

FUEL LINE

Defense Energy Support Center

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FUEL LINE

Fuel Line is an official publication distributed quarterly by and for the Defense Energy Support Center and fuel-oriented clientele. *Fuel Line* is prepared by desktop publishing applications and designed to provide timely, factual information on policies, plans, operations, and technical developments of the Center and interrelated subject matter. Views and opinions expressed in the *Fuel Line* are not necessarily those of the Department of Defense.

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On the cover...U.S. Navy Blue Angels demonstration squadron; Marshall R. Gore, Jr.; boom reel.

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“With a street map in one hand and a steering wheel in the other. . .” begins the DESC roving student-employee in his latest tale from the field. How do fuel terminals in California and the Pacific Northwest meet earthquakes and wildfires with relative ease? Learn about the preventive environmental measure used during barge loading and unloading of fuel. What kind of vehicles are lighter than air?

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His military career dates back to 1942, his DESC career to 1974, his formidable experience continues to grow. But is he really a lightning rod for confrontation—or just a compelling moving target? He's the chief of DESC's Facilities Management branch. Find out what that means and if it's possible to get ticketed for speeding on a bicycle.

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When the 161st Air Refueling Wing of the Phoenix Air National Guard had to move its fuel facilities at Sky International Airport, they took the opportunity to upgrade and increase capacity and equipment during new construction. But they also had to devise a novel way of keeping the product flowing uninterrupted to their customers. The solution? Set up the same type of collapsible tanks used in overseas temporary field locations.

Conveying Clearly 22

Developing a concise and well-executed speaking style can affect on-the-job activities in myriad ways, and ricochet onto just about any endeavor that requires communication. If the thought of speaking before an audience makes you nervous, break away from hesitancy and take a look inside a Defense Logistics Agency Toastmasters meeting.

From the Director

As we enter the new year, the Defense Energy Support Center continues to make significant progress with the testing and initial deployment of the Fuels Automated System (FAS) for an Acquisition Milestone Three approval allowing full deployment. As I write this column, we have brought up our test sites in support of the Joint Test and Evaluation Center's assessment, a Milestone Three requirement, and are passing "live" accounting transactions through the "purple" hub.

Activating the DoD-wide "purple" hub represents the first significant step as we bring the entire fuels (energy) community onto a single enterprise system. With full implementation of the system, we will accommodate all retail billing for fuel transactions, enabling the military services to eliminate the use of working capital (stock) funds for that purpose.

While this is a major event, it is really just another step in the evolution of energy supply chain management which began with Phase I of Integrated Materiel Management 28 years ago this July! With FAS, we will have the tools necessary for improved information management. We will be able to provide the CINCs [Commanders in Chief] and military services with current, accurate data on inventories, demand, and forecast use under normal and combat

conditions. These tools, alone, will revolutionize the art of logistics support to deployable and deployed forces.

Any new system is only as good as the job we all do fitting it into our organization and culture. There will continue to be changes in what we do as our system provides new capabilities that displace some of the more labor-intensive computing and paperwork we may be used to. This is a stressful time, and I call on each of you to continue your tremendous support as we complete the testing and then fielding of our new FAS partner.

Any new system is only as good as the job we all do fitting it into our organization and culture.

But FAS and retail management are only part of the change we'll undergo this year. Much of the current U.S. Air Force Aerospace Fuels Directorate located in San Antonio will become a part of DESC in October. Another part of that organization will remain in the USAF and become the Air Force Petroleum Office. Although some Air Force personnel will be realigned under DESC's commodity business units and offices, the biggest piece



*DESC Director
Jeffrey A. Jones*

of DESC's acquisition is the Missile and Specialty Fuels group. We will therefore be taking over several new product lines and major customers, including NASA.

In 1973, DESC operated five CONUS [Continental United States] fuel regions. January of this year marked the official announcement of the closure of DESC offices located at Fort Dix and St. Louis over the next 15 months. These closures were the result of the analysis and recommendations performed by a team of personnel from DESC-Fort Belvoir and DESC-Americas with assistance from the consulting firm of KPMG. Although there is no joy in such decisions and actions, it is a necessary milestone in DESC's evolution. We will be leveraging technology as well as our present on-site quality surveillance representatives to ensure the continued uninterrupted support to the warfighter. The contributions of these two offices have been significant over the years. . . a tribute to the dedicated people and their focused mission.

We have lots of change and challenges confronting us this year; hold on and enjoy the ride!★

Defense Secretaries in Transition



Secretary of Defense William S. Cohen (left) and Secretary of Defense-designate Donald H. Rumsfeld (right) look at old photographs as they meet in Secretary Cohen's Pentagon office for a working breakfast on January 5, 2001, to discuss defense issues and the transition. U.S. Department of Defense photo by R.D. Ward.

Donald H. Rumsfeld was sworn in as the nation's 21st secretary of defense on January 20, 2001. He served as the nation's 13th, and youngest, secretary of defense from 1975-1977. Secretary Rumsfeld served in private industry before assuming his new post. William S. Cohen was sworn in as the 20th defense secretary in January 1997. He had previously served for nearly 25 years as a congressman, then as a senator, from Maine.

For a complete chronology of Secretary Rumsfeld's career, visit the DoD Web site at www.defenselink.mil/bios/rumsfeld.html.

What are "Rumsfeld's Rules"? See page 32.

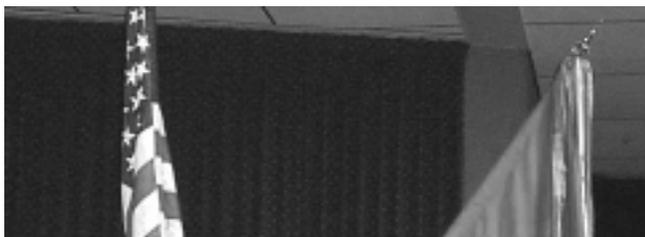
NEWSMAKERS...



Lt. Gen. Henry Glisson, DLA director, presents Jeffrey Jones, DESC director, with plaque in recognition of DESC's accomplishments under the National Partnership for Reinventing Government, a federal initiative to increase efficiency and lower costs in the work place. DESC won two Hammer Awards and a DLA Scissors Award for accomplishments in the areas of petroleum contamination, bulk fuels and alternative energy. Inventor Benjamin Franklin (aka Robert Anoka, Dept. of the Navy), right, participated in the ceremony to kick off DLA Reinvolution Month on November 1, 2000, at Fort Belvoir, Va.



DESC Director Jeffrey Jones presents DLA Executive Director Gary Thurber with memento at a retirement send-off on December 1, 2000, at Fort Belvoir. Mr. Thurber preceded Mr. Jones as DESC director.



Marines Celebrate Birthday

Ceremony commemorating the U.S. Marine Corps' 225th birthday on November 9, 2000, at Defense Logistics Agency Headquarters Complex, Fort Belvoir.

As recruits become Marines, "The transformation is incredible and the change is forever."—from the Marine Corps video "Forged with Spirit and Pride"

Note: During a dedication ceremony on January 26, 2001, the DLA Headquarters Complex at Fort Belvoir was renamed the Andrew T. McNamara Headquarters Complex in honor of DLA's first director.

NEWSMAKERS...



On January 24, 2001, the Defense Logistics Agency recognized 18 outstanding partners from industry, both contractors and customers, under the agency's Business Alliance Awards Program. "Our industry partners are a rich source of innovation and improved technology and are solving some of our most challenging problems," wrote DLA Director Lt. Gen. Henry Glisson in a message to the awardees. "You are improving the Nation's economy and enhancing the quality of life for millions by creating new and improved employment opportunities."

Award winners nominated by the Defense Energy Support Center were: Viron/Pepco Services Partnership, Aurora Power Resources, Inc., Air BP Ltd. and the U.S. Department of Energy's Office of Federal Energy Management Programs.

Above, Air BP representatives receive award. Left to right: Kelly Morris, director of DESC's Direct Delivery Fuels commodity business unit; James Boulware, Air BP defense account manager; Fiona Hayde, Air BP senior representative, Albania; Peter Short, Air BP chief operating officer; Lt. Gen. Henry Glisson, DLA director; Gabrielle Earhardt, contracting officer, DESC Bulk Fuels commodity business unit; Makis Kanellopoulos, BP Hellas aviation/operations manager; Jeffrey Jones, DESC director.

An SH-60 Sea Hawk helicopter fires flares during an air power demonstration performed by aircraft from the USS Kitty Hawk (CV 63) on Oct. 30, 2000. The Kitty Hawk participated in Exercise Foal Eagle 2000, a U.S. and Republic of Korea combined forces exercise. The Sea Hawk is attached to Helicopter Anti-Submarine Squadron 14 of Naval Air Facility Atsugi, Japan. DoD photo by Petty Officer 3rd Class John Sullivan, U.S. Navy.



DESC Awards First Utility Privatization Contract for Army

Fort Detrick to Get New Natural Gas System

By Kevin McCulla

It was a cold winter morning, the kind of morning when you wish you could just roll over and go back to bed after arriving at Fort Detrick, Maryland, as part of the Defense Energy Support Center (DESC) utility privatization team. It had just finished snowing and the tree branches were all hung over bearing the weight of the ice and snow from the previous night's storm. As a matter of fact, the DESC team was informed by Fort Detrick personnel that the base was closed and a decision was being made by the garrison commander on when to reopen the base.

The DESC team was there to award its first utility privatization contract in support of the U.S. Army. With the closure of the base, the team was worried that the three-hour drive from Fort Belvoir to Fort Detrick would be for naught. Just then, a representative from Washington Gas appeared along with the garrison commander and the director of installation support. Even though the base was closed, the decision was made to carry on with the contract award since the offer by Washington Gas was going to expire later that day, which would mean several more weeks of negotiations, scheduling delays, a new contract award, and a new start

date for construction of the natural gas line by Washington Gas.

