skills and the Quarterly Fuel Handler’s Course training. There is also a 15-day training event in partnership with the 21st Theater Sustainment Command for petroleum laboratory specialists deployed to Camp Bondsteel, Kosovo, as part of Operation Joint Guardian.

The service members in this training event support the NATO-led Kosovo Force, also known as KFOR, and learn about tests required for the acceptance and surveillance of aviation and diesel fuels. Each of those training events are called “KFOR rotations.”

“We’re at the KFOR-20 rotation now. Sgt. 1st Class Allen received training as part of the KFOR-2 unit 15 years ago, and now she’s here leading the training for KFOR-20, which is pretty awesome,” Trevino said.

Opportunities for experience in the lab also extend past the military to the local community. Students attending local high schools in the Department of Defense Education Activity Europe who are interested in the science, technol-

Yvonne Vom Eyser extracts chloride from jet fuel as part of an American Society for Testing and Materials study the Defense Logistics Agency Energy Europe & Africa petroleum laboratory in Kaiserslautern, Germany, participated in. Photos by DLA Energy Europe & Africa employee Jackie Trevino



ogy, engineering and mathematics fields serve as interns in the lab through the Career Practicum program.

“We currently have four [Advanced Placement] chemistry student interns who receive training in testing of aviation fuels while also acquiring administrative and technical skills needed in operating a petroleum testing facility,” Trevino said.

More informal programs are also offered to students.

“We also participate in job shadowing day across the enterprise,” Curtis explained. “We provide a brief and a lab tour for elementary, middle and high school students. It’s educational and fosters interest in the STEM fields. Our lab is a big part of that. Many of the students who leave here have gone on to pursue STEM degrees at universities in the States as a result of coming through this laboratory.”

Programs like these, along with training and analysis, are only made possible through cohesive teamwork among the five members of the lab team, and everyone has an important part in getting the mission done, Trevino said.

“We’re a diverse group,” she said. “We have two Department of Defense civilian scientists, myself and Andrea. We have two Army personnel, Sgt. 1st Class Allen and [Army Staff Sgt. Darius] Andrus. We also have a local national, Yvonne Vom Eyser.”

In addition to performing mission critical petroleum testing, each member of the team has their own area of expertise. Allen runs the training aspect of the group, while Curtis manages the Quality Assurance/Quality Control program for the calibration and maintenance of the equipment. Andrus performs environmental, safety and security noncommissioned officer roles. Vom Eyser leads

the ASTM Correlation program and bridges language barriers on technical issues. The entire team ensures the laboratory performs good laboratory practices to achieve Audit Readiness.

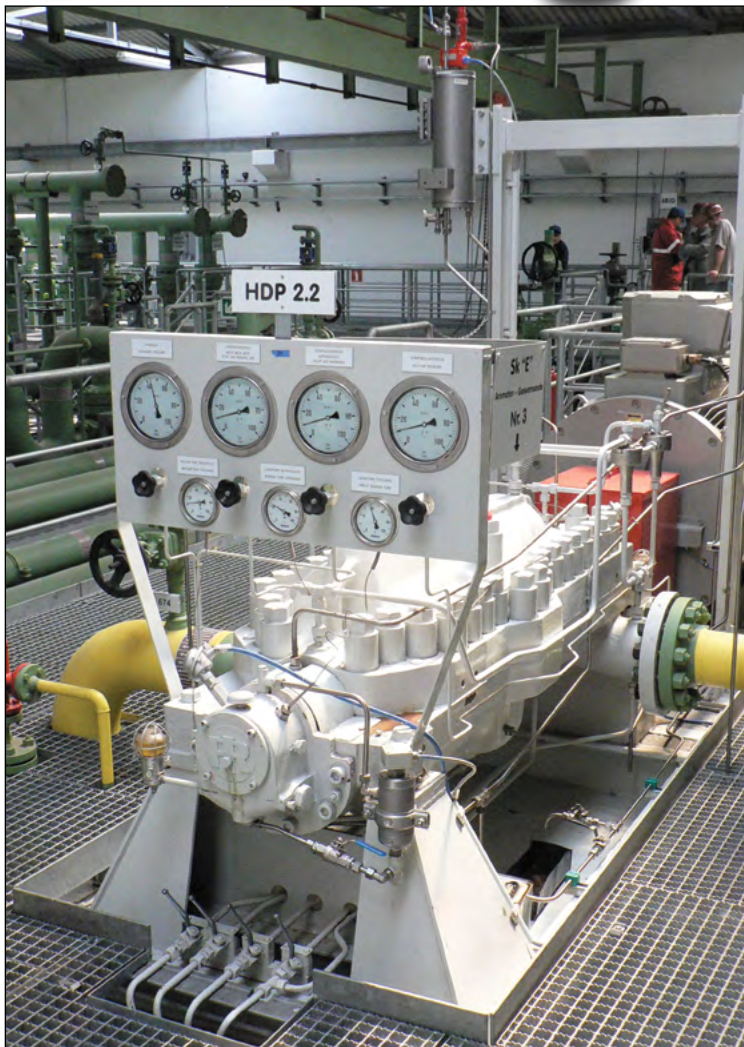
“We learn quite a bit from each other. I really enjoy brainstorming and getting every team member’s recommendations,” Trevino said. **ES**

Above: Army Staff Sgt. Darius Andrus performs distillation testing of aviation fuel during annual Kosovo Force training in support of Task Force Falcon at the Defense Logistics Agency Energy Europe & Africa petroleum lab in Germany.

Right: Army Sgt. 1st Class Mandy Jo Allen checks the flash point on Air Force One and Marine One aviation fuel samples in support of President Barack Obama’s G7 Summit visit held in Bavaria, Germany, June 8.



Strategic Use of Pipelines



By Terry Shawn

With military operations in Europe expanding, the efficient, effective use of the fuel pipeline systems on the continent by the U.S. in support of the warfighter and partner nations becomes more vital.

The strategic goals of the Defense Logistics Agency – warfighter first, financial stewardship and process excellence, all came into play as DLA Energy Europe & Africa improved its use of the expansive network of pipelines in their area of responsibility.

“Using our nine pipeline systems and multiple fuel exchange agreements with host nations within our region, DLA Energy Europe & Africa has the ability to access vast amounts of fuel with a high degree of efficiency,” said DLA Energy Europe & Africa Supplier and Customer Operations Director Navy Lt. Cmdr. Jason Hoftiezer. “Through this efficiency, we provide the highest degree of operational readiness to the warfighter by effectively fulfilling their fuel requirements in this vast AOR.”

DLA Energy Europe & Africa’s AOR is 55.8 million square miles and covers 103 nations, parts of Asia and North America and extends from 500 miles off the U.S. Atlantic coast to the Pacific coast of Russia.

“Pipelines are a great leverage of supply chain capability through our military-to-military process,” said DLA Energy Customer Operations Director Air Force Col. Todd Cheney.

With the NATO’s Central European Pipeline System and the Government Pipeline Storage System in the United Kingdom, these fungible supply chains enable DLA Energy to leverage commercial partnerships to increase velocity for demand surge or export volume in support of regional demands, he said.

