

# FUEL LINE

Defense Energy Support Center

Vol. 1, 1999



a small cadre of personnel with extensive experience in the petroleum and energy business... a tiny hole-in-the-wall office... seven buried pipelines... 64 million award patterns... 13 motor pools... one Worldwide Energy Conference... Rota, Spain... Yokota, Japan... Ft. Bragg, NC... Nicaragua... Guatemala... 100 million gallons of oil... liberty call... 83 million gallons of fuel... a 500-pound, four-foot-tall elbow... Turkmenistan... MacDill AFB... a 13-year-old mainframe program... a three-way win... a Class 3 storm... a 39-year-old fuel storage site... one million barrels of oil per day... 29 Palms... 55,000 tons of soil...

# 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...DLA Director Lt. Gen.  
Henry T. Glisson and DESC Director  
Gary S. Thurber at opening ceremony of  
1999 Worldwide Energy Conference.

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# Director's Corner



*DESC Director Gary S. Thurber*

DESC scored a huge success with its first-ever energy conference combining petroleum and the new energy mission. I was pleased to welcome more than 1,400 conferees from the Military Services, various federal agencies, industry and DESC who attended the week-long event. We had an aggressive agenda that included power-packed presentations from keynote speakers, experts in their fields, who talked about choices and challenges we all face as we prepare to move into the next millennium. We also offered dynamic panel discussions with members from the Services, industry and DESC who presented their opinions on current issues affecting our business. In addition, DESC offered 100 interactive workshops covering more than 50 topics during the week. That, coupled with a trade show with 97 exhibits and more than 200 exhibitors demonstrating their state-of-the-art products and services, made for a very exciting week.

In the spirit of moving toward a paperless environment, rather than produce hard copies of the briefings, DESC has prepared a special section of its Home Page devoted to a review of the week's activities with briefings and photos from the conference. You can access these at [www.desc.dla.mil](http://www.desc.dla.mil).

We have set some lofty goals for DESC for 1999. I have challenged the Executive Council to begin work on a new Business Plan – one that focuses on a DESC operational concept designed to take us into the next century.

To do that, we need to know what's happening in industry and with our customers. We will look at operational changes occurring within industry—what is going on in the marketplace now and what is planned for five to 15 years from now.

Even more critical for us is to focus special attention on changes that have occurred in our warfighter customers' operational scenarios. Our value to the customer rests firmly on the fact that we support their needs. Careful review of the way industry and our customers plan to operate helps ensure we have a viable operational concept—one that effectively aligns us with our customers so that we continue to be a value-added partner in support of our warfighters' mission.

Secretary Cohen, in a recent news briefing, talked at length about the warfighters' effort to get "lean and mean." His concern is that support agencies have not done as good a job to reorient the way they operate their support structure to provide the best logistical support.

In other words, we still have work to do in pursuit of innovations that will lead to best business practices in everything we do. It means that we should be concerned with every piece of a process, not just the overall process. It means that everything we do in day-to-day operations is open to improvement. It means that every person in our organization needs to be creative and involved with reengineering initiatives.

Another goal I have is to improve the method by which we recognize people like these folks who care enough about their business to design ways to work smarter, better and faster. We want to do a good job telling these success stories and find new ways to recognize them for their efforts. A monetary award is one way to do that, but there are many others to consider. Sending a person back to school for an advanced degree, paying for membership in professional organizations, and enrichment programs to transition a person through other areas to enhance his/her knowledge base are only a few possibilities.

In this issue of *Fuel Line*, you will read about some of the creative initiatives our employees have developed to move us closer to doing business through electronic commerce. DESC is using the AIR Card, the Fleet Card, PORTS (Paperless Ordering and Receipt Transaction System), the Automated Fuel Dispensing Station and the improved Bid Evaluation Model, for which the team received the prestigious Hammer Award.

Take some time to think about what you do and how DESC does business. There could not be a better time for being creative and innovative than right now.★

## NEWSMAKERS...

# Bid Evaluation Model Wins Hammer Award

For those teams who have found ways to cut red tape, save money, empower employees, put customers first and achieve worthwhile results, the Hammer Award bestows the recognition. A database developed to determine the most cost-effective

delivery modes, transportation rates, product cost and shipping points (see story, page 16).