DESC awarded its first utility privatization contract on December 14, 2000, for the natural gas distribution system at Fort Detrick, an installation that operates under the direction of the U.S. Army Medical Command. The contract with Washington Gas is expected to produce an estimated cost avoidance of more than \$1.4 million over 25 years for the Army while providing safe and reliable distribution services to Fort Detrick.

The contract came about as a result of the Department of Defense's (DoD) Defense Reform Initiative Directive (DRID) #49, which requires DOD to privatize all utility systems if economical and without impact on security concerns or the defense mission. Early in the process, the Department of the Army's Office of the Assistant Chief of Staff for Installation Management formed a partnership with DESC, requesting that the agency provide utility support to all Army installations when requested.

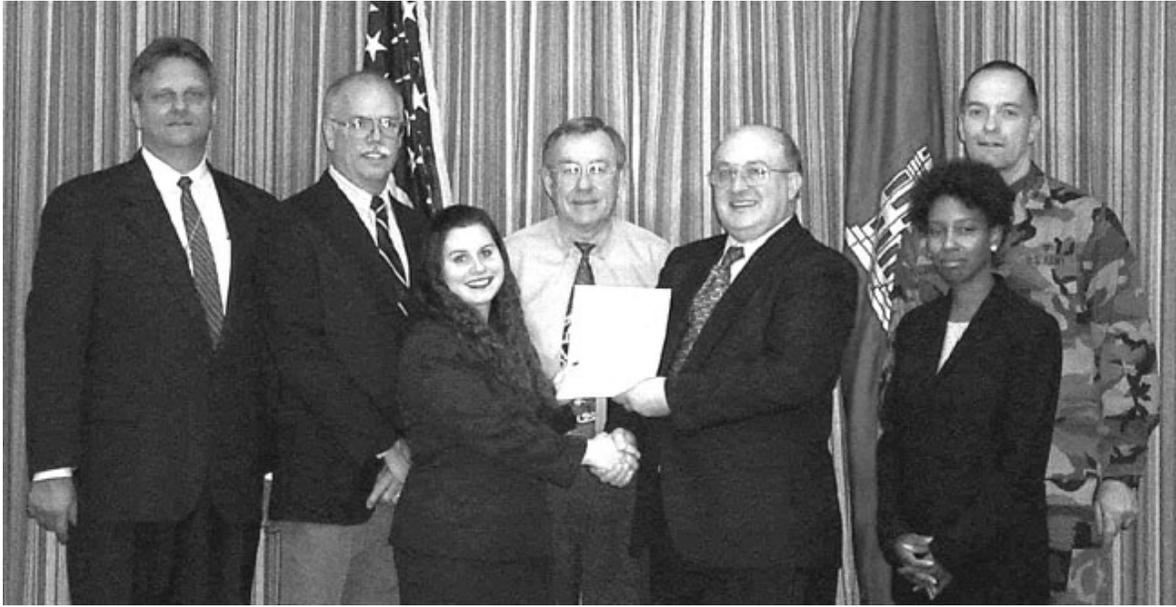
In early 2000, Fort Detrick requested DESC's assistance in privatizing their entire natural gas distribution system. The project

consisted of privatizing over 1300 linear feet of existing gas lines in the medical research area as well as privatizing and replacing 18,275 linear feet of the natural gas distribution system in the family housing area.

DESC conducted a life-cycle cost analysis comparing the original arrangement, in which the Army maintained the ownership, investment, operation and maintenance of the natural gas

The contract is expected to produce an estimated cost avoidance of more than \$1.4 million over 25 years for the Army.

distribution system, with the alternative of privatizing the utility system. The results of the cost analysis indicated that it would be in the best interest of the Army to privatize their natural gas utility system with Washington Gas, Frederick Division. The analysis clearly indicated an estimated savings of \$1,404,469 over the 25-year analysis.



Signing of privatization contract award at Fort Detrick, Md. Left to right: Kevin McCulla, acting deputy director, DESC Energy Enterprise Office; Robert Webb, U.S. Army Corps of Engineers, Baltimore District Real Estate Division; Laura Welsh, contracting officer, DESC Energy Enterprise Office; Laurin Potter, Jr., director of installation services, U.S. Army Garrison Fort Detrick; James Marshall, manager of operations, Washington Gas, Frederick Division; Lisa Lombard, DESC contracting specialist, DESC Energy Enterprise Office; Col. James Greenwood, garrison commander, Fort Detrick.

The Army must make an initial upfront capital contribution to Washington Gas in the amount of \$450,805 to replace the natural gas system. During negotiations, Washington Gas offered Fort Detrick the same transportation rate it was currently paying. In addition, DESC negotiated to keep the existing tariff rate for distribution services. As a result of these arrangements, Fort Detrick will incur no additional operation, maintenance, or investment charges in the future. ★

Kevin McCulla is the acting deputy director of the Energy Enterprise Office, a division of DESC's Installation Energy commodity business unit.

Going Private

Conclusions and recommendations of DESC's life-cycle cost analysis clearly demonstrated that the privatization of Fort Detrick's natural gas distribution system with Washington Gas will:

- be a cost-effective means to provide continued safe and reliable distribution service to the installation.
- provide for future upgrades and additions to the installation's natural gas system.
- not increase the installation's cost of natural gas utility service once the Army makes a one-time upfront capital contribution of \$450,805 to replace the natural gas system.
- result in overall lower cost of utility service than continued government ownership and contractor operation. Since tariff and transportation rates will remain the same, Fort Detrick will not incur any additional operation and maintenance and capital replacement fund costs in the future.

DESC Nears End of On-Line Auctions Test Program

Selling Fuel Oil to the Highest Bidder

By Claire McIntyre

Since the Defense Energy Support Center (DESC) began a test program of on-line auctions in July 2000, a new way of doing business at the agency may be in the offing. The evidence so far suggests a time- and cost-efficient method for buying and selling some of the Center's fuel, oil and utility products during live Internet bidding sessions.

The auctions are conducted by FreeMarkets, Inc., a cyberspace auction house, based on instructions by DESC personnel as to the products up for sale (as in a forward auction where the bidders raise their prices in competing against one another) or purchase (as in a reverse auction where the bidders lower their prices in competing against one another, as is the case with procurement of utilities, i.e., natural gas. See *Fuel Line*, Vol. 4, 2000).

How does the auction method contrast with the conventional DESC bid process? In the case of a forward auction, fuel oil reclaimed, for example, may be up for sale. During the standard method, potential buyers submit their offers via mail or fax, and can revise their price within a certain period of time. But they never know what other bidders are offering. They, in effect, have to guess whether their bid is

high enough to be competitive. Under the auction process, interested parties still submit an initial offer in advance of the auction. The highest, or best, initial offer is used as the opening bid. During the auction, bidders can see on-screen what other bidders are offering and adjust their offers accordingly.

During an October auction conducted for DESC's Direct Delivery Fuels commodity business unit, bidding for fuel oil reclaimed from FISC (Fleet and Industrial Supply Center) Norfolk opened with the highest initial offer of \$210,000 and closed at \$375,100. After subtracting the cost of conducting the auction, about \$30,000, DESC cleared \$135,100 that may not have been realized under the conventional bid process.

December auctions of fuel oil reclaimed from FISC Norfolk, burner oil #6 from Defense Supply Center Philadelphia, and high sulfur diesel fuel #2 from Hill AFB, Utah (three separate lots) culminated in a total additional \$123,035 for the federal government resulting from the dollar differential between best initial offers and final bid prices, less the fee DESC paid to FreeMarkets for conducting the auctions.

Here's what it looks like in a "bidding room" at DESC. The screen image from a laptop computer is projected onto a large wall screen to allow group viewing. The opening bid is displayed at the top of the screen. Additional bidding prices are displayed, as they occur, at the bottom of the screen. When bidding stops momentarily, bidders are informed by an on-screen message that they have five minutes to make another offer.

Any late-breaking developments can also be presented on the screen by FreeMarkets, such as an extension of the time allowable to take delivery of the product. While auctions may initially be scheduled to last 30 minutes, recent DESC auctions went into overtime, bringing total bid time to more than an hour.

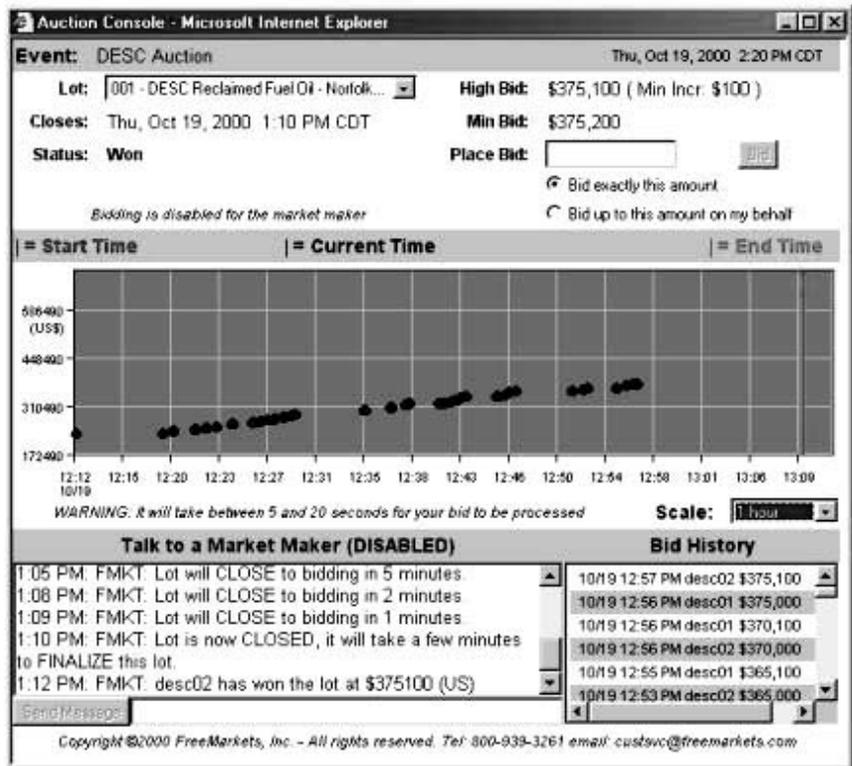
Alan Thomas, an account executive with FreeMarkets, recently divided his time between a Direct Delivery forward auction and a simultaneous reverse auction conducted for DESC's Installation Energy commodity business unit soliciting bids to supply electricity. (Little bidding action resulted from the reverse auction due to skyrocketing electricity prices in California and the inability of private suppliers to compete with the established utilities.) While the

federal government is a little behind the private sector in taking advantage of on-line auctions due to more restrictions, according to Mr. Thomas, “DESC is right out in front as far as government on-line bidding goes,” he observes.