“The fact that it is a fungible system, meaning freely exchangeable or replaceable, provides DLA Energy flexibility in our supply and logistics support to the warfighter,” Cheney said.

Changes in business were made in order to better support the warfighter, beginning at Defense Fuel Support Point Speyer in Germany, he added.

After analyzing the efficacy of renewing the current fuel

storage contract at DFSP Speyer, one of 38 storage depots along the CEPS, DLA Energy ended the 30-year relationship with the facility’s contractor.

“DFSP Speyer existed as a terminal storage contract with capabilities to load rail cars and tank trucks,” said DLA Energy Europe & Africa Inventory Management Branch Chief McCoy Greer. “The Energy team devised a plan to shift tank truck loading operations to the Bellheim CEPS tank farm and the railcar loading capability and the need to store JP8 jet fuel was no longer required,” Greer said.

By ending the contract with DFSP Speyer, DLA Energy accomplished three things – cost saving where applicable, maximize storage and minimized footprint, he said.

At DFSP Speyer, leasing railcars and cleaning fees cost the organization \$423,000 annually. Now, DLA Energy has saved \$3.3 million in overall contract costs since the 2014 closure.

Through coordination with the U.S. Air Forces in Europe and the Ramstein Air Base Fuels Management Flight team, DLA Energy relocated 7,000 gallons of DLA contingency fuel additives from DFSP Speyer to the hazardous chemical storage area at Ramstein Air Base.

The shift of product improved the time it takes to fill warfighter fuel requirements, said former DLA Director Navy Vice Adm. Mark Harnitchek.

“Over the next five years, substantial savings in storage costs will result and reduce our customer’s lead time for additives from two weeks to a matter of days,” Harnitchek said, when recognizing DLA Energy Europe & Africa’s Speyer Services Termination team with the Director’s Strategic Goals award in the second quarter of fiscal year 2013.

Efficient and effective use of the pipeline networks would also play a role as activities and U.S. air, land and sea presence in Central and Eastern Europe increased beginning in March 2014.

As the U.S. support of Operation Atlantic Resolve expanded into Poland and the Baltic states with exercises that included Summer Shield, Flaming Sword, Baltops and Saber Strike, along with the European Command-hosted multinational exercise Combined Resolve II and NATO exercise Steadfast Jazz, DLA Energy relied on the network of pipelines in the



Above: Connecting pipes link the storage tanks and the low pressure manifold at the Central European Pipeline System at the Zweibrücken, Germany, depot. The pipeline system provides large storage capacity and multi-modal venues such as into-truck, airfield and tanker, in support of the majority of U.S. European Command area of responsibility.

Left: An electric high-pressure pump station at the tank farm Zweibrücken in Germany pumps Jet A1 jet fuel from the Central European Pipeline System-fed tank farm to Ramstein Air Base. Several points along the pipeline serve as storage and distribution locations. Photos courtesy of NATO

region to support the warfighter.

The CEPS was originally built to serve the wartime military fuel requirements of eight nations: Belgium, Canada, France, Germany, Luxembourg, the Netherlands, the United Kingdom and the United States. Canada and the U.K. no longer participate.

As the largest military user of CEPS, according to a NATO report on the pipeline system, the U.S. relies on the strategic use of the 3,418 mile pipeline system and the rest of the NATO Pipeline System to achieve mission success in Europe.

CEPS stores and transports 75 million gallons of DLA product throughout a distribution network in countries to include France, Belgium, Netherlands, Luxemburg and vital points in Germany.

The pipeline system provides large storage capacity and multi-modal venues such as into-truck, airfield and tanker, in support of the majority of U.S. European Command area of responsibility, Hoftiezer said.

“It is our ‘go-to’ system when supporting the warfighter in Europe,” he said.

The pipeline system directly supports Ramstein Air Base, a key air mobility hub for Western Europe, said DLA Energy

Europe & Africa Director of Operations Daniel Schmidt.

“A significant portion of the personnel, equipment and supplies rotating in to support Operation Atlantic Resolve will transit Ramstein,” he added.

Spangdahlem Air Base, Germany is also one of 24 military air bases the pipeline directly supports.

“Spangdahlem [Air Base] also has an air mobility squadron that supports cargo and passenger traffic,” Schmidt said. “Spangdahlem’s air mobility mission is less than half the size of Ramstein’s mission, but still very important to the theater following the closure of Rhein-Main Air Base in 2005.”

Rhein-Main Air Base, in U.S. control for 60 years, was formally handed over to the German government as a result of a 1999 U.S.-German agreement.

In addition to CEPS, DLA Energy Europe & Africa use the Government Pipeline Storage System in the United Kingdom, the Spanish Pipeline in Spain, the Turkish NATO Pipeline System in Turkey and the Northern Italian Pipeline System in Italy.

In the United Kingdom, the GPSS was built in 1939 to establish an oil distribution network during World War II. The GPSS stores and transports 54 million gallons of DLA

product in support of Lakenheath, Mildenhall and Fairford Air Force Bases. Products delivered by the pipeline system include Jet A1 jet fuel and Jet Propellant Thermally Stable, a high thermal stability, high altitude fuel, used in Air Force reconnaissance aircraft.

“[The GPSS] is integral to supporting U.S. Air Force air bases that conduct missions throughout Europe and Africa. It can be supplied via tanker or United Kingdom refineries, providing robust capability to U.S. strategic missions originating in the United Kingdom,” Hoftiezer said.

Originally owned by the United Kingdom’s Ministry of Defense, the pipeline was sold to a Spanish oil network operator in March 2015.

The pipeline contract protects the future supply of aviation fuel through the 2,000 km system to both military and commercial airlines in the United Kingdom, according to a U.K.’s Ministry of Defence news article from March 20, 2015.

TNPS consists of the Western Turkey Pipeline System and the Eastern Turkey Pipeline System and is part of the NATO Pipeline System that was created to supply Allied forces with fuel during the Cold War, according to NATO.

The Turkish pipeline system stores and transports 21 million gallons of DLA-capitalized JP8 jet fuel. The Western leg of the TNPS services locations between Port of Antalya on the Mediterranean Sea and ports on the Straits of Bosphorus, while the Eastern leg services locations between Port of Mersin and Horasan in Eastern Inland Turkey. TNPS served as a fuel support line during Operation Iraqi Freedom, providing military specification fuel to operations in Northern Iraq.

Another pipeline system used by DLA Energy Europe & Africa is NIPS. The pipeline system in Northern Italy stores and transports 13.5 million gallons of DLA-capitalized JP8 and services seven bases across the Northern region of Italy, primarily Aviano Air Force Base.

Hoftiezer, who supplies bulk petroleum to all DoD activities in EUCOM, U.S. Africa Command and U.S. Special Operations Command areas of responsibility, said the pipeline is essential to the interoperability of Italian and U.S. forces in Northern Italy.