The following DESC employees comprise the Bid Evaluation Model enhancement team, who



*Left to right: Rear Admiral David P. Keller, commander, Defense Logistics Supply Center; Carroll Nelson; John Kamensky, deputy director, National Partnership for Reinventing Government; Donald Peschka; Gregory Andrienas; Joe Kreegan; Lt. Gen. Henry Glisson, DLA director; Fred Murphy; Deputy Undersecretary of Defense Roger Kallock; and Lori Bovee.*

fuel contracts recently brought the award to the Defense Energy Support Center (DESC).

Created by Vice President Albert Gore, the National Partnership for Reinventing Government's Hammer Award recognizes successful efforts by federal employees to make government "work better and cost less." DESC's recent accomplishment reflects marked improvements to its Bid Evaluation Model, a database that must analyze millions of possible contract award patterns arising from factors such as

reengineered a time-consuming 13-year-old mainframe program into a speedy, efficient and economical PC database system:

Donald Peschka  
Gregory Andrienas  
Lori Bovee  
Fred Murphy  
Jeannie McGuire

Contractors Carroll Nelson and Scott Hassler from Nelson & Associates and Joe Kreegan from Ketron developed the software for the Bid Evaluation Model. ★

## DESC Personnel Win Transportation Awards

Two Defense Energy Support Center personnel recently earned recognition as leaders in the field of transportation management.

Ms. Madeleine Lynch, DESC-FL, was awarded the 1998 National Defense Transportation Association (NDTA) Distinguished Service Award. A member of NDTA since 1988 and a past president of its Washington, DC chapter, Ms. Lynch was presented the award in recognition of her noteworthy professional accomplishments and dedicated service with the NDTA. Her work on cost-reduction initiatives and inspirational leadership of chapter activities set her apart as a leader in the NDTA and at DESC.

Mr. Kevin Epstein, Traffic Management Specialist in DESC's Bulk Fuels CBU, received the Military Traffic Management Command's prestigious "Excellence in Traffic Management" award at the annual NDTA forum. Mr. Epstein is a member of the Transportation Rates Analysis Team within the Inventory Distribution and Management Division of Bulk Fuels. He received this award for identifying and developing the *Demurrage Wizard*, a database program that analyzes demurrage occurrences at commercial refineries worldwide and replaces a manual "pen and paper" method of reviewing these claims. *Demurrage Wizard* significantly reduced the amount of time it takes to review a case, eliminated cumbersome computation errors, and increased the productivity of the DESC-BI Tanker Team. Additional benefits include the program's ability to store statistical data and produce reports. ★

## NEWSMAKERS...

# DESC Employees of the Month

The following employees recently earned recognition for their outstanding job performance under DESC's Employee of the Month program. Here's why:

September 1998 ☆



**Gary G. Walls**

Gary Walls, contract specialist in the Into-Plane branch of the Direct Delivery Fuels Division, has administered 14 contracts in the United States, Africa, South America, Europe and the Far East with a combined estimated value of \$50 million. His efforts have directly contributed to successful contract support for contingency and humanitarian missions both in Bosnia and in Africa for Air Force and Army customers at critical locations. He also coordinated information with the fuel contractor and other CBUs at DESC to ensure that Air Force One was properly refueled at the new Hong Kong Airport. In addition to his extensive knowledge of the Into-Plane program, Mr. Walls' willingness to serve as a mentor to new employees has distinguished him among his peers.

*(Note: No selection for October 1998 due to program realignment.)*

November 1998 ☆



**Frank Payne**

Frank Pane, contract specialist in the Into-Plane branch of the Specialty Fuels Division, was temporarily detailed into his supervisor's position as a branch chief and contracting officer with unlimited authority. With ultimate daily contract responsibility for 142 domestic contracts and 18 overseas contracts covering 89 locations, Mr. Pane awarded 16 contracts valued at \$10.1 million and conducted negotiations with two major oil companies. One contract, awarded six weeks ahead of schedule, saved the government about \$60,000. In addition, he resolved fuel quality issues at several locations—all while performing his normally assigned duties. As a contract specialist, Mr. Pane is responsible for all Into-Plane contracts in three assigned states totaling 18 contracts and 30 overseas locations with three contracts.