Lula Manley, chief of Direct Delivery’s Ground Fuels II division, points out the advantages of the auctions. “It’s win-win. The government benefits because they’re making more money, or spending less. Offerors benefit because they’re getting more business.” She adds that, in the recent auctions of heating oil that involve DESC selling a product owned by a military service, the benefits of selling the product go beyond receipt of the closing price. “It costs money just to store the product,” she observes. “Quality testing every three months may cost \$1,000, so it costs time and money just to keep the product on spec.”

Ms. Manley lauded her team members, contracting officer Kathryn Riso and contract specialist Patti Burke, for “an outstanding job in initiating the forward auctions. This was something new to the Ground Fuels division, but the team made it happen with ease and are commended for their efforts.”

But, in looking to the future, Ms. Manley finds some sticking points. “There are over 1800 line items in the COGs [geographical areas] covered under the Ground Fuels II division. You can’t auction them all—you’d be auctioning all day, every day. We are reviewing areas where reverse or forward auctioning would be beneficial



Computer screen during auction of fuel oil reclaimed from the Fleet and Industrial Supply Center Norfolk last October.

to the U.S. government under the Direct Delivery Fuels programs.”

DESC’s on-line auction test program is expected to conclude in

the first quarter of 2001. A review procedure will determine whether Internet bidding will become part of DESC’s standard contract award process.★



Left to right: Lula Manley, Patti Burke and Kathryn Riso confer on Internet auction planning.

INTERVIEW:

Capt. Stuart D. Funk Deputy Director Defense Energy Support Center

[Capt. Stuart D. Funk, SC, USN, joined the Defense Energy Support Center in September 2000 as the agency's deputy director. The previous two years, he held the position of commanding officer at the Navy Petroleum Office, located just a floor away from his current position at the Andrew T. McNamara Headquarters Complex at Fort Belvoir, Va. His education includes a master's degree in petroleum management.]

As the commanding officer of the Navy Petroleum Office, you served as a liaison between DESC as a supplier of fuel and one of its customers, the Navy Fleet. What's it like to take your new position in the line-up—to move from the customer to the supplier vantage point?

We [the Navy Petroleum Office] were the technical and functional expert for the Department of the Navy regarding fuel and lubricants. We served as the interface and, in some cases, set



Capt. Stuart D. Funk, SC, USN

policy and procedure. But we were basically the intermediary, or the advocate, for fuel matters with respect to the Navy and the Marine Corps activities. Our goal was to be the one-stop shop for fuel, in essence, “one-touch fuel”! We accomplished that with a small organization of 23 people, but with an immense global mission.

The biggest difference is just the sheer scope and size of the organization and the business. Stepping upstairs to this office, to DESC, the mission is certainly still worldwide, but the span of the business is much broader. Whereas we were the customer downstairs, now I'm the provider in terms of services and solutions. We handle the entire procurement end of the spectrum up here at the Center, which is not something I was

generally involved with at the Navy Petroleum Office.

Although I'm new to the organization, I'm quite aware of DESC's capabilities and what they bring to the table because I've been a customer for many, many years. Since my first fuel job back in '79, I've worked from the customer side of the ledger, where I've dealt at the CINC [Commander in Chief], JPO [Joint Petroleum Office], Fleet and service control point levels. So with several fuel jobs I've come to know and appreciate all the things that the Defense Fuel Supply Center, now the Defense Energy Support Center, could and did provide.

The one constant that I have found to be true, just as when I was at the Navy Petroleum Office, is the quality of the people—an extremely

committed and capable work force. For the size of the business, we're a fairly small organization but, clearly, we are the true experts in the field of energy, both liquid petroleum-type as well as electricity and natural gas, as well as the facilities and distribution systems associated with these products. We are truly a class act and I think the quality of the people and the product that we deliver are a testament to those things.

When you tackle problems, you're now approaching them as a product provider rather than as a customer. Is that a big switch to make?

Not as much as I may have thought originally. The Navy Petroleum Office for many years has been co-located with Defense Energy and we developed a close relationship over that time. We understood some of the dilemmas and challenges that face the Center on fuel quality issues, pricing issues and delivery issues, and so we tried to work to the advantage of all parties concerned to satisfy problems as they arose. We had to ensure that we didn't risk support to the Fleet, but there were often levels at which risk could be mitigated and we would always explore those with the Center.

Now that I'm at the Center, I'm pushing at problem solving from a different perspective. I'm still interested in trying to help solve the problem, and therefore I may ask the customer to look at things differently. I believe in most cases that we're able to successfully satisfy both sides of the equation by sitting down and working through the problems. It generally has to be a mutually approached issue. One side dictating an answer over the other doesn't necessarily solve a problem. It often times takes the two ends coming together.

I continue to see value in maintaining a division of this responsibility because there's a certain benefit that comes from the synergy and the tension that always exist. There can often be gains from that, but you don't want that tension to rise to the point that it shuts communication down and drives people apart and solutions to the problems evaporate. We at DESC are always working to improve customer relationships. I believe DESC has been a real customer- and warfighter-focused organization for many, many years.

“Sometimes [arriving at an end product] requires drilling down, especially when you're in the mode of looking at process change or improvement.”

Is there anything you think needs particular attention, or that most interests you at DESC?

We've got a lot of challenges facing us. We're coming up with a Milestone Three decision on the Fuels Automated System in the spring. We've got a lot of actions that are very much time-driven, a lot of things that have to happen over the next three or four months. At the same time, we are working capitalization of the Air Force fuel stocks this year, stand-up of the Missile Fuels CBU [commodity business unit] where what is today an Air Force element [the Air Force Directorate of Aerospace Fuels at San Antonio, Texas] becomes one of our CBUs, managing missile and specialty fuels.

That is just the technical, functional side of the challenges facing us. I would say that one of the other things in my role as deputy is one of focusing on our internal organization and staffing—ensuring the proper size and amount of skills. We should always ask if we are properly positioned to conduct our business in the future—the foreseeable future as well as many years ahead.

What's your impression of how we do business? Are we keeping pace with the rest of the world technologically?

I think we're certainly moving in that direction. We've got some dedicated and skilled people who are trying to bring some of that technology into our business. And, of course, we've got some organizations and contractors who are helping us arrive at some of our objectives. Do we have the totally correct and right combination collected for all elements? I guess it's too early for me to fully assess, but we certainly have the right ideas. The question is: Do we have all the right pieces in place for us to realize the ideas?

Management has talked about that—what do we need to do, are we doing the right things? That's probably an evolving issue over the next year or so as we complete our Milestone Three decision, and as we fully deploy FAS [Fuels Automated System]. What is the life after that deployment? How do we continue to support it and push it? As we look at migrating it from a client server base to a Web-based application, what skills are necessary? Internally, as we start doing that, we realize some of the real benefits for

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An Intern's West Coast Tour

DESC Fuel Facilities from California to Washington State

(second in a continuing series)

By Paul B. Jones

With a street map in one hand and a steering wheel in the other, I found myself navigating the Los Angeles freeway system at 7:45 p.m. on a Sunday night in the middle of October going in the wrong direction. A little past 10:00 p.m., I could see the Hilton Hotel sign off on the right side of the highway; I just could not get there from here. After taking the Queen Mary exit, I was finally on the right road. By Monday morning I was feeling like a pro dealing with the intricacies of California's road system, until I zipped right past the front gate of Defense Energy Support Center-Los Angeles.

Arriving safely at the San Pedro terminal, I was introduced to Lt. Col. Edward L. Wilson, USAF, commander of DESC-Los Angeles, along with staff members Bowdoin Swenson, Markus Schnell, Mary Osborne and Glenn Beshara. I toured the Norwalk and Watson terminals as well as visiting our customers at El Centro Naval Air Facility, Miramar Marine Corps Air Station and the Defense Fuel Support Point located at Point Loma. While at San Francisco, quality surveillance representative Jim Anderson gave me a tour of the Defense Fuel Support Point located at Moffett Field in Palo Alto and the Selby terminal in Oakland.

Later, following a flight to the Pacific Northwest, quality surveillance representative Dan Farmer showed me around the Defense Fuel Support Point located at Portland, Oregon, and our customer, the Portland Air National Guard Base, located at the Portland International Airport. Next, I toured the Pasco, Washington, terminal operations and our customer, Fairchild Air Force Base of Spokane, with quality surveillance representative Joseph Horvat.

Everyone graciously took time from their busy schedules to show me DESC's different facilities on the West Coast, explain what I was seeing, and show me how it all worked.

San Pedro

Several sights stood out in my tour of the San Pedro terminal. Signs of past earthquakes were evident in road buckling and long crevices in the ground. The integrity of the tanks and intra-pipelines, which continue to hold product safely, is a testament to the quality of workmanship and materials used to build the terminal. The older buildings on San Pedro's property show less wear and tear from earthquakes than the newer buildings.

Some of the building construction dates back to pre-World War II.

Terminal guards used to patrol the grounds on horseback, and the building affectionately called the "barn" once held cavalry horses. Now the patrol is mechanized and the guards use pickup trucks for their hourly safety and security patrol.