“It gives both countries the flexibility they need to meet mission requirements and conduct Fuel Exchange Agreements,” Hoftiezer said

Rounding out the multi-nation system is the Spanish Pipeline System that stores and transports 28 million gallons of DLA-capitalized JP8 between Naval Station Rota

and Moron Air Force Base, a strategic hub in the EUCOM AOR.

All these pipelines originating in multiple host nations and passing through several countries, as well as effective use of international agreements and contracts, provides DLA Energy with a network by which it can procure and provide jet fuel, natural gas, motor gas, marine fuel and more to the warfighters executing military operations with NATO and U.S. allies in the European AOR. ^{ES}



A workman changes worn out filters on the high pressure microfilter at the Pfungstadt depot along the Central European Pipeline System. The filter cleans sediment out of the petroleum products transported through CEPS. Courtesy photo



This facility in Bellheim, Germany, is one location where fuel from the Central European Pipeline is loaded into trucks for distribution. When Defense Fuel Support Point Speyer closed, tank truck loading operations transferred to Bellheim to better support the warfighter and decrease costs. Courtesy photo

Crossing borders

A fuels specialist with the 159th Logistics Readiness Squadron, Louisiana Air National Guard, pulls a fuel hose toward an F-15 Eagle for refueling as a part of Exercise Thracian Eagle 2015 at Graf Ignatievo Air Base, near Plovdiv, Bulgaria. DLA Energy's International Agreements team contacted the Italian air force to buy 118,000 gallons of excess fuel from the previous 2014 exercise through an international agreement. Photo by Master Sgt. Toby M. Valadie



By Christopher Goulait

When nations answer the call to support one another's operations, international agreements come into play.

With more than half of the Defense Logistics Agency Energy's international agreements in Europe, many of those go through DLA Energy Europe & Africa.

The region's International Agreements team and the

agreements they facilitate are critical to the success of the region, said DLA Energy Europe & Africa Deputy Director Bill Brennan.

"Our European partners enable our forces through fuel support in both Europe and Africa," Brennan said.

International agreements are military-to-military agreements negotiated between the Ministries of Defence of

foreign nations and the U.S. Department of Defense. These agreements state the logistics, supplies and support, including fuel, the parties to the agreement may provide to one another, said DLA Energy Europe & Africa Liaison Officer to the United Kingdom Navy Lt. Dale Lessner.

Agreements used in the region include Fuel Support Agreements, Fuel Exchange Agreements or Direct Bill Agreements, all drawing their authority from a broader

legal framework called an Acquisition and Cross-Servicing Agreement, he added.

Partners in Europe make agreements especially relevant for DLA Energy, Lessner said.

"Of the 40 agreements DLA Energy has in place with nations around the world, 22 of them reside here in Europe," he said. "Our fuel support agreements cover more than

4,000 miles of pipeline and nearly half a billion gallons of storage across the theater, the majority of which is either held in or delivered by host nation pipeline systems. If the warfighter in Europe is using fuel, chances are it was delivered by way of an FSA.”

Another example is DLA Energy’s agreement with France’s service des essences des armées, or SEA. An FEA is used to reconcile balances between the DoD and SEA by offsetting routine in-flight refueling charges of an equal dollar amount.

“SEA has been an invaluable partner in the heart of Africa for non-routine U.S. missions requiring small amounts of [aviation gasoline] necessary to power [intelligence, surveillance and reconnaissance] platforms,” Lessner said.

Without the SEA and their resident knowledge of the area and existing support networks, DLA Energy would have required weeks or months to commercially procure and transport such small amounts, or it would have required a designated and costly special Air Force mission, he added.

In order to realize these benefits, a formal agreement has to be in place. Agreements pass through several offices for coordination and revision before they are finalized, but their first stop is with the DLA Energy Europe & Africa International Agreements team, which has a role throughout.

“When an agreement is due for a revision, we are the first to chop on it,” Lessner said. “Once it begins to route through the various legal counsels and divisions at [DLA Energy Headquarters], we monitor its progress to ensure that necessary language is included, or that irrelevant provisions are omitted. Furthermore, we are here to engage

with the partner nation to address their concerns.”

Other coordination can include the combatant command Joint Petroleum office and DLA Energy’s Inventory Management and Supplier Operations teams deciding how an agreement would affect inventory levels in the theater, as well as DLA Energy’s Quality/Technical Support and Finance teams concluding that conditions in an agreement are satisfactory to ensure the warfighter is getting what they are requesting for a fair price, Lessner said.

On top of that, host nations may have to route the agreements through their own parliaments or defense cooperation offices to ensure engagement is occurring through the correct foreign military and political channels, he added.

“Simply put, for an agreement to be implemented, it requires a cast of characters, within and outside of DLA Energy – too many to name them all,” Lessner said.

Nations also work together and develop relationships beyond the formal agreement development process.

“Every year, DLA Energy Europe & Africa holds FEA meetings,” Lessner said. “In doing so, it isn’t just DLA Energy Europe & Africa that gets to interact with other NATO members; all of the attendees begin to exchange ideas and compare and contrast their parent organizations’ structures and processes.”

As a result, DLA Energy has been a role model, especially to developing nations, in adapting to new information technology systems and command and control structures, he said.

“Most importantly though, just handing out a business

card can pay off with huge dividends,” Lessner said. “This year, representatives from Latvia, Lithuania and Poland all attended. We currently have a Navy FEA with Poland and as we are working together to craft a new joint FEA to cover all grades of fuel, Latvia and Lithuania became interested. Both Baltic states, and Estonia as well, are currently supporting U.S. forces by way of ACSA order coverage.”

The simplicity of the agreement, along with the reduced manpower and administrative costs, piqued their interest, Lessner said.

The International Agreements team also stood out last year for their role in supporting the U.S. and Bulgarian Exercise Thracian Eagle.

“When the only aviation fuel refinery in the area required a minimum lift guarantee right before the start of the exercise, DLA Energy had no other option but to estimate low and hope for good weather to keep flying hours up and demand high,” Lessner said.


When the exercise ended 118,000 gallons of fuel under the estimate, DLA Energy Europe & Africa International Agreements immediately began calling all contacts in partner nation’s air forces to see if any NATO members were planning to exercise in Bulgaria in the near future.

Agile and creative business solutions allowed the team to broker a sale to the Italian air force for the remaining amount of the refinery’s minimum lift requirement, saving more than \$400,000, he said.

In support of Operation Unified Protector, DLA Energy was able to leverage two agreements with the French air force and the Italian air force.

“DLA Energy has FSAs for the Central European Pipeline System and the Northern Italian Pipeline System,” Lessner said. “When the French air force owed the Italian air force fuel but could not ingress a tanker into the NIPS due to customs restrictions, we acted as the intermediary.”

“We paid the French air force debt to the Italian air force in gallons out of our stocks in the NIPS,” he added. “The French air force then repaid us from their stocks in the CEPS. The Italian air force was paid, the French air force saved on transportation costs, and ultimately we saved the U.S. taxpayer by consolidating our next eventual delivery to one stop in the NIPS, generating \$1.2 million in net revenue for the Defense Working Capital Fund.”