# Employees of the Month

December 1998

Karen Yankosky, contract specialist in the Alternative Fuels CBU, is responsible for the natural gas Basic Ordering Agreement (BOA) program in South Carolina, which nets a substantial cost avoidance each month for participating installations. With less than a year's experience in the Alternative Fuels CBU, she became lead buyer for an emergency procurement of natural gas to military installations and U.S. Postal Service customers within Georgia. Ms. Yankosky has mastered the procurement complexities arising from the newly deregulated natural gas industry. In addition, as part of DESC's "paperless contracting" initiatives, Ms. Yankosky has been working with TRW contractors to post Alternative Fuels' monthly price modifications to the Web.



**Karen Yankosky**

January 1999



**Pamela J. Griffith**

Pamela Griffith, contract specialist in the Direct Delivery Fuels CBU, was selected as DESC-PL point of contact for all actions to support the Hurricane Mitch disaster relief efforts in Central America last November. She worked countless hours of overtime in addition to performing her assigned duties. Ms. Griffith's superior analytical and negotiating skills led to numerous successful contract awards to support emergency fuel requirements in Honduras, El Salvador, Guatemala and Nicaragua, Central America. In addition, Ms. Griffith provided daily progress reports to upper management on the continuing Central America disaster relief efforts.

February 1999

Sergio Santiago, quality surveillance specialist in the Bulk Fuels CBU, is on the OCONUS Quality team with primary responsibility for the DESC-Pacific area of operation. However, when Italian facility repairs threatened to close the NATO Augusta Bay depot, support to NAS Sigonella and the fleet from NATO Augusta were threatened. Mr. Santiago's expertise as the former quality manager in the Mediterranean made him invaluable to the DESC-F/B/Europe team investigating the logistics problem. His knowledge of the Italian language and personal contacts with Italian refineries and terminals gained entry for DESC contracting, facilities and distribution members. The result: a resolved NAS Sigonella distribution problem and alternate solutions and competition for areas once considered sole source.



**Sergio Santiago**

# NEWSMAKERS. . .

## UnSung Heroes

### How DESC Employees Serve Above and Beyond

By Marilyn Miller

#### The Lay Chaplain. . .

While most people treasure their annual leave for family vacations and other special events during the year, there are some people who use it to do volunteer work in their communities. One such person in DESC is Ms. Iris Fetgatter, a secretary in the Facilities and Distribution CBU.

On the first Friday of every month, Ms. Fetgatter takes a day of annual leave to perform her volunteer work as a lay chaplain at the Alexandria Hospital. Her job is a very difficult one. She ministers to people who are in need of help, comfort, and understanding. "Some Fridays are very quiet," she said. "Some are extremely busy." There are sad times, too, but Iris has learned that her ministry during those sad times is what makes her volunteer work more than just a nice thing to do.

The nature of her volunteer work at the hospital often puts her in the midst of tragedy. When a Code Blue emergency is called, Iris participates as part of the response team. If the

patient does not survive, it is her job as the chaplain on call to make sure the family is taken care of. If family members have traveled long distances to get here, she will help them get settled and often accompany them to the morgue to offer strength and support. There are other times when an unborn baby or young child dies. Then, Ms. Fetgatter may per-

are so important to them at that point in their lives. She has also been fortunate enough to work with some of the DESC family and retired DESC employees in her pastoral care role.

Ms. Fetgatter is one determined lady. She was recommended by a pastor from her church to enter the program. To become certified, she

had a year of intense training in pastoral care, which she paid for herself. Then, when the training was complete, she had to promise to serve 24-hour periods of duties throughout one year. Now that her obligation is met, she continues to do this work because she feels strongly that she can make a dif-

ference. She added, "I am also reminded that someday I may need this kind of support myself and would want someone to be there for me and my family."