Some of the facilities personnel use the hilly terrain of San Pedro as an exercise track. During their lunch hour, they walk/run up and down the roads of the terminal to stay in shape. I had a invitation one sunny day to go with them. I huffed and puffed my way around fuel storage tanks while more fit individuals kept up a running conversation as if they were just walking down the hall in the office.

Both federal government and contractor personnel at the San Pedro terminal joined forces with the University of California at Los Angeles, volunteers from a local environmental group, and the U.S. Fish and Wildlife Service to ensure that plants and animals like the endangered Palos Verdes Blue Butterfly are protected and survive. The local volunteers remove plants on the terminal property that are not indigenous to California and replace them with plants needed for the butterfly to flourish. Defense Fuel Support Point-San Pedro received Secretary of the Interior Bruce Babbitt's special award for their efforts in preserving the blue

“Signs of past earthquakes were evident in road buckling

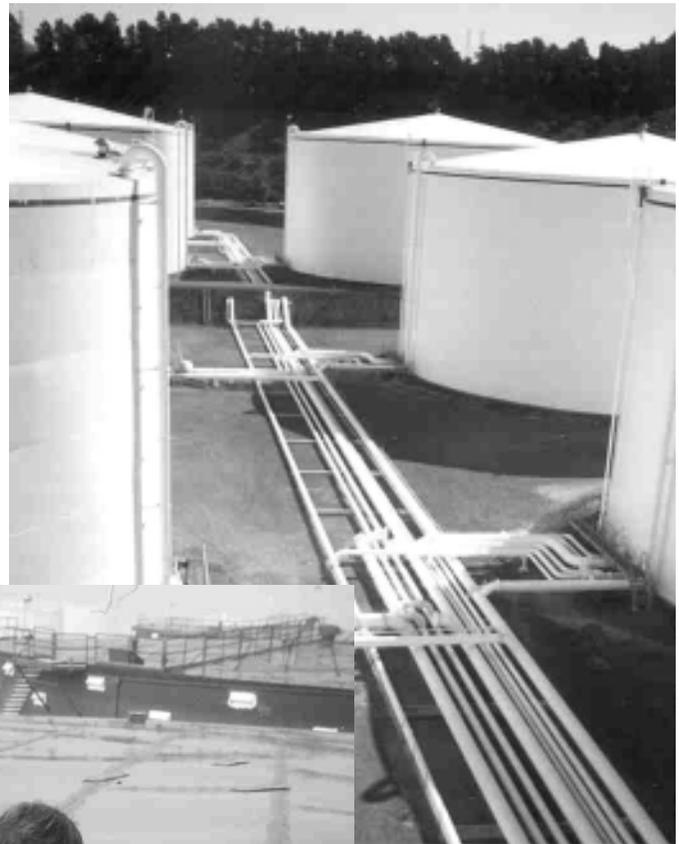
butterfly. Not only does the butterfly now flourish, but also ground squirrels, hawks, and other animals live in and around the terminal thanks to the united effort of the people of San Pedro.

Booming, the Mission

The Pollution Prevention Act of 1990 and Executive Order 12856 made pollution prevention mandatory at federal facilities. The U.S. Navy at the Point Loma fuel terminal in San Diego, California, uses a small craft to tow a boom around all barge loading/unloading of product. A boom is a temporary floating barrier used to contain an oil spill. Sometimes booming is used to prevent a spill from spreading from one vessel to the surrounding waterway. This is called “prebooming” or “preventive booming.” In California, you must boom before beginning a fuel transfer, completely encircling the vessel in case a spill occurs in the water. This preventive procedure protects environmentally sensitive areas that could be hurt by a spill within the facility.

My first weekend in California, I visited the Santa Barbara Mission, founded on December 4, 1786. I was admiring the recently restored altar the Spanish Franciscans had built when, shortly after sitting down near the front row of pews, I noticed what I thought were a lot of tourists admiring the altar, too. Then a priest walked down the aisle with the altar boys and began to say the afternoon mass. Being boxed in by the faithful, there was nothing I could do for the next hour but sing hymns and take communion with the other worshippers. That was how I learned first-hand that, 215 years after being founded, the Santa

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Fuel terminal manifold and pipeline system.



Taking fuel sample from storage tank.



Santa Barbara Mission

and long crevices in the ground.”



Hangar 1, which formerly housed dirigibles at Moffett Field, Calif., is now a lighter-than-air craft museum.

Moffett Field and the Macon

Moffett Field, California, originally named Sunnyvale Naval Air Station, has a rich history of dirigibles, or lighter-than-air craft. The largest aircraft hangar on Sunnyvale NAS was and still is known as Hangar 1. Today it is on the National Historical Sites register and currently used as a museum of the golden years of dirigibles. The museum has one of the world's finest collections of dirigible memorabilia paying tribute to America's history, heritage, and daring young men with their lighter-than-air flying machines.

Hangar 1 was also the docking, repair shop and launching site for the Macon. On April 21, 1933, the Macon, officially known as ZRS-5, left Akron, Ohio, on its maiden voyage to California. The craft was named the Macon after the largest city in the Georgia district of congressional representative Carl Vinson, chairman of the House Committee on Naval Affairs. The rigid airship was a joint venture of the Goodyear-Zeppelin Company. At 785 feet long, the Macon was approximately 10 feet longer than the Graf Zeppelin.

Unlike the blimps made by Goodyear today, the Macon had a hollow duralumin hull with three interior keels. From the outside it looked and functioned much like a helium balloon. But on the inside, the ship had an open cavern of girders, cables and catwalks with a few places where a crew could not go. The Macon had accommodations for 100 officers and crew, including sleeping berths, a large mess room, a galley and observation platforms in the nose and tail.

Before 1925, many lighter-than-air craft operated on hydrogen gas. But the flammability of the gas proved to be very dangerous, as was demonstrated on May 6, 1937, in Lakehurst, New Jersey, when fire killed 36 people aboard the German zeppelin, the Hindenburg. The Macon was kept aloft by non-burning helium contained in 12 large gelatin-latex cells inside the craft. The ship carried a large supply of additional helium and navigators were able to set the craft's altitude by releasing or increasing the gas within the cells.

In 1934, Navy Lieutenant Commander Herbert Wiley, one of three survivors of a crash involving the Akron, or ZRS-4, took command of the Macon. Determined to prove the Macon's value, he quickly developed the ship's long-range detection and scouting system. The Macon scouted for the Pacific Fleet eight times in all. But when the airship left Moffett Field on February 11, 1935, to go on maneuvers off the coast of Southern California, repairs had not been completed to the two tail fins that were damaged several months earlier. The next day, as the ship was returning from its successful mission, it encountered storm winds off Point Sur, south of Monterey.

Suddenly, a crosswind struck the ship with such force that the upper fins of the previously damaged tail were completely severed, sending shards of metal into the rear gas cells. Moments later, the ship settled gently into the water, and the crew, clad in life jackets and equipped with life rafts (features that had not been available to many of those aboard the Akron), jumped into the water safely. Naval ships appeared quickly on the scene to pull the men to safety. In all, 81 of the 83 aboard the Macon survived the crash, including "Lucky" Wiley. The Macon was the nation's last rigid airship.

*West Coast Tour . . .
continued from page 13*

Barbara Mission is still a working parish.

Pacific Northwest

The fire that swept through the southwestern part of Washington state last year came right up to the chain link fence at the Pasco terminal. A combination of quick thinking and the right equipment saved the terminal. Management and operators manned the pedestal fire suppression deck guns mounted on top of the berm, and turned them 180 degrees away from the fuel storage tanks to spray the fence and the area just beyond it. This action stopped the advancing wall of fire and averted environmental disaster to the terminal.

Driving east from Portland, Oregon, a person quickly notices the terrain changing from hills covered with evergreen trees to a prairie scrub brown landscape. The hardworking men and women of the Pacific Northwest are just as much, if not more, environmentally concerned about their terminals as their California counterparts. They enjoy showing how clean and safe their terminals are, whether from policing the grounds in and around the terminal or maintaining the equipment. They take pride in their ability to provide a product without disrupting the quality of life for indigenous plants and animals. They also work with local environmentalists and government regulatory agencies to ensure compliance with state and federal laws. Terminal personnel are meeting and/or exceeding the community's expectations of a green operating facility.

All throughout the West Coast, the number of automated facilities never ceased to amaze me. DESC's



Preventive booming at Point Loma, Calif. During barge loading and unloading of fuel, a temporary floating barrier, or boom, provides protection in event of oil spill.

petroleum has really come into the computer age. From a screen on a desk, an operator can open/close valves, fill/unload tanks, check inventory, and place additives into pipeline transfer. Manual entering of data is minimal for the operator. Fuel Dispensing Equipment automatically adjusts the product being dispensed and/or received to the universal commercially accepted 60 degrees using a highly reliable temperature probe. This assists DESC efforts to receive, store and issue temperature compensated product. Through this and other initiatives, the fuel operator will be provided with technology to become more productive and efficient.

One fact that stood out in my travels is the dedication to duty of

the field personnel. They take very seriously the trust placed in them for the quantity and quality of product delivered to the warfighter—the right item, at the right time, at the right place. They inspect, gauge, test and report on the product with great pride in their accuracy and attention to detail. They could not conceive of skipping a test in a barge unloading or a pipeline delivery. It is a pleasure to be associated with such men and women of the Defense Energy Support Center. ★

Paul Jones is a commodity business specialist in DESC's Facilities and Distribution Management commodity business unit and a participant in the agency's upward mobility training program.

PROFILE . . .