Any country collocated on a pipeline system with another nation might see the potential advantage with using the U.S. and DLA Energy as a tool to conduct business and provide support to their neighbors during joint military exercises and operations, Lessner said. 

Know your agreements

With the legal framework called an Acquisition and Cross Servicing Agreement in place, Fuel Support Agreements, Fuel Exchange Agreements or Direct Bill Agreements are possible. DLA Energy Europe & Africa Liaison Officer to the United Kingdom Navy Lt. Dale Lessner explains the differences in agreements used in the region.

Fuel Support Agreements

FSAs are very precise, technical arrangements that give access into pipeline systems and large storage systems. They stipulate how the host nation is to be paid for the service they provide, what quality measures are expected when their personnel handles DLA Energy fuel, and any logistical requirements pertinent to transportation or delivery.

Fuel Exchange Agreements

FEAs are more widely used, and in essence allow DLA Energy and partner nations to trade fuel back and forth throughout the year and at different locations. They can be incredibly flexible and used in conjunction with an FSA to the benefit of both parties involved. For instance, a U.S. Air Force C-17 could land and take on fuel in the Ascension Islands and we could repay the United Kingdom in their Government Pipeline Storage System in England via a book transfer. Likewise, if an Italian navy vessel were to steam south and lifted marine fuel in Greece and then again in Djibouti, they could repay DLA Energy with aviation fuel adjusted for price differences in the Northern Italian Pipeline System at a later date.

Direct Bill Agreement

DBAs are the simplest agreement. Countries that infrequently request fuel or prefer to settle balances monthly are attracted to DBAs.

No agreement?

If DLA Energy doesn’t have a formal agreement in place, the agency uses individual ACSA orders for both purchase and sale. Often, ACSA orders operate in the same fashion as a DBA; however, they include limitations such as shorter invoicing or payment periods, and some rigidity in settlement options. As U.S. military operational focus shifts to Eastern Europe, where less-developed infrastructure and supply chains exist, ACSA orders have become a major tool for the International Agreements team in building military-to-military partnerships.

An airman prepares to insert an inflight refuel tester into an F-15 Eagle at Graf Ignatievo Air Base, near Plovdiv, Bulgaria, in support of Thracian Eagle 2015. When the 2014 exercise used less fuel than the area’s refinery would support under a minimum lift guarantee, DLA Energy’s International Agreements team used an agreement to allow the Italian air force to buy the remaining amount. Photo by Master Sgt. Toby M. Valadie



Overseas Tours

By Irene Smith

For those looking to broaden and diversify their career expertise, an overseas tour at Defense Logistics Energy Europe & Africa may be just the answer.

“There are 60 civilian positions at DLA Energy Europe & Africa headquarters at Kaiserslautern, Germany,” said DLA Energy Civilian Support Branch Manpower & Workforce Management Program Analyst Linda Taetsch. “The initial tour length is typically 36 months, and 24 months in Turkey.”

There are 48 civilian and 12 local national positions.

Billets at DLA Energy Europe & Africa include administrative program specialist, budget analyst, chemist, contracting officer, contracting officer representative, customer account specialist, deputy commander, director of operations, distribution facilities specialist, general supply specialist, inventory management specialist, logistics management specialist, management analyst, NATO representative, petroleum liaison officer, physical science technician, quality assurance specialist and traffic management specialist.

“Since October 2014, there have been approximately seven losses and seven gains in the Europe & Africa office,” Taetsch said. “So on average, rotations into Europe & Africa occur about once a month.”

For those interested in pursuing an overseas tour, advance career planning and tracking of billets are necessary, Taetsch added.

“The requirements are essentially the same as applying for a job here at headquarters,” Taetsch said. “Depending on the position, federal overseas workers must meet various requirements such as a physical, security qualifications, tour of duty and any special qualifications.”

An individual selected for an overseas position in Germany will generally have to sign a transportation agreement and the overseas tour is approximately 36 months, she added.

Once personnel are filling an overseas position, they



A KC-135 Stratotanker from the 100th Air Refueling Wing refuels a 354th Expeditionary Fighter Squadron A-10 Thunderbolt II above Ramstein Air Base, Germany. DLA Energy Europe & Africa’s mission is to supply the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and efficient manner possible in its area of operations. Photo by Air Force Senior Airman Damon Kasberg



A church in Wernigerode, a town in the district of Harz, Saxony-Anhalt, Germany. Wernigerode is one of the many towns in Germany DLA Energy Europe & Africa employees can visit while stationed there. Courtesy photo

can renew their tour. Renewal tours are usually 12 months or 24 months.

“In Europe, a standard tour is 36 months,” said Management and Program Analyst Trista Holmberg, who tracks Energy employees assigned overseas and works with the regions on processing their renewal tour extensions. “The first renewal tour can be 24 months, which puts them at five years. After five years, they can extend up to seven years.”

Anything after seven years requires approval by DLA Human Resources Director Brad Bunn.

Holmberg said Energy employees who want to do an overseas tour need to stay current with what is being offered on E-workplace.

“Periodically check to see what potential vacancies are coming up and apply for the job, if interested,” she said.

Several DLA Energy leaders have served in overseas billets and gone on to positions of increased responsibility including the DLA Energy Deputy Commander George Atwood.

DLA Energy Deputy Commander George Atwood is a proponent of the career broadening opportunities offered at DLA Energy Europe & Africa. He served as the DLA Energy Europe & Africa deputy director in Kaiserslautern, Germany, from May 2008 to August 2010.

“I was looking for a promotion opportunity to work outside of headquarters and work in execution of a mission delivering fuel,” Atwood said. “I already had headquarters contracting experience and I wanted to get broader experience working directly in the theater supporting the combatant commands.”

As the deputy director, Atwood assisted in the execution of DLA Energy’s mission to support storage, transportation and distribution of bulk petroleum products for all U.S. forces and U.S.-supported missions in the European and African theaters.

“The regional offices are where we execute the daily mission of delivering fuel,” Atwood said. “From quality assurance oversight to the day-to-day working with customers, planning requirements, overcoming obstacles and resolving differences in the field, these are all elements found working overseas.”

DLA Energy Europe & Africa Budget Analyst Krista Ludwigsen has been in Kaiserslautern, Germany, for almost three years. A military veteran and DLA Energy employee, Ludwigsen previously handled finance accounts payable at DLA Energy headquarters in Fort Belvoir, Virginia, and worked at DLA Energy Pacific in training and command resource management.

“Being in multiple positions, in multiple locations has taught me how to be a customer service, people-oriented person,” Ludwigsen said. “With constant moves, you learn quickly how to make yourself known to those you will be working with for the next few years and establish the groundwork of a great working relationship while you are in your position.”

Overseas jobs offer unexpected professional and per-

sonal benefits.

“There is always someone you have met along the way that can help you if you have questions about a certain subject,” Ludwigsen said.

“I think that most of all my experiences have taught me to maintain those working relationships even when you leave one place and move onto another.”

For Ludwigsen, one of the challenges faced in taking on an overseas position is communication.