We are grateful that we have employees like Iris Fetgatter who take time from their own busy schedules to work with others in some way. She is one of our Un-sung Heroes.★



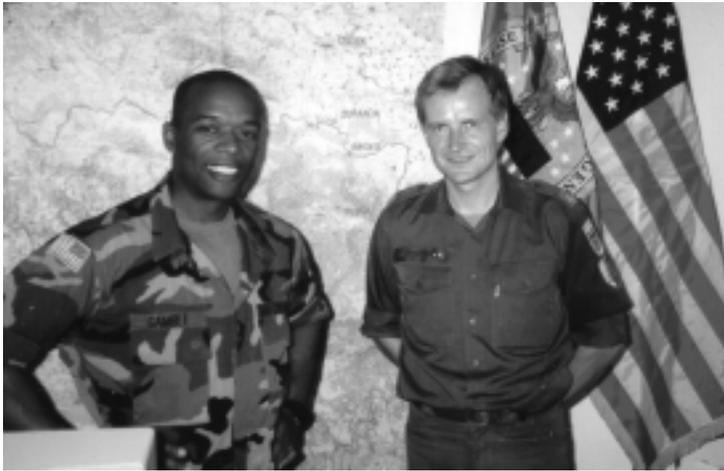
*Iris Fetgatter proudly displays her diploma certifying her to provide pastoral care.*

form a beside funeral service for the family. It is sad, but she knows that her counsel and support help families get through the initial trauma of losing a loved one.

There are also many pleasant aspects to her work. Her greatest joy is visiting with older folks who have come to the hospital from a nursing home. She enjoys spending time with them, sharing stories and listening to all the things that

# Overseas

## In Croatia. . .



*John Gamble, left, with Austrian Fuels Officer Lt. Senders.*

John Gamble (DESC-FP) served as ordering officer at DFO Balkans, Split, Croatia in support of Operation Joint Guard from March 15 through September 9, 1998. As ordering officer, he supplied fuel to more than a dozen different nations with units in Croatia, Bosnia and Hungary. In John Gamble's words, "The job was extremely satisfying. I worked with fuels guys from many nations and with soldiers at the field units. We all had the common interest of keeping the fuel flowing. Even though there were language barriers, we still managed to get things done."

## In the Middle East. . .



*Seventy miles offshore of Bahrain, Col. Raymond Rodon, DESC deputy director for operations, left, and Mr. Gary Thurber, DESC director, observe operations aboard the USS Carl Vinson (CVN-70) aircraft carrier.*

# NEWSMAKERS...

## DESC Employee Wins Contracting Award

The Blanche Witte Memorial Award recognizes outstanding performance in contract and procurement management for individuals from both industry and government. A national recognition, the award is sponsored by the National Contract Management Association.

Deborah VanKleef, a DESC supervisory contract specialist, will receive the prestigious award in April during the association's Spring National Educational Conference in Virginia Beach, Virginia.

Ms. VanKleef earned the award by spearheading DESC's Aviation Into-Plane Reimbursement (AIR) Card program, which decreased operating and fuel costs and increased purchase ease and efficiency for DESC customers when refueling aircraft. Military Service and Federal Civilian Agency pilots can now purchase fuel, fuel-related supplies and ground services at commercial airports around the world with the AIR Card instead of more costly and complicated methods used in the past.

Following implementation of the new procurement strategy, Ms.

VanKleef analyzed past purchase practices and an Air Force database, and was able to expand the AIR Card program by identifying an additional 38 domestic and 160 overseas locations with Into-Plane requirements. Today, the AIR Card is accepted at 4,200 locations worldwide.



*Deborah VanKleef*

Because of Ms. VanKleef's award-winning and innovative contracting techniques, DESC is now able to track fuel consumption at commercial airports, pay suppliers more expeditiously, and save its customers more than \$3 million each year in fuel costs. ★

## On the Move...

### Direct Delivery Fuels (DESC-P)

Kelly Morris was promoted to CBU director.

Lula Manley was promoted to division chief for Ground Fuels Division II.