Marshall R. Gore, Jr. Chief, Facilities Management Branch

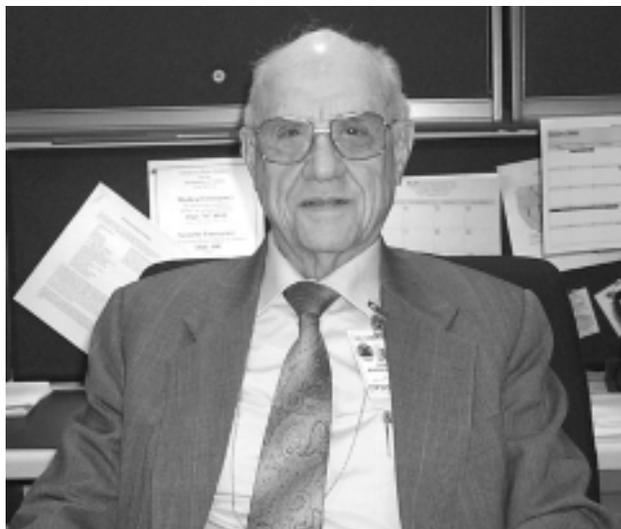
By Claire McIntyre

Try to pull anything over on Marshall Gore and prepare for defeat. The odds are in his favor.

As chief of the Defense Energy Support Center's Facilities Management branch, his concentration on costs, funding documents and contract requirements, together with an extensive background in military fuel operations, leave little hoodwink room.

He oversees funding for a number of DESC projects, including about 40 fuel terminal operations; international agreements for storage facilities and operation of U.S. portions of overseas pipelines; and privatized automated fuel dispensing facilities, or super gas stations, for ground vehicles located on Army installations ("They've got to exhibit an overall cost savings to the Department of Defense, not just to the services.")

He reviews DESC contracts to make sure terms and conditions are



Marshall R. Gore, Jr.

strictly adhered to with regard to funding. For the past five years, the key word has been "de-obligation." As part of an agency-wide Department of Defense effort to eliminate waste and increase efficiency, Mr. Gore has reviewed DESC funding documents annually to see which unspent allocated funds under multi-year contracts and Military Interdepartmental Purchase Requests can be returned to DESC. Some of the residual funds are rolled over to the next year of the contract. But in 1999, he and his staff de-obligated a total of \$50 million from various contractual agreements.

In 1993, he assumed his supervisory role, having started his DESC career in 1974 writing petroleum storage requirements for contracts. Over the years, he has also conducted inspections of fuel terminals, embarked on fact-finding missions, and served in a watchdog/investigator/banker role. If there is one thing that defines him, however, it's his tenacity in holding all parties accountable for the contract's correct funding execution.

That's where the "don't try to pull anything over" part comes in. He says he's seldom lost a battle, whether from attempted intimidation

by fuel terminal personnel who did not want their facility to be cited for below-standard operations, to disagreements over what should and shouldn't be funded at installations managed by DESC yet owned by the military services. Midway Island. Craney Island. Lynn Haven, Florida. Pohang, Korea. Places where imaginary graffiti reading "MG Was Here" is scrawled across their fuel storage tanks.

He faces down his opponents through what he refers to as a "practical" approach—he figures out what will make them respond. When a storage tank in New Hampshire blew up in 1981, killing two people, Mr. Gore reported to the facility to investigate. When personnel refused to cooperate initially, he threatened to call in U.S. marshals. Terminal employees experienced a change of heart and Mr. Gore collected the necessary information.

He is enlivened, rather than disarmed, by challenges to his objectives. Defiance of the status quo goes back a ways for Marshall Gore. "You're a pendulum," his father once told him. "But you're only swinging on one side. You have to learn to be flexible."

The pendulum enlisted in the Army Air Corps on November 20, 1942. Following discharge as a sergeant in 1946, he joined the Army Air Force Weather Service. In 1951, he was called to active duty with the D.C. Air National Guard and transferred to an Air Force unit. Following retirement from the Air Force in 1970 as a lieutenant colonel, he went to work for a Washington, D.C., retail oil company. In 1974, he joined the Defense Fuel Supply Center, subsequently renamed the Defense Energy Support Center. His comprehensive fuel experience

dates back to 1952 when he served as the petroleum supply officer at Bolling Air Force Base in Washington, D.C.

He tells the story of how, as an Army Air Corps recruit in 1943, he participated in a steeplechase event, competing against Army personnel who had six or seven years of military training. Mr. Gore's performance apparently placed him as the winner, but a recruit could not be awarded the honor. Consensus did not rule among the judges, who entered into a heated argument. When it was all over, Mr. Gore received a consolation prize of third place.

When stationed at Suffolk County Air Force Base at Long Island, New York, in the 1960s, he supervised 136 airmen about whom he says, "Either they'll eat you alive, or you'll eat them alive." He illustrates his local reputation by recalling how his then teenage son accepted a ride on base from a stranger. When the driver found out who the young passenger's father was, he told the boy to get out of the car.

It was also at Suffolk that Mr. Gore rode his bicycle, evidently at a fair clip. Base police, he says, issued him a ticket for doing 25 miles an hour in a 15 mile-per-hour zone. He contested the case in court and won.

Perhaps the greatest change during his 26-year tenure at DESC has been on the technology front. "In a very short time frame, we went from writing things out in long hand

to where we put everything on a computer. When I first came here, you had people hardly able to write a letter, who, with the advent of the computer, were composing e-mails and sending them out."

In fact, says Mr. Gore, the computer has done more than improve business operations by cutting time and costs and increasing efficiency—it has actually made people smarter. Those people who couldn't compose a paragraph can now make corrections so easily that they're accomplishing tasks they might not have even attempted before. Plus, computer users are learning from tools that automatically check spelling and grammar. Mr. Gore points out that he served on the DESC team that introduced e-mail to the agency in the late 1980s. He adds that the need to review files



Gore in 1943. Rifle range at Camp Sims, Md.

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*Marshall Gore. . .
continued from page 17*

2 to 3 inches thick has disappeared, again, replaced by the expeditious and paperless transfer of information via the computer.

“Terrific” changes have taken place in the automation of fuel handling, he observes. But he makes clear that, unless properly trained personnel are present to respond to problems as they occur, the value of the equipment plummets. “When they started coming out with automatic tank gauging and other automated equipment, the idea was originally that you would eliminate people. But it’s turned out now that, while you have all this stuff to become more efficient, you’ve still got to have the warm body there. When they first started putting automated fuel handling equipment at the terminals, they were saying that the equipment doesn’t have to be manned 24 hours a day.

“It’s like a clock sitting on a mantle. It’s got the correct time, but if nobody sees it, it doesn’t do anybody any good. So all this monitoring capability at the terminals, if it’s just playing on a screen and nobody’s looking at it or evaluating it or they’re waiting for some alarm to go off, it’s too late when the alarm goes off. There’s got to be somebody there to take care of problems when they happen.”

Another profound change has been the increased scrutiny applied to government funding in more recent years. “Ten or 12 years ago, whatever anybody asked for, they got from our budget,” says Mr. Gore. “Like if DESC-Europe came in and said ‘We need a million dollars more for the international agreement funding we do at Souda Bay,’ they

got the million dollars. Nowadays if they come in and say ‘We need a million dollars,’ we go back to the agreement and see what the agreement says. If they can’t justify that million dollars, or even \$200,000, they don’t get it.

“When we started going back and looking at all these old funds we had out there and getting a lot of the old contracts closed out and recouping all this money, it was an initial change to the way that business was done. And it

“When we started . . . getting a lot of the old contracts closed out and recouping all this money, it was an initial change to the way that business was done.”

really tightened up the industrial stock fund to where the cash cow doesn’t exist anymore.”

He’s a hard sell, reserving his support until thoroughly convinced. “You can always retreat from no, but never from yes,” he observes, explaining that it’s much easier to revise a skeptical opinion than to correct one prematurely supportive.



Retirement at CINCLANT Norfolk, Va., 1970.

His unusually erect posture originates not from his military training, as some believe, but dates back to high school. At the time he graduated, he says, “I didn’t know anything. I didn’t understand anything. I wasn’t given a lot of opportunities to learn. I spent many a year just doing what I had to do to survive. And I reached a point in my life where that wasn’t good enough for me. I wanted to find out what made things tick.” Today, with respect to fuel facilities and money management, he echoes the sentiment: “You’ve got to know what’s driving the thing.”

A newspaper headline, clipped and taped next to Mr. Gore’s office nameplate by a colleague, reports on the 2000 presidential campaign: *Gore: Methodical, Skilled, Aggressive. Restraint May Be Top Challenge*. Someone saw more than a name correlation.

Go ahead. Tell Marshall Gore he can’t do something. ★

Federal Agency Use of Re-Refined Oil Grows

Source: Defense Supply Center Richmond

In 1995, Defense Supply Center Richmond (DSCR) began offering re-refined motor oil to its customers via the basic Re-Refined Motor Oil Program. This program offers re-refined motor oil to federal civilian and military agencies worldwide. Since that time, DSCR has added the Closed Loop Re-Refined Motor Oil Program that offers re-refined motor oil in the continental United States and includes free pick-up of customers' waste oil. Both programs have packaged products that are readily available to the customer and are competitively priced when compared to virgin oils. The Closed Loop Program even offers bulk deliveries if you meet the 200-gallon minimum order requirement.

Since the inception of DSCR's re-refined oil programs, customer demands have continued to grow. At the direction of the Honorable David Oliver, principal undersecretary of defense for acquisition and technology, DSCR implemented an automatic substitution policy where all Department of Defense (DoD) commercial virgin oil requisitions that have a re-refined oil counterpart are automatically substituted with the re-refined oil equivalent. This has helped customers comply with Executive Order 13101/13149 and increase their re-refined oil usage. Likewise, automatic substitution policies are in place for the Departments of Justice, Interior and Transportation. Additionally, DSCR has worked diligently with the U.S.

Post Office fleet managers and many of them are now participating in the DSCR Closed Loop Program. It is DSCR's goal to work with the Postal Service as much as possible.

One example of the increase in re-refined oil usage lies within DoD. As a percentage of DSCR total comparable virgin/re-refined oil usage, DoD has moved from 8.6 percent re-refined oil usage in fiscal year 1997, to 18.8 percent in FY98, to 27.5 percent in FY99, and 38.4 percent in FY00. Factoring in the automatic substitution policies, DSCR's total re-refined oil usage was up approximately 50.4 percent in FY00 compared to FY99. DSCR believes there is still much room for growth in this area both within DoD and civilian federal agencies.