“The challenge with an overseas position is understanding what the customer is asking for,” Ludwigsen said. “The terms we use, the military uses or a foreign national uses can all vary while meaning the same thing. I think that is the most difficult challenge that I face.”

Ludwigsen arrived in Germany as a result of being married to an airman.

“My husband is active duty Air Force so he is actually the reason we moved to Germany,” Ludwigsen said. “They told us where we were going and we embraced the opportunity. We love it here so much we extended for another year. The jobs, the schools and the friends we have made are all amazing and we enjoy what we are doing and are grateful that this is where we were sent.”

For Ludwigsen, the opportunity to live in Germany has been rewarding and enriching for both her and her family.

“There is always something positive about where you have been and where you will be going,” she said. “For us, DLA Energy Europe & Africa has allowed me to continue my career as an Energy employee, while allowing me to also be the military spouse and supporter that I am.”

This assignment has afforded her children a great education with the Department of Defense Education Activity Europe, as well as amazing life experiences that she personally would have never dreamed of when growing up, Ludwigsen said.

“It is truly a remarkable place to work and live,” she added.

For military officers assigned to DLA Europe & Africa, the opportunity to retire and stay in Europe can be a highly sought after opportunity.

As an Air Force major, Rob Lyon spent his last four

years on active duty in the Air Force as the DLA Energy Europe & Africa Operations Center chief. Now retired, he works as a customer account specialist covering the Air Force and Army and Air Force Exchange Store accounts throughout Europe.

“I was very fortunate to have been able to transition as a civilian within DLA Energy,” Lyon said. “I have never worked at DLA Energy headquarters as I was hired locally upon retirement from the Air Force.”

My past experience as a former enlisted petroleum, oil and lubricants troop and logistics readiness officer was instrumental in helping to stay in Germany as a civilian, Lyon said.

Previously, Lyon handled wholesale bulk fuel support at the operational and strategic levels, including supply, transportation and logistics fuel planning.

“In my current job, I assist in planning and ensuring support mechanisms are in place to execute operations and exercises throughout the European and African theaters,” Lyon said. “My previous four years in the Operations Center have given me in-depth knowledge of regional capabilities and our customer base and allowed me to forge working relationships with our customers and the folks back at Fort Belvoir, [Virginia,] who supports us here.”

For Lyon and his family, living outside the United States is normal. His family and he have been overseas now for 11 years, having been assigned in Japan prior to Germany.

“For my kids, the [U.S.] is a foreign country. Two of them are in college and when there are in the U.S., they really miss life here,” he said. “We enjoy traveling and take advantage of going to [festivals,] culinary events and Christmas markets, along with lots of outdoor activities Germany has to offer.”

It’s absolutely gorgeous here with quaint little towns that have a charm of their own that make for a nice day trip, Lyon added. There are lots of opportunities, and if you’re here on a three-year assignment, you’ll find once you begin taking advantage of what Germany offers, three years simply isn’t enough time.

For some individuals, Germany is almost like a second home. DLA Energy Europe & Africa Operations Director Dan Schmidt and his wife have spent 14 of the last 19 years overseas in Europe between his Air Force and DLA Energy careers.

“I’ve worked for DLA Energy Europe & Africa and DLA Energy Americas at San Pedro, California,” Schmidt



People walk the streets of the historical center of Mecklenburg-Vorpommern, Germany. Germany offers friends and family of DLA Energy Europe & Africa employees a place to visit and experience a different culture. Courtesy photo

said. “This is my fourth tour of duty in Germany and my third tour with DLA Energy Europe & Africa in Germany.”

Schmidt’s first tour was as an airman working with Defense Energy Supply Center Europe in Wiesbaden.

“I was a mid-level U.S. Air Force major and chief of the Operations Division,” Schmidt said. “Between 9/11, Operation Enduring Freedom, Operation Iraqi Freedom, Task Force Restore Iraqi Oil, a deployment to Baghdad, Iraq as the Defense Energy Support Center-Iraq commander and the establishment of the Northern Iraq ground line of communication in Turkey, I experienced a tremendous amount about how this great organization works and rises to any challenge.”

As a result of his Air Force time, Schmidt knew he wanted to return to DLA Energy as a civilian employee.

“My wife has accompanied me on all my European tours,” Schmidt said. “Even though we really enjoyed San Pedro, California, and DLA Energy Americas, we were kind of homesick for Germany and the entire European experience and lifestyle. We enjoy the fact

we can jump in the car and be in France, Belgium, Luxembourg or Holland in 1 to 2 hours or jump on a high-speed train or a plane and be virtually anywhere in Europe in a few hours. Each country has its own unique character and offers a wide-range of different experiences.”

The challenges working overseas in Germany can be many, Schmidt said.

“Be prepared to engage on a wide-variety of ever-changing issues, the sheer variety of issues one encounters working with our NATO and European allies and emerging partners in Africa constantly challenges one to learn something new every week,” Schmidt said.

“There’s a huge amount of history and context to comprehend behind every challenge. Understanding these challenges within a historical context is the key to developing solutions.”

Schmidt offered the following advice for those thinking about an overseas tour.

“Be prepared to be part of the high-performance

team,” Schmidt said. “Everybody that’s here volunteered to be here. This basic fact results in exceptionally high-performing, enthusiastic team players.”

Collaboration with headquarters is crucial, he said.

“Be prepared to collaborate extensively with DLA Energy headquarters within a foreshortened business day,” Schmidt said. “Nothing happens in isolation. Virtually all of DLA Energy headquarters business units contribute to the progress and success of DLA Energy Europe & Africa.”

Schmidt, Lyon and Ludwigsen all agree that there is a degree of cultural adjustment when living in Germany.


For Schmidt, living overseas has become easier with technological advances.

With a high-speed Internet connection, various social media platforms and relatives and friends visiting Germany, Schmidt said he and his family experience a much greater sense of connectedness than back in the 1990’s.

“Between our families and our U.S. German and international friends, we host and enjoy a constant stream of visitors,” he said.

For Schmidt, living in Germany continues to surprise him.

“The Germany my wife and I experienced in the mid-1980’s as exchange students at the University of Trier at the height of the Cold War, are distinctly different than the Germany of today; yet, the Germans remain grounded in their traditions, festivals, seasons and general way of life.”

DLA Energy six month and 12 month overseas vacancy job information can be found on E-Workplace at https://eworkplace.dla.mil/sites/c12/N536/Pages/DLA_Energy_Jobs.aspx. 

Shared Insights

The biggest surprise in moving to Germany was the welcome we received, and how much you feel at home when you move here. Everyone had been very welcoming and they continue to be. For some people, moving overseas, if you have never been, can be a cultural shock, but embrace the changes and the challenges.

Look at a move as a chance to learn something new, experience something new, a way to round yourself out, and to better understand the bigger picture and your individual role in it.

– **DLA Energy Europe & Africa Budget Analyst Krista Ludwigsen**

I’ve always enjoyed living overseas and experiencing new cultures, sights and food.