Deborah VanKleef was promoted to division chief for Speciality Fuels. She is responsible for the two Into-Plane branches—the Bunkers branch and the AIR Card Program.

Marvin Grubbs and Ted Munns exchanged places in January to expand their knowledge and experience. Mr. Grubbs took over as contracting officer for DESC-PLC, while Mr. Munns took over the Ships' Bunkers Program, including management of the Fleet Card Program.

Mark Brewer spent the last six months TDY in Split, Croatia as a fuel ordering officer in DFO-Balkans. Mr. Brewer returned to the CBU in February; his replacement in Split is Stuart Stovall from Code F.

### Information Systems (DESC-S)

Bill Robinson, former director of Bulk Fuels, was selected as program executive of Information Systems.

Hank Marrangoni, former director of Code S, was selected as DESC principal planner.

Lt. Col. Mitch Hailstone, formerly deputy director of Alternative Fuels,

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## On the Road...

DESC will be exhibiting its products and services at the upcoming conferences:

- General Services Administration Expo, March 31-April 1, San Antonio, Texas
- Defense Logistics Agency Expo, June 2-3, New Orleans, La.
- Department of Defense Electronic Commerce Day, June 10, Washington, D.C.

# DESC Gets New Mission in Japan

By Major John Beecy,  
Commander, DESC-Yokota

The Defense Energy Support Center's (DESC) presence in Japan is nothing but bright. In the last year, DESC-Yokota has added missions, saved money and improved services.



A tiny hole-in-the-wall office when it was formed in 1994, DESC-Yokota monitored the rail and trucking contracts leased for fuel movement. The Sub-Area Petroleum Officer Japan, who works for United States Forces Japan (USFJ), conducted inventory control and barge/tanker scheduling for Japan and Okinawa. In March 1998, after discussions between DESC-Pacific, PACOM/J4, USFJ, and DESC-Yokota, a new mission emerged—to manage the routine, but much needed, task of peacetime movement of fuel.

Working hand-in-glove, personnel from FISC Yokosuka (Mainland Japan), the 505<sup>th</sup> Quartermaster Battalion (Okinawa), Far-East Military Sealift Command (barge/tanker control), DESC-Pacific and HQ DESC have markedly improved the flow of 83 million gallons of fuel from six terminals to 55 military installations. Listening to our customers as well as suppliers, who provide barge, rail, and truck service, has produced a well-oiled machine tweaked to near perfection.

One recent success saved \$2 million per year. After developing an all-truck delivery plan to meet peak requirements for Naval Air Facility Atsugi, the expensive sole-source rail line into the facility became obsolete. DESC-Yokota saved on rail shipping, switching, and maintenance costs by canceling all rail supply, but also had to ensure that Joint/Navy commands were kept informed of this dramatic change. In the end, DESC provides as much fuel as NAF Atsugi needs at about a fourth of the cost, while keeping everyone in the loop.

***This small staff is one of DESC's most efficient high-speed, low-drag field organizations.***

DESC-Yokota is replacing the railcar off-loading adapters on all 250 of its leased railtank cars. Switching from multiple-sized, screw-on adapters to the cam-lock style means faster loading and unloading and increased ease and safety for the young troops who haul the heavy hoses.



*Tank and hydrant system at Kadena Air Base.*

Currently, DESC-Yokota has five personnel—two military, one US civilian, and two Japanese Nationals. This small staff is one of DESC's most efficient high-speed, low-drag field organizations. After close to five years of fighting for a place in US military petroleum movement and control in Japan, DESC-Yokota has earned its place of importance. Let's just say that if DESC-Yokota were a stock, I would recommend a "Strong Buy."★

# DESC Worldwide Energy Conference Hits the Mark

By Marilyn Miller

The January 25-29, 1999, Worldwide Energy Conference was an overwhelming success. It was the Defense Energy Support Center's (DESC) first-ever energy conference combining a long-standing petroleum mission and the new energy mission. Attendance doubled from the 1997 conference with nearly 1,400 people from the Military Services, industry, federal agencies, and DESC attending the myriad activities offered during the week.