Federal military and civilian consumers of virgin oil products may purchase the environmentally preferred, re-refined motor oil from Defense Supply Center Richmond. This will help in complying with Executive Orders 13101/13149 and, due to the rising costs of crude oil, may reduce overall costs associated with the purchase of motor oil. To place an order, you may call the DSCR Call Center at 804-279-4865 and press 0. Or use your government credit card by accessing the Web site www.emall.dla.mil. For questions concerning DSCR's re-refined oil programs, you may contact Jim Fazio at 804-279-4908 or DSN 695-4908.

Portable Fuel System Keeps Mission Intact

Collapsible Tanks Bridge Gap During Reconstruction

*By Master Sgt. Jay D. Bodam
U.S. Air Force Reserve*

As Air Force fuels personnel, we have all become accustomed to seeing the R-14 portable bladder system in our favorite overseas locations such as Saudi Arabia, Oman, and Prince Sultan. But have you ever seen, used or operated this system in the States? Most likely not and, if so, only at the training center at McDill Air Force Base, Florida, on a very limited basis.

As faith would have it, the 161st ARW (Air Refueling Wing) of the Phoenix Air National Guard seems to have the first and only R-14 bladder system operating within the continental United States. The story behind why we put the portable fuel system in place starts out with a seemingly easy task. . .

Located at Sky Harbor International Airport, the 161st ARW base needed to relocate 500 feet south to accommodate construction of a third aircraft runway. What started out as a “simple” project of relocation has turned into a three-year project requiring several moves, false starts and stops, hours of scheduling and re-scheduling, and a solution no one had ever dared to think about before.



R-14 bladder system equipment loading at McDill Air Force Base, Fla.

The wheels of construction on a new fuels system turned slowly. Fortunately, the relocation was an opportunity to upgrade outdated facilities. With a 10 percent increase targeted for overall capacity, plans for the new facilities included two 210,000-gallon storage tanks, a modern pump house, and a new automated service station equipped with three tanks holding 8,000 gallons of diesel fuel, 5,000 gallons of gasoline, and 5,000 gallons of JP-8 for aerospace ground vehicles. The old facilities included 10 relatively small underground storage tanks of JP-8 as well as two underground service station tanks.

However, in order to continue fuels operations without any

interference whatsoever to the base’s KC-135 refueling mission, the 161st had to figure out how to keep the fuel flowing despite the move of equipment and facilities. Building a 1.5-mile pipeline to re-route the fuel flow didn’t work. Using more tank trucks to issue fuel didn’t work either.

Finally, base fuels personnel, the city of Phoenix, and the folks at the R-14 training center at McDill AFB came up with a plan to ship, set up, and utilize a full-blown R-14 bladder system—the type of system used mostly in temporary overseas field locations. This “last resort” idea not only allowed the base to continue to provide quality customer support, but also provided a training opportunity

Phoenix Air National Guard

for base fuels personnel and other units within the surrounding area.

After numerous meetings, phone calls, and scheduling conflicts to obtain all the permits and permissions, as well as a blessing from the city of Phoenix to use the newly constructed Federal Express/United Parcel Service cargo ramp for parking military KC-135 aircraft, we were finally ready to start the process of erecting a complete bladder system. This system would require equipment to meet the needs of the 161st ARW current refueling mission—eight 50,000-gallon collapsible tanks (or bladders), four R-14 refueling modules, two R-22 pumps, and two FFU-15E filter separators.

As the equipment arrived from McDill AFB in early April 2000, it was inspected for damage and sent on to the FedEx/UPS ramp for placement. With the guidance of the fuels personnel at the 161st, the bladder system equipment was placed in position—one refueling/storage system on the south side of the aircraft ramp and another system to the north. Each refueling/storage system was set up to receive fuel through the R-22 pump and FFU-15E filter unit from commercial fuel tanker trucks. In addition, a meter to record the incoming fuel was placed between the FFU-15E and the base constructed header system [consisting of one inlet pipe and four outlet pipes] that connects to the



Demolition of fuel facilities, 161st Air Refueling Wing, Phoenix Air National Guard, Sky Harbor International Airport.

collapsible tanks. On the other side of the bladders, the R-14 modules would issue product to KC-135s and other aircraft as required.

transferred from the old underground fuels system to the new bladder system's collapsible tanks.



R-14 fuel bladder system.

After all the equipment was received and placed in position, the collapsible tanks were filled. By using two R-11 refueling tank trucks, all 350,000 gallons of JP-8 fuel were

Finally, after all the seasoning and testing of the collapsible tanks, modules, pumps and JP-8 fuel, the first KC-135 aircraft taxied onto the refueling parking area ramp and was refueled on June 28, 2000. In a little under three months, the 161st had completely set up, filled and commenced operations on one type of refueling system while decommissioning another system without any mission breakdown or interference.

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Speak

Inside the Defense Logistics Agency's Toastmasters Club

By Claire McIntyre

Do not be fooled by the name. Members of Toastmasters International, a worldwide organization that hones public speaking skills, are not devoting their time and effort to merely perfecting commemorative addresses. They're interested in nothing less than turning their members into sharp thinking, at ease, undaunted, original communicators.

They've got clubs everywhere, including a Defense Logistics Agency (DLA) club that draws employees from throughout the agency's Headquarters Complex at Fort Belvoir, Virginia. No matter what your occupation, even a glimpse into Toastmasters could prove beneficial—and guests are always welcome at the weekly meetings.

If your job or other activities require you to address a group of listeners, then Toastmasters can enhance your communication and presentation skills and keep them well lubricated. But if you're not planning to deliver any speeches, why take the training? Because the skills that lie behind the speechmaking "bleed through" to other endeavors. If you can plan and execute a good speech, speak spontaneously in response to a topic assigned on-the-spot, and objectively

critique someone else's presentation, then you strengthen your ability to concentrate, think logically, and face fear.

Toastmasters founder Dr. Ralph C. Smedley counseled readers to think for themselves in a column first published in the March 1948 issue of *The Toastmaster* magazine. "Above all things, think honestly, with an open mind. The facts may prove you to be wrong. Follow the facts, even though they lead you to a conclusion far from what you wanted it to be." Also, he advises readers to "criticize your own thinking." If you're going to give a speech, you have to be able to think clearly. You have to know the purpose of your speech and how to support your point.

Pick up a guest badge. Through the meeting room doors, the DLA group convenes at a round table, the proceedings fast and focused. About 10 members are present. They've only got one hour to deliver three speeches, evaluate each, conduct "table topics" (an exercise where one member calls on others to respond spontaneously to thought-provoking, essay-type questions), vote on "best of" for both speaking events, introduce the word of the day, relay a joke, and take care of any details associated with membership and meeting formalities. Blast-off.

Ann Wilson of the Defense Energy Support Center (DESC) delivers her first, or icebreaker, speech before the group. As a method of introduction, the address focuses on who she is, why she was drawn to the organization, and her

If you can plan and execute a good speech. . . then you strengthen your ability to concentrate, think logically, and face fear.

current overall objectives. She says she wants to use Toastmasters as "a guide post and guiding light."

Joyce Hood, also of DESC, explores tipping etiquette in her speech. Fifteen percent, she informs the group, is no longer the going tipping rate in restaurants. As a result of increased affluence, tips are now appropriate at the 18 percent to 20 percent range. Billionaires typically tip between 15 percent and 20 percent; those dining with billionaires tip 30 percent to 35 percent; doctors and lawyers, 15 percent to 18 percent; and accountants, "whatever the going rate is—precisely." The worst tippers? Politicians.

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Club President Patrick Ring of the Defense Contract Management Agency presided over the meeting.



Lavaeda Coulter of the Defense Logistics Agency critiques speech.



Fred Grant of the Defense Energy Support Center answered the timely question: Should Vice President Al Gore concede the 2000 presidential election?



Ann Wilson of the Defense Energy Support Center delivers her first Toastmasters speech.



Leslie Packard, Defense Logistics Agency Systems Integration Office, addresses Y2K question.



Lillie Simpkins of the Defense Logistics Agency served as table topics master.



Joyce Hood of the Defense Energy Support Center delivers speech about tipping etiquette.

Pete Sampogna of the Defense Contract Auditing Agency chronicles his discovery and admiration of artist Frederick Hart, beginning with a chance encounter with one of his sculptures during a trip to San Francisco. He describes the “presence, power and purpose” of the artist’s work, how he sculpted with light through the use of transparent lucite. Mr. Hart died in 1999. “I wish I had met him,” says Mr. Sampogna. “But in many ways, I have met him, as he has met me,” he adds, describing the universality of the artist’s work.

Each speaker has been assigned an evaluator, who assess the five-to seven-minute speeches later in the meeting. All members vote for the speech they consider best.

Next up: Lillie Simpkins of DLA approaches the lectern to pose several questions to the group. She calls on random members, one at a

time, to answer the questions without preparation, the replies to last no longer than two minutes. What was the most memorable event of 2000? How would you describe the past year, the first year of the new millenium? (Actually, 2001, not the year 2000, is the first year of the new millenium, observes responder Leslie Packard of the Defense Logistics Agency Systems Integration Office). Should Vice President Gore concede the presidential election? How would you feel if you were a voter in Florida and knew your vote would not be counted? Not exactly yes or no questions. As in a prepared speech, speakers should support their stand.

Toastmasters member Fred Grant of DESC emphasizes an important aspect of the club atmosphere. “You can’t be afraid to make a mistake,” he says in reference to the table topics questions. “There are no right or wrong answers in the exercise. The objective is simply to stand and respond to the question.” Toastmasters guests are greeted with a warm and welcoming ambience. Members support one another as skill levels rise, nervousness is overcome, and speaking, whether from a prepared speech or an impromptu address, becomes easier and more fluid.

Their deliveries are interesting, their demeanors calm, their sentences concise, relevant and informative. How do they do it?