As with any move to a foreign country, you have to adjust to the culture and their laws, which may be different from what we have in the U.S. For example, in Germany, you have to recycle, stores are not open late like in the U.S. and things may move a little slower than we are accustomed to, but the opportunities that are available while living in Europe make the challenges well worth it.

Other things to consider are what to bring and what not to bring, from large appliances to small kitchen and electronic devices since the voltage in Germany is different.

As always when moving, you get rid of things on one end and then have to replace them when you get to your new location ... that’s one drawback.

Another challenge is trying to provide continuity for my kids in school and not uproot them every few years. I’ve been lucky with that thus far. I had lived in Germany before so the transition wasn’t difficult. Everything just requires advance planning and preparation.

– **DLA Energy Europe & Africa Customer Account Specialist Rob Lyon**

You are a representative of the United States in Germany. You are an ambassador. You will be afforded countless opportunities to make a positive impression.

One way to make an immediate positive impression is to learn and use the language. Even though I don’t consider myself to be remotely fluent in German, the experience is much richer when you can comprehend what’s going on around you and communicate. Even just trying to communicate in German is appreciated by the Germans and makes a positive impression.

– **DLA Energy Europe & Africa Director of Operations Dan Schmidt**

Standing Alone

By Jonathan Stack

Standing alone, Defense Fuel Support Point Djibouti is the only intermediate fuel point on the continent of Africa.

The DFSP is a commercially owned-commercially operated terminal, and its mission is to receive, store, protect and ship F76 and JP5 in the Port of Djibouti, said Samuel Cook, DLA Energy Europe & Africa liaison officer to United States Africa Command.

“We have total of four tanks there,” said Samuel Bekele, DLA Energy Europe & Africa contract specialist. “There are two for F76 and two for JP5.”

During calendar year 2014, 30 million gallons of F76 and 1.3 million gallons of JP5 were issued from DFSP Djibouti to U.S. allies.

“DFSP [Djibouti] primarily supports the U.S. Navy’s fleet requirements in the Horn of Africa,” Cook said.

The terminal started operations in September 2005 just after construction was completed. The performance period for the current DLA Energy contract is February 23, 2011 through February 22, 2016.

The facility stores 600,000 barrels of DLA Energy-owned fuel and receives fuel from ocean going tankers, barges, or U.S. Navy fleet oilers. In addition, the facility ships fuel to ocean-going tankers, barges, U.S. Navy fleet oilers or other fleet vessels. Lastly, the facility provides tank truck loading capability to transport JP5 by ground to locations in Djibouti.

This facility is an intermediate fuels storage depot and is part of a worldwide network of DFSPs that support warfighter fuel requirements which contributes to the overall success of DLA Energy’s mission, Cook said.

“Overall, the terminal is a key part of the commercial market in East Africa and is the import point for Djiboutian and Ethiopian domestic fuel markets,” Cook said.

DFSP Djibouti is located on the Bab el Mandeb strait, which connects the Red Sea to the Gulf of Aden.



“This area is critically important to global oil transit and is a crossroad of major shipping lanes,” Cook said. “The facility lies near the AFRICOM and [United States Central Command] boundary lines and provides maritime fuel support to support both [combatant commands’ requirements] as well as maritime support for transiting vessels to and from [United States European Command] area of responsibility.”

In order for the DFSP to support the COCOMs in accomplishing its mission, LNOs play a role.

“As a LNO, my role with the DFSP is to help our customers understand the terminal’s capabilities so that information can be integrated into plans to meet requirements associated with missions, activities and exercises,” Cook said. “On the opposite side, my interaction with [contractors] helps ensure they understand customer requirements and to facilitate greater cooperation overall between the terminal and DLA Energy.

Other employees also have functional roles within the DFSP.

“For example, our quality assurance representatives have direct quality surveillance oversight to ensure the contractor maintains the quality of DLA-owned fuel,” Cook said.

Navy sailors from Coastal Riverine Squadron One patrol the waters of East Africa, providing security for service members supporting Combined Joint Task Force Horn of Africa, in Djibouti, Africa. The Navy uses Defense Fuel Support Point Djibouti as one option for its fuel needs in the region. Photo by Air Force Senior Airman Alexandra Minor

“QARs are on-site whenever an ocean-going tanker delivers product to the facility.”

In addition, the Regional Inventory Management team is responsible for working with the contractor to properly record and document fuel inventories, shipments, receipts, sales and other transactions, he added.

The Inventory Management team is the primary customer contact point to lift fuel from the DFSP. Customers include Defense Department customers, as well as foreign militaries with Fuel Exchange Agreements or other arrangements with DoD.

“Through the FEA program, DLA Energy has provided fuel to France, Canada, Japan, Germany, Spain, Turkey and the U.K.,” Cook said. “In addition, DLA Energy has also supported Sweden and Ukraine through an Acquisition Cross Servicing Agreement.”

The Inventory Management team coordinates delivery of fuel for the customer with the terminal, Bekele said.

Another team is the region’s contracting team.

It acts as the primary contact for contract interpretation issues and to interface between the contractor and the chief of Bulk Petroleum Supply Chain Services at DLA Energy headquarters, he added.

“The contract is awarded and administered back at Fort Belvoir, Virginia, and [as a contract specialist] when there are specific issues with the administration of the contract that’s where I get involved,” said Bekele. “I will go and discuss with the [contractor] about things like payment issues and other issues.”

Overall, DFSP Djibouti plays a big role in the overall DLA Energy mission because of its location and there is a lot of activity in the Horn of Africa where it is located.

“The location is considered very strategic because it’s close to the Red Sea, and it’s on the crossroads of major shipping lanes,” Bekele said. **ES**

Fighting Ebola

By Beth Reece

Lanny Collums had been in Liberia less than a week when he saw her. She laid helpless at a bus stop half a mile from his temporary quarters, where he was lucky if he got five hours of sleep before resuming the search for fuel direly needed by those fighting the deadly Ebola virus in West Africa. Five days later, she was still there.

“We drive by every day and hope that there is a change but not so far. Approximately 50 beds become available every day at the Ebola treatment units here, but there are 150 to 200 people outside the fence needing a bed. It will get worse before it gets better,” he wrote in a Sept. 30 Facebook post updating friends and family on the Defense Logistics Agency’s push to get critical supplies into the country.

On the 10th day, the woman’s lifeless body was removed and the bus stop decontaminated. For Collums, it underscored the urgency of Operation United Assistance, the Defense Department operation supporting the U.S. Agency for International Development-led effort to end a virus that had already killed thousands.

DLA’s mission was to pre-position material so troops could start building 17 Ebola treatment units as soon as they arrived. The agency worked with U.S. Army Africa Command officials and federal partners like USAID with such speed and scale that initial supplies were on the ground by early October. Overall, the agency provided building materials such as plumbing and electrical gear, lumber and fencing, as well as personal protective equipment, maps, tents, cots, water, food and fuel.

Collums, who has been a quality assurance representative for DLA Energy in Europe and Africa since 1984, said supporting OUA was “one of the hardest jobs I’ve ever done.”



“The biggest challenge was trying to do a miracle in a short timeframe,” he said. “Once you came up with a solution for one problem, there were five or six people waiting to drop even more needs on you. We just never stopped.”