DESC planned an aggressive agenda with power-packed informative briefings from 11 keynote speakers, 11 dynamic panel discussions on important issues and more than 100 interactive workshops covering more than 50 topics and presented by government, industry and DESC experts from the energy field. In addition, DESC hosted an exciting three-day trade show with 100 exhibitors demonstrating their state-of-the-art energy products and services.

"Energy Choices and Challenges—the Next Millennium," was the theme of the conference. Panel topics and workshops were directed toward the objective of making good business decisions on how we spend our money, what types of products and services we are going to need, and how privatization can work successfully by examining some "win-win" real world examples.

It was an exciting and productive week during which conferees tackled some tough issues, asked some tough questions, offered some realistic solutions to problems and, in general, shared information enthusiastically. The true measure of the success of the conference, however, will be what conferees derived from the experience—new ideas and new technologies that they took back to their jobs that will help them make sound business decisions to face the challenges of tomorrow.

For more information on speakers, briefings, and photos, log on to the DESC Home Page at [www.desc.dla.mil](http://www.desc.dla.mil). Click on the Worldwide Energy Conference icon which will open up a treasure trove of materials and photos from the conference.



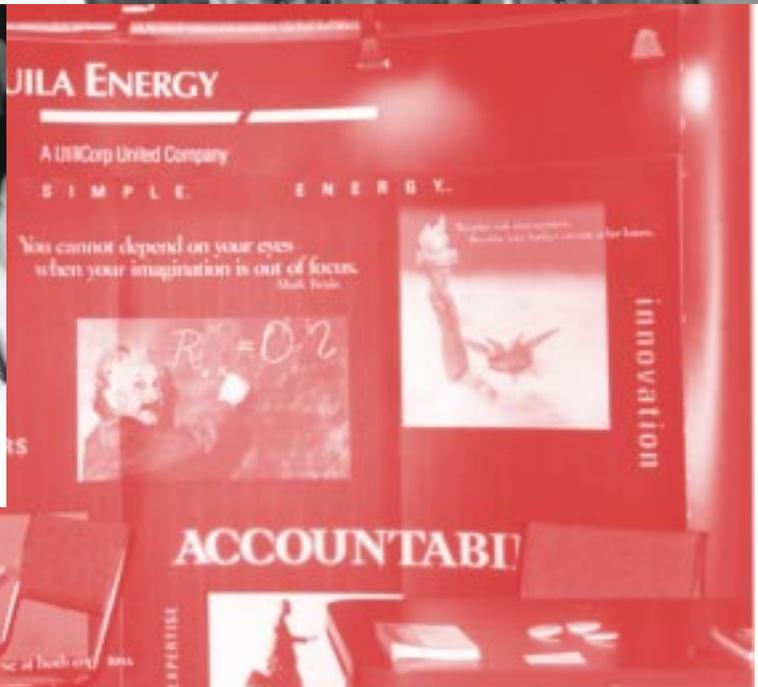
**"The true measure of the conference's success will be what conferees take back to their jobs."**