They observe and practice basic principles that make for excellent communication. Here’s a crash course.

★ Three important elements of a speech are content, organization and delivery. Is the subject

worthwhile? Do you know what you’re talking about? Stay focused. Prove your point.

- ★ Find and use your own style. Speak from conviction.
- ★ Make your subject easy to understand, despite its complexity.
- ★ Nervous? Take the risk. Use the edgy energy of anxiety to face the situation. Develop self-



Pete Sampogna of the Defense Contract Auditing Agency tells listeners about artist Frederick Hart.

confidence by acting as if you have it.

- ★ Reject negative input from naysayers.
- ★ Be a speaker that others will want to emulate—a good deal of what we learn is through observation.

Because of the high number of Toastmasters clubs, members can, and often do, attend meetings in various locations. And membership in any one club may not stay the same for too long. For example, membership composition of the DLA club changed markedly after

the meeting described above. Some of its members switched job locations beginning in 2001; attending a different club in closer proximity to their new location will be more convenient.

Toastmasters holds conventions, publishes instructional manuals, and offers a variety of specialized programs and leadership positions within the organization. Maybe you want to refine your delivery of presentations or speeches, maybe you want to express your ideas in a clear and concise manner, maybe you want the thrill of the dare.

Figure out what you have to say. Then say it. The group is waiting. ★

Joining Up

- The DLA Toastmasters Club meets every Tuesday at 11:30 p.m. at the Andrew T. McNamara Headquarters Complex at Fort Belvoir, Virginia. Guests are invited to attend. For more information, contact Lavaeda Coulter at (703) 767-6261.
- DLA policy encourages employees to join the organization, as does federal government policy. In a Sept. 24, 2000, letter to Toastmasters International President Jo Anna McWilliams, the director of the U.S. Office of Personnel Management, Janice R. Lachance, observes that Toastmasters “can help employees gain the necessary skills to speak, listen, and think in ways that broaden their abilities and helps create a skillful and talented workforce. . . . OPM, like many other agencies, has a strong and vibrant Toastmasters Club. We encourage employee involvement because we have found that it is an effective way to enhance employee communication skills which, in turn, fosters self-confidence and personal growth.”
- Visit the Toastmasters International Web site at www.toastmasters.org.



The U.S. Air Force Thunderbirds (above) and the U.S. Navy Blue Angels demonstration squadrons are in the skies overhead. Find out when and where, page 29.

29 PALMS

Marine Corps Base Launches New Ground Fuel Facility

As part of the Defense Energy Support Center's (DESC) ongoing initiative to privatize military ground fueling facilities, on November 2, 2000, California's 29 Palms Marine Corps Base became the latest installation to turn over the operation and maintenance of its facilities to a private contractor.

The new automated fuel dispensing facility is the first of its kind to offer full-service fueling for combat tanks as well as other ground vehicles. Diesel, motor gasoline and JP-8 fuel are provided by the new system. About eight M1A1 tanks, each holding 500 gallons of fuel, can be fueled an hour, as well as about 50 other ground vehicles. The facility is located alongside the base's tank trail, about three miles from the previous two-fuel tank station, and eliminates the need to haul fuel by truck to the combat tanks.

Following a contract award by DESC, Willbros Operating Services, Inc. of Tulsa, Oklahoma, provided the new fueling station and will operate and maintain the facilities, saving the Department of Defense an expected \$1.5 million over the 20-year contract.



M1A1 tank fuels up at 29 Palms Marine Corps Base.



Base fuel facility before new system construction.



Capt. Mark Heinrich, commanding officer, Navy Petroleum Office, atop tank before ribbon-cutting ceremony.



Concrete post-like barriers strategically placed around fueling facility protect against collisions. Below: when a 500-gallon, 62-ton M1A1 tank hits a curb.



Blue Angels, Thunderbirds Set 2001 Air Show Schedules

Source: Office of the Assistant Secretary of Defense (Public Affairs)

The “Blue Angels” Navy flight demonstration squadron and the “Thunderbirds” Air Force air demonstration squadron have announced their 2001 show season schedules.

The Blue Angels will begin their season on March 10, 2001, at Naval Air Facility, El Centro, Calif., and will finish on Nov. 10, 2001, at Naval Air Station, Pensacola, Fla. The Blue Angels have scheduled 66 shows at 34 locations in the United States and Canada during the 2001 season. The “Thunderbirds” are set to begin their season March 24 at Patrick Air Force Base, Fla. The team will perform more than 60 shows in 29 states and will visit the Pacific for the first time since 1994.

The Navy flight demonstration squadron is a Chief of Naval Air Training unit composed of Navy and Marine Corps representatives including 10 pilots (six are demonstration pilots), six support officers, four civilians and about 100 enlisted personnel performing in more than 16 Navy specialties. The team’s home base is Naval Air Station, Pensacola, Fla. The Air Force air demonstration squadron is an Air Combat Command unit composed of eight pilots (including six demonstration pilots), four support officers, four civilians and about 120 enlisted airmen performing



in more than 25 Air Force specialties. They are based at Nellis Air Force Base, Nev.

Each team’s aerial demonstration is a mix of formation flying and solo routines. The pilots perform approximately 30 maneuvers in a demonstration. The entire show, including ground and air, runs about one hour and 15 minutes.

Demonstration sites are selected to support the objectives of the Department of Defense and the interest of the armed services with safety as the primary consideration.

Performances greatly assist the recruiting and retention goals of the military services, enhance esprit de corps among uniformed men and women, and demonstrate the professional skills and capabilities of the armed forces to the American public and U.S. allies.



Blue Angels 2001 Show Season Schedule

March

10 NAF El Centro, Calif.
17-18 Mesa, Ariz.
24-25 Altus AFB, Okla.
31 MCAS Cherry Point, N.C.

April

1 MCAS Cherry Point, N.C.
7-8 MacDill AFB, Fla.
21-22 NAS Corpus Christi, Texas
28-29 NAS Norfolk, Va.

May

19 Charleston AFB, S.C.
23&25 USNA Annapolis, Md.
26-27 NAS Patuxent River, Md.

June

2-3 Lakehurst, N.J.
9-10 Quebec City, Quebec,
Canada
16-17 Syracuse, N.Y.
23-24 Davenport, Iowa
30 Evansville, Ind.

July

1 Evansville, Ind.
7-8 Muskegon, Mich.
13-14 Pensacola Beach, Fla.
21-22 Bozeman, Mont.
28-29 NAS Lemoore, Calif.

August

4-5 Seattle, Wash.
18-19 Kansas City, Mo.
25-26 Duluth, Minn.

September

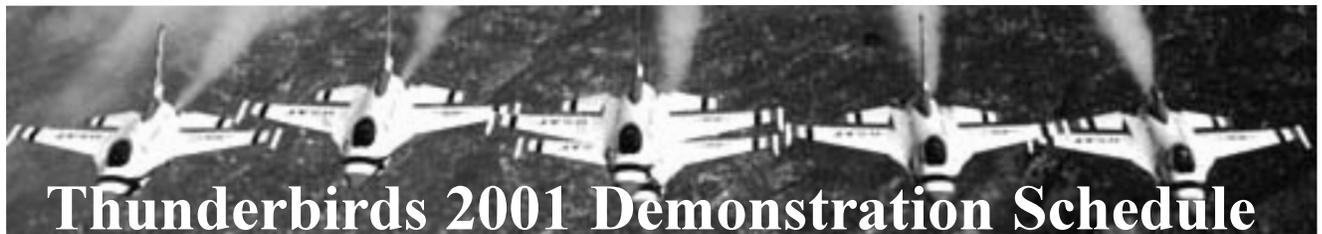
1-3 Cleveland, Ohio
8-9 NAS JRB Willow Grove,
Pa.
15-16 Smyrna, Tenn.
22-23 NAS Brunswick, Maine
29 NAS Meridian, Miss.

October

6-7 San Francisco, Calif.
13-14 MCAS Miramar, Calif.
20-21 Alliance Field Fort Worth,
Texas
27-28 Lafayette, La.

November

3-4 Jacksonville Beach, Fla.
9-10 NAS Pensacola, Fla.



Thunderbirds 2001 Demonstration Schedule

March

24 Patrick AFB, Fla.
25 Tyndall AFB, Fla.
31 Glendale, Ariz.

April

1 Glendale, Ariz.
7 NAS Point Mugu, Calif.
8 Beale AFB, Calif.
21 Barksdale AFB, La.
22 Maxwell AFB, Ala.
28-29 Lincoln ANG Base, Neb.

May

5-6 Ft. Lauderdale, Fla.
12 Millington, Tenn.
13 Ft. Smith, Ark.
19-20 Andrews AFB, Md.
26-27 Columbia, Mo.
30 USAF Academy, Colo.

June

2-3 NAS Fallon, Nev.
9 Hill AFB, Utah
10 Cannon AFB, N.M.
16-17 McChord AFB, Wash.
23-24 Tullahoma, Tenn.
30 Scott AFB, Ill.

July

1 Niagara Falls, N.Y.
4 Battle Creek, Mich.
7-8 Pope AFB, N.C.
14 Columbus AFB, Miss.
15 San Angelo, Texas
21-22 Dayton, Ohio
25 Cheyenne, Wyo.
28-29 Latrobe, Pa.

August

4-5 Otis ANG Base, Mass.
11 Minot AFB, N.D.
12 Ellsworth AFB, S.D.
18-19 Chicago, Ill.
25-26 Mid-season break

September

1-3 Bay St. Louis, Miss.
8 Muskogee, Okla.
9 Sioux City, Iowa
15-16 Salinas, Calif.
20-28 Pacific Tour (specific
locations to be announced)

November

3 Seymour-Johnson AFB,
N.C.
4 Moody AFB, Ga.
10-11 Daytona Beach, Fla.

Key

NAF = Naval Air Facility
MCAS = Marine Corps Air Station
NAS = Naval Air Station
AFB = Air Force Base
ANG = Air National Guard

Funk. . .
continued from page 11

deploying FAS and building our Enterprise level solution. We can perhaps take advantage of our system to recraft the way we do some of our business and really get a nice combination of business process change along with the automation.