DLA Europe & Africa Commander Army Col. Elizabeth Delbridge-Keough was the first agency representative on the ground. She was already on a plane heading to Liberia with USAFRICOM officials when President Barack Obama announced the plan to send 3,000 troops there. Other DLA Europe & Africa employees were just days behind her.

“It allowed DLA to be flexible and responsive. We’re such

Airmen assigned to the 633rd Medical Group begin construction on the Monrovia Medical Unit site in Monrovia, Liberia. DLA provided building materials such as plumbing and electrical gear, lumber and fencing. Photo by Private 1st Class Craig Philbrick

a big animal, and we’re usually not first into the theater,” she said.

Randy Scharberg, a logistics planner for DLA Troop Support stationed in Rota, Spain, deployed to ensure building materials coming into country were what engineers needed to build ETUs. He compared the units to makeshift camping areas with six to eight buildings used for everything from medical treatment to showering.

Architectural designs for the ETUs were created in the

1970s when Ebola was first identified. Although they were never completed, the designs called for more than 400 different items. Many of them were wrong.

“Army engineers who were actually doing the building were beating us up daily because they were getting stuff in the wrong dimensions or getting parts that just weren’t suitable for an ETU. Every time a patient was cured in one of the buildings, for example, it would have to be washed down and sanitized, so all the switches had to be waterproof. That wasn’t in the original plan,” Scharberg said.



The Gbediah Ebola treatment unit was the last ETU to be built by Joint Forces Command–United Assistance. DLA began prepositioning material in September so troops could build treatment units as soon as they arrived. Army Staff Sgt. Terrance Rhodes

The treatment units were built and turned over to USAID on schedule, he added, but only because DLA Troop Support contractors quickly found the right parts in Dubai or the United States and had the shipments expedited.

Getting food and water to numerous locations in Liberia from Senegal, where it was delivered via C-747s or C-17s, was another challenge. The airfield in Liberia is too small to accommodate those aircraft, so shipping containers had to be transferred to much smaller C-130s for movement to Liberia.

“It takes about 10 C-130s to carry what a C-747 can hold, so we had pilots flying back and forth continuously to get containers off the tarmac in Senegal and over to those who needed it in Liberia,” Scharberg said.

Driving it to customers scattered across 10 locations in Liberia was even harder.

“Looking at a map, you’d expect it to take two or three hours to get a 20-foot container from one location to another, but if a driver left the warehouse at 8 or 9 a.m., he might not get there until the next day. Most of the roads in Liberia are made out of mud, so every time it rained, the road would wash away,” he added.

Collums arrived in Liberia already knowing the mission would be unlike others he’d supported, because con-

tingency plans hadn’t been completed by the time DoD personnel began arriving. He also knew that fuel would be in high demand because with no working power grid in the country, it would be needed to feed hundreds of generators that kept treatment facilities and military operation centers running.

“When we got down there, we immediately started trying to figure out what the infrastructure in the country was, what we were going to be needing and how we were going to get around the constraints that were there,” he said.

Contracts bringing fuel into the country were established within days, but Collums and Navy Lt. Dale Lessner, also with DLA Energy Europe & Africa, found themselves scouring local communities for storage containers. Although the camps where soldiers lived and worked required 20 to 30 generators, most units didn’t have a way of storing fuel to power them.

“They brought 1,000 gallon bags with them, but those could hold only enough fuel to run two generators for two-and-a-half or three days before they needed to be refilled. And unfortunately, they didn’t bring any trucks or soldiers to do that,” Collums said.

DLA Energy hired a local trucking company to deliver fuel to camps seven days a week, while DLA Europe & Africa employees in Kaiserslautern, Germany, found 30

18,000-gallon containers that were shipped to Liberia aboard the MV Vega. The Vega is the first commercial cargo vessel ever chartered by DLA and was used to send 690 20-foot containers of supplies to the area.

DLA Disposition Services also contributed to OUA by helping service members get rid of excess equipment and hazardous items such as antifreeze and oil. Air Force Master Sgt. Jessica Kiser was the first from the activity to arrive in Liberia, where she was responsible for finding a location to set up disposal operations and for letting units know services were available.

Kiser was followed in November by Army Sgt. 1st Class Tirso Sepulveda, who helped create contracts with local companies that could properly dispose of hazardous material. He also served as a bridge between units with excess equipment and those who needed it.

“For example, the 101st Airborne Division contacted me to say they had 200 cots they wanted to get rid of. After confirming they weren’t broken or contaminated, I had another unit come to me because they were in need of cots, so I put them in touch with each other,” he said.

OUA began without an end-date, but the response from international aid workers was so great the number of Ebola cases dropped before troops were able to build all 17 ETUs. Officials reduced the ETUs to 10, and in February, Pentagon officials announced that nearly all DoD personnel would be home by the end of April. On March 5, The New York Times reported that the last known Ebola patient in Liberia had been discharged.



An Air Force Mobile command and control technician from Joint Task Force-Port Opening conducts a preventive maintenance inspection on an antenna during Operation United Assistance. DLA relied heavily on aircraft such as C-130s to get equipment from the tarmac in Senegal to service members’ locations in Libera. Photo by Air Force Staff Sgt. Sara Keller

When the operation began, Keough predicted DLA would have people on the ground for at least a year. That timeline has shrunk, but her employees will continue to support missions throughout the continent.

“Africa is a critical place in the world today. We’ll continue to have a strategic mission there far into the future,” she said. **ES**



Service members and civilians deployed to Liberia to support Operation United Assistance enter a tent that was delivered to the country by DLA. Courtesy photo of the Army

Energy Expansion

By Sara Moore

Even as Defense Logistics Agency Energy participated in the headline-grabbing fight against Ebola in Africa, it supported a vital training and exercise expansion in Europe aimed at increasing regional stability.

DLA Energy has been using its years of experience supporting U.S. forces in Europe to participate in Operation Atlantic Resolve, a series of exercises that began in April 2014 and is expanding to various sites in Eastern Europe and the Baltic states. The exercise is part of the European Reassurance Initiative, which started in March 2014 and is aimed at reassuring allies of the U.S. commitment to security and stability in the region.

“This shift to Eastern Europe is essentially the cutting edge focus of what we’re doing right now,” said Daniel Schmidt, director of operations for DLA Energy Europe & Africa. “This is definitely the combatant command’s priority.”

DLA Energy has supported Operation Atlantic Resolve since the beginning, but the activity began expanding its support in September 2014 as the exercise moved north into Poland and the Baltic States of Lithuania, Estonia and Latvia, said Army Maj. Stefan Bandas, director of the customer operations center for DLA Energy Europe & Africa. DLA Energy supported four fuel sites until March, when it added another site in Latvia. Later that month, additional sites were stood up in Romania and Bulgaria to provide fuel support to forces there, he added.