**Gary Thurber**

# Energy and the New Millennium

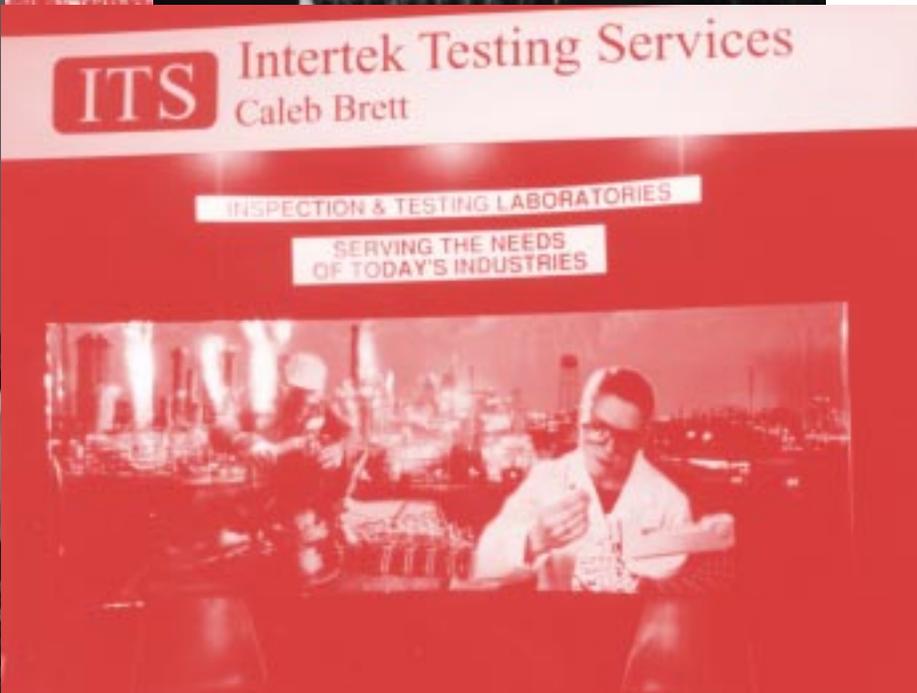
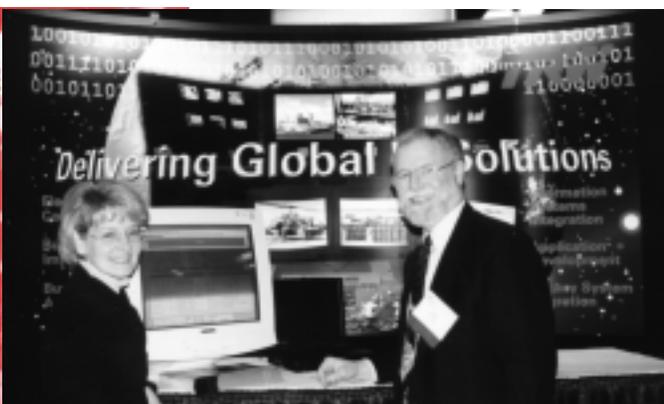


1,400 attendees from the Military Services, industry, federal agencies and DESC



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# Worldwide Energy Conference





Worldwide Energy Conference



# Interview

## Colonel Raymond L. Rodon, DESC Deputy Director for Operations



*Col. Raymond L. Rodon*

**You are new to DESC but not new to DLA. Please tell the readers about your prior experience and job assignments with DLA.**

Before coming to DESC in September 1998, I was assigned as the Assistant Executive Director for Disposal Policy and Programs in the Logistics Management Directorate, Defense Logistics Support Command, DLA. In that capacity, I was responsible for policy and programs that dealt with the disposal of personal property. This includes all property except real property, crypto and classified equipment.

Other programs included the demilitarization of property, policy on Ammunition, Explosives and other Dangerous Articles (AEDA), scrapping of Navy ships, and supervising the Law Enforcement Support Office, which provided excess surplus property to federal and state police. We provided guidance and policy for all of DoD and worked closely with the Defense Reutilization and Marketing Service, the DRMOs, and the General Services Administration (GSA). While in this capacity, I gained a lot of experience dealing with many U.S. governmental agencies including NASA, the Department of Energy, and the FBI.

**Do you have any fuels background associated with your prior Army jobs?**

I have had a variety of fuels-related jobs throughout my career that make me especially suited for my current position. My first fuels job was as a petroleum platoon leader at Fort Hood, Texas, where I learned that a 10,000-gallon collapsible storage tank filled with jet fuel makes a great “water” bed when you’re on a field training exercise.

Since that time, I’ve worked petroleum related jobs at every level in the Army. I was responsible for operating most of the Class III supply points in Germany when I was first lieutenant. I commanded a petroleum supply company and was the operations officer of that petroleum battalion as a captain. I was then an executive officer of a petroleum battalion as a major.

As a lieutenant colonel in the 200th Theater Army Materiel Management Center, I was first responsible for the distribution of fuel in Europe through pipeline, rail and truck and then the MILCON/MR&E for petroleum facilities and for quality. I commanded a petroleum battalion task force in the Gulf War in support of the 24th Infantry Divi-

sion, and most recently served as the JPO at CENTCOM.

Over the years I have been extremely fortunate to work for and with some of the best petroleum officers, NCOs and civilians from all services who have guided me through my career. I am even more fortunate to be here at DESC where that trend continues.

**In your short time as the Deputy Director for Operations, what observations have you made about DESC? How does our work force stack up against others you’ve worked with?**

The first thing that really becomes obvious very quickly is the breadth of what DESC does routinely day in and day out. I find it amazing that so many “things” just seem to happen and the work gets done. Now, this isn’t by accident! The professionals of DESC make it happen. Mr. Thurber described it best when he said that DESC is a *national* asset.

No other organization in the world has the expertise, motivation,

## Interview

pride and abilities that I have seen here at DESC, making us singularly capable of such superb support to America's warfighters. DESC's reputation as a combat multiplier is unparalleled in DoD—they just can't go anywhere without us. One of the most remarkable things I have learned is how dependent the Military Services are becoming on the services we provide. This should come as no surprise, but as the force structures in the Services shrink, they are turning more and more each day to DESC for expertise and support in planning and operations.

### **How is working with a primarily civilian work force different from your previous Army jobs?**

I must admit that working with an almost entirely civilian work force has been a growth-inducing experience for me, especially because, for the first time in my career, my boss is a civilian—a real paradigm shift for me. The primary challenge in working with a civilian work force is learning to work within the rules of the union and getting used to the many flexible work plans available to our civilians versus military. I am used to having military around 12-14 hours per day, every day, and weekends to boot. Now, with a civilian work force, it's the eight- or 10-hour day and they're gone. And that's OK, that's the way it is. But if something has to be done, no matter the hour or the day, the civilian work force will be there to get it done.

### **What goals have you set for yourself as Deputy Director, Operations?**

My primary goal as the Deputy Director, Operations, is to enhance the capabilities of the organization at the strategic level through the in-

tegration of the petroleum CBUs. Part of this effort will be to develop and implement a DESC planning staff that is able to respond to any contingency or OPLAN. Another goal is to provide a single face to both our customers at the DoD/Service level and the region commanders in the realm of providing solutions to multi-faceted problems.

One of my personal goals is to have fun in this job, as I have always wanted to work at DESC. Now that I'm here, I'm going to make the most of it. I hope to "push down"

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***"... a 10,000-gallon collapsible storage tank filled with jet fuel makes a great 'water' bed when you're on a field training exercise."***

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this philosophy into the CBUs and operations center so all employees have fun at their jobs.

### **What are the attributes you find most important today for employees who want to move ahead?**

I believe that the attributes most important for employees today are the same ones that have been around forever and these include leadership (people skills), technical competence, the ability to express oneself both orally and in writing, and trustworthiness. These are some of the same attributes I've looked for in the military that I have worked with over the years and I find these particular attributes equally applicable to our civilian employees.

### **What comments do you have about your visits to the field?**

My numerous visits to DESC locations and our customers (Mr. Thurber keeps me on the road to take the pulse of our customers) have only served to confirm the feelings and observations that I made during my first weeks here at DESC. We have an energetic, technically competent and highly dedicated group of professionals working the front lines of our business with the warfighters, providing absolutely superb support. As Mr. Thurber has stated, "the regions are extensions of the CBUs" and it is truly amazing how seamless the support to the customer actually is. My discussions with our customers reveal high satisfaction and confidence in DESC, and that is, in great part, accomplished by the work of the regions.

### **Tell us about what you like to do in your leisure time—if you ever get any.**

I haven't had much free time so far. Mr. Thurber doesn't allow me to have free time (just kidding), as he keeps me on the road traveling. But my time spent traveling around the world visiting DESC employees and their customers is something I actually enjoy a lot. When I do have, or when I have had, some free time, I really enjoy being around or on the water, especially sailing. I also like to refinish and repair antique furniture and accomplish small jobs around the house—except electrical work. I do assist my wife, in a limited capacity, attending to the extra-curricular activities of my daughter, Caroline, and assisting my twin boys, who are seniors at Radford University. The remainder of my spare time is spent learning more about financial management and investing. ★