The organization is obviously always in pursuit of improvement to business. As in anything, especially with something the size and scope of DESC, there's probably always room for improvement and we are always on the lookout for opportunities. For the size and the product we output, I think we are doing extremely well.

Does your Navy background in any way uniquely impact on your job?

Certainly, I would like to think that what I bring with my prior background, just like others in uniform, is an increased awareness, appreciation and concern for the warfighter and operational logistics. In particular, our experience with at-sea replenishment, the requirements for our naval fuels, and the logistics set-up for our naval forces are somewhat unique to those who are in naval uniform. I think our folks, regardless of uniform, come to appreciate the different concerns of all the services. By virtue of having been a Navy Supply Corps officer, I've had the opportunity to run a Navy deep water fuel terminal and work fuel matters on an operational fleet staff.

You are very detail-oriented. Is it your nature or a means to an end, that is, a method to get and maintain information?

I probably have to work at being detail-oriented, so I don't know that it's a natural inclination. A lot of what I see coming across my desk is destined to go outside the Center. So when I ask for details, it's basically because I would like the answer or the product that's going forward to be reflective of us in truly the most professional, competent and complete manner as possible. I think it's probably somewhat ingrained by 20-plus years of naval service and attention to detail.

It's also in the details that you learn a lot. So in asking for additional details, I'm trying to gain knowledge, appreciation and understanding of an issue or aspect that I may not fully comprehend. I'm most interested in the output. But oftentimes you cannot know how either to improve the output or effectively arrive at it without understanding the process that precedes it. Sometimes it requires drilling down, especially when you're in the mode of looking at process change or improvement.

What is your reaction to the pending closing of DESC's regional offices in St. Louis, Missouri and Fort Dix, New Jersey?

It's never viewed with a great deal of joy, having to close anything. But when one steps back, you have to look at the business and the organization based on a view of the world, our business relationships and our customer relationships. And that view has to be done in the context of today's technology with e-mail and other communication techniques that are available now.

The study that was conducted concluded that we could do this, could support requirements and possibly improve some internal processes. Despite the fact that it's not something you look forward to, there is a value and benefit by looking at appropriately sizing the organization. The closure of those



offices can reduce the cost of operations without severely impacting customers, actually without impacting the customer at all.

We're still going to have our customer service reps, our QSRs [quality surveillance representatives] out in the field where they are today. We're just displacing some of those office functions to the Houston region or to other offices. We're going to do all we can to minimize the impact of the closure on personnel. Hopefully, we'll be able to offer them some opportunities that they're willing to take a look at.

How are military careers in the fuel business changing?

I go back to the fact that I had my first job in 1979 in the fuel business and that was out at PACFLT [Pacific Fleet]. Then I

went to the University of Kansas, which was teaching me fuel management, followed by a tour at the Navy Petroleum Office as a division director, then I went to Europe as a JPO [joint petroleum officer]. I also ran the FISC [Fleet and Industrial Supply Center] fuel department on an interim basis for a little while. Then I came back to the Navy Petroleum Office as the commanding officer.

So now I'm in my seventh fuel-related tour, translating to 12 years of fuel-specific background. From the naval perspective, you won't see that much anymore. The demands to be competitive for promotion are requiring more diversity in the tours. That's the same with all the services.

Our organizations are getting smaller. The Navy cycles personnel in and out more frequently. So it's probably going to become more incumbent on our civilian work force to provide the continuity and the legacy over the long haul. But the military member will continue to provide the valuable operational perspective to our support business.

Parting words. . .

I am extremely happy to be here and working the energy business with the fantastic team at DESC. Two factors that make things enjoyable are a fun business and terrific people. I wish that each of you can find that same level of enjoyment at work. That doesn't mean it won't be a grind at times. But when it's all said and done and when it's viewed on the whole, I'd love for everybody to sit back and say they enjoyed their experiences and had fun while at DESC.★

Portable Fuel System. . . *continued from page 21*

After six months, the 161st fuels personnel settled into a very comfortable routine using the R-14 bladder system. They now receive JP-8 by commercial tank truck from Davis Monthan Air Force Base, Tucson, Arizona, to replenish storage inventories daily; 99 percent of all aircraft refueling requirements are completed by the R-14 bladder system. All quality control checks on the receipt fuel, collapsible tanks, FFU-15E filter separators, and the R-14 modules are performed as prescribed in Technical Order 42B-1-1. Additionally, using a very active preventive maintenance program, 161st fuels personnel have experienced only minor concerns with the equipment which have been documented or corrected.

As for training and use of these different equipment types, many of the 161st fuels personnel have not had hands-on training with the R-14

refueling system since initial training at the McDill schoolhouse over 15 years ago.

This has been some of the best hands-on training that I could give my personnel. Where else could you get this type of training with the R-14 bladder system without spending money and time overseas? We have learned so much about the R-14 bladder system, the backbone of any bare base refueling war scenario, that we did not realize before this project started. We would like to have more units come by and take advantage of this once-in-a-lifetime fully operational training aid, but we also realize that money and time are very scarce commodities these days.★

Master Sgt. Bodam is the base fuels supervisor, 161st Air Refueling Wing, Phoenix Air National Guard. Completion of the 161st ARW's new facilities at Sky Harbor is expected by the end of 2001.

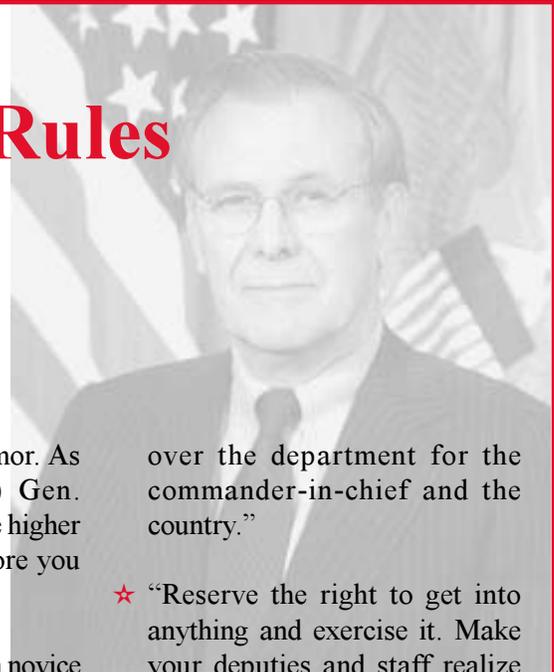
DoD Fraud Hotline Alert

To report instances of fraud, waste, abuse, or mismanagement in Defense Logistics Agency/Department of Defense programs and operations, contact one of the following:

- a. Visit the DLA Complaint Program Web site: www.complaints.hq.dla.mil.
- b. Call the DLA Complaint Program at 1-800-411-9127 or Defense Switched Network (DSN) 427-5447.
- c. Write to: Chief, Referral Review Team (CAASR), Defense Logistics Agency, 8725 John J. Kingman Road, Suite 2533, Fort Belvoir, VA 22060-6100.
- d. Visit the DoD Defense Hotline Web site: www.dodig.osd.mil/hotline.
- e. Call the DoD Defense Hotline Program at 1-800-424-9098.
- f. Write to: Defense Hotline, The Pentagon, Washington, DC 20301-1900.
- g. Visit the DoD Defense Hotline by e-mail: hotline@dodig.osd.mil.

Rumsfeld's Rules

Source: *American Forces Press Service*



WASHINGTON—Defense Secretary Donald Rumsfeld has distilled the lessons of almost 50 years of service in a 19-page handout. In the short introduction, Rumsfeld said he got the “Rules” from his service as White House chief of staff, defense secretary, naval aviator and ambassador. He also applied lessons he learned in business.

Here are some of Rumsfeld's Rules:

- ★ “Don't accept the post or stay unless you have an understanding with the president that you're free to tell him what you think ‘with the bark off,’ and you have the courage to do it.”
- ★ “Be precise. A lack of precision is dangerous when the margin of error is small.”
- ★ “Learn to say, ‘I don't know.’ If used when appropriate, it will be often.”
- ★ “It is easier to get into something than to get out of it.”
- ★ “If you are not criticized, you may not be doing much.”
- ★ “Keep your sense of humor. As (World War II Army) Gen. Joseph Stilwell said, ‘The higher a monkey climbs, the more you see of his behind.’”
- ★ “Don't ‘overcontrol’ like a novice pilot. Stay loose enough from the flow that you can observe, calibrate and refine.”
- ★ “If in doubt, move decisions up to the president.”
- ★ “Look for what's missing. Many advisers can tell a president how to improve what's proposed or what's gone amiss. Few are able to see what isn't there.”
- ★ “Public servants are paid to serve the American people. Do it well.”
- ★ “Beware when any idea is promoted primarily because it is ‘bold, exciting, innovative and new.’ There are many ideas that are ‘bold, exciting, innovative and new,’ but also foolish.”
- ★ “Watch for the ‘not invented here’ syndrome.”
- ★ “The secretary of defense is not a super general or admiral. His task is to exercise civilian control over the department for the commander-in-chief and the country.”
- ★ “Reserve the right to get into anything and exercise it. Make your deputies and staff realize that, although many responsibilities are delegated, no one should be surprised when the secretary engages an important issue.”
- ★ “Avoid public spats. When a department argues with other government agencies in the press, it reduces the president's options.”
- ★ “Establish good relations between the departments of Defense, State, the National Security Council, the CIA and the Office of Management and Budget.”
- ★ “Develop a personal relationship with the chairman and each of the Joint Chiefs of Staff. They are almost always outstanding public servants. In time of crisis, those relationships can be vital.”
- ★ “Treat each federal dollar as if you had earned it.”
- ★ “If you develop rules, never have more than 10.”