At all these sites, DLA Energy provides fuel through a variety of mechanisms, Bandas said. In some locations, DLA Energy uses host-nation support, in which DLA identifies and forecasts product volumes and the host nation provides the product, helping to build partnerships, he said. Other options are direct-delivery contracts or simply transporting DLA-owned fuel from one location to another location where a training event is occurring.

“Our mission is to fulfill the warfighter’s requirements, regardless of where it is,” Bandas said. “We find a way to bridge the gap based on their requirements and capabilities so that they can accomplish their mission.”

Although they represent only a fraction of the \$1.75 billion of fuel contracts DLA Energy Europe & Africa issues each year, the direct delivery contracts that support these exercises represent some of DLA Energy’s most vital and challenging work, Schmidt said. The exercises usually require much smaller amounts of fuel than Energy routinely provides to the major operating bases in the region, he noted, but it must be delivered to countries that often don’t have the infrastructure or resources to support delivery and storage. In Eastern Europe in particular, DLA does not have an established defense fuel support point to draw from, and the sources for military-specification fuel, or JP8 jet fuel, are limited.

To overcome these challenges, DLA Energy often works with the host nations to keep U.S. and host forces supplied, Schmidt said. In some countries, like Poland and Lithuania, the

host nations are able to help support U.S. forces in addition to their own, he said. In other cases, international fuel exchange agreements allow the U.S. and host nations to trade fuel back and forth as the need arises. The exchanges under these agreements usually balance out by the end of the year, he said, and they allow for a quick way to keep forces supplied during an exercise.

“It’s just a method that we don’t have to go out and procure or acquire a fuel source within a country when there’s already a host-nation support structure there for us,” he said.

A recent development in contractor availability could soon help DLA Energy overcome the challenge of providing military-specification fuel to forces in Eastern Europe, Schmidt said. The agency is working with a new contractor who is able to take commercial jet fuel, which is readily available in the region, and inject the necessary additives to bring it up to military specifications, and deliver it on a destination basis throughout Eastern Europe.

“We’re getting that contractor stood up right now, and we’re extremely hopeful that this will be a major turning point in supporting Eastern Europe, with JP8 virtually on demand,” Schmidt said.

In addition to supporting the exercises under Operation Atlantic Resolve, which are part of the 50-70 exercises DLA Energy supports in the region each year, DLA Energy Europe & Africa supports four major combatant commands, manages 59 DFSPs, is embedded with 28 NATO nations

and participates in five major pipeline systems to move fuel. The partnership with NATO is a long-established one and includes not only cooperation on the ground during exercises, but also policy and administration support at NATO headquarters.

Hank Tomlin, the DLA Energy liaison officer embedded at NATO headquarters, works closely with the organization’s petroleum committee on petroleum-product policies. He is also part of the contingent that represents the U.S. to the Central European Pipeline System, the largest of 10 NATO pipeline systems, which serves five nations and U.S. facilities in Germany. The U.S. is the largest military customer of CEPS, using it to move fuel to its major installations in Germany, and also contributes financially to keep the system running, Tomlin said. Using the CEPS is vital to keeping fuel running quickly through Europe without major disruption to transportation infrastructure, so it’s important for the U.S. and DLA Energy to have representation on the various committees that manage its maintenance, infrastructure, engineering and business, he said.

“Without the CEPS, DLA Energy would have to contract for tanker trucks, and it would probably be impossible to move these volumes of fuel via trucks or barges without causing massive traffic jams,” Tomlin said. “The impact on the local communities, the environmental issues with moving fuel in trucks like that would make it very unpopular in Europe. The viability of DLA Energy supporting the



An Air Force Thunderbolt II aircraft participates in a theater security package at RAF Lakenheath, England. Theater security packages are Air Force deployments of aircraft and personnel in support of Operation Atlantic Resolve. A challenge DLA Energy faces in Eastern Europe is finding sources of military-specification jet fuel. Photo by Air Force Airman 1st Class Trevor McBride



An Army Stryker armored vehicle moves to an objective during a combined live-fire exercise with members of the Latvian Land Forces at the Ādaži Training Area in Latvia as part of Operation Atlantic Resolve. DLA Energy Europe & Africa is supporting Europe-based U.S. Army units that were deployed to Poland, Lithuania, Estonia and Latvia to conduct bilateral military exercises and reinforce NATO security commitments to the host nations. Photo by Army Staff Sgt. Pablo Piedra

U.S. military mission in Europe relies on using the CEPS.”

DLA Energy partners with NATO in many other ways, including through the NATO Support Agency and at the headquarters level for maintaining standards for fuel and lubricant quality and equipment handling and installation, Tomlin said. In all these interactions, he said, collaboration and understanding different processes and needs is important.

Schmidt echoed Tomlin’s sentiment, noting that working with each nation can bring different challenges, but the U.S. forces benefit greatly from operating with the foreign services, so DLA is committed to keeping those partnerships strong.

“They learn to operate together and when they exercise together, they learn each others’ ways, and the U.S. forces learn how to function with their respective army, air force and navy,” Schmidt said.

As the European Reassurance Initiative and Operation Atlantic Resolve continue, Schmidt said he anticipates maintaining and even expanding DLA Energy’s support in the region. And with international partnerships that grow stronger with each exercise and a potential new contractor for military-specification fuel, the future looks bright for DLA Energy in Europe, he said.

“I’ve dealt with exercises in Eastern Europe for well over 10 years now,



A soldier checks the engine of a Stryker armored vehicle during Operation Atlantic Resolve in Mihail Kogălniceanu, Romania. DLA Energy Europe & Africa is supporting U.S. forces participating in OAR. Photo by Army Sgt. William Tanner

and they’ve always been challenging, but we’re very hopeful with this new contract that we have ... it’s going to be a huge step forward for us,” he said. **ES**

One Face

The face of Defense Logistics Agency Energy...



Customer Operations
DLA Energy Europe & Africa
Germany

Mission: To assist military customers in the procurement of DLA fuel products via bulk, direct delivery or contingency contracting sources. Operations officers in the Joint Logistics Operations Center provide operational oversight with all fuel missions within the United States European Command and United States Africa Command areas of responsibility while the customer account specialists continue customer support with ordering and invoicing assistance with all non-capitalized fuel products, ensuring successful petroleum, oils and lubricants support to the warfighters.



International Agreements
DLA Energy Europe & Africa
Germany

Mission: The International Agreements team is the interface between DLA Energy Europe & Africa and partner nations’ fuels specialists, host nation fuel system management and Department of Defense and Department of State missions across Europe and Africa. International Agreements integrates and synchronizes pipeline and storage systems owned and operated by foreign nations into DLA Energy’s European supply chains via Fuel Support Agreements.



Inventory Management
DLA Energy Europe & Africa
Germany

Mission: The Inventory Management branch develops, coordinates and implements the DLA Energy Inventory Management Plan that supports the petroleum logistics management, including supply accountability, quality, facility, inventory, transportation and distribution management for DLA-owned fuel throughout Europe and Africa. The branch oversees 450 million gallons of Defense Working Capital Fund petroleum product stored in five major pipelines systems and 448 fuel tanks throughout the area of responsibility.



DLA Energy
2014 Factbook
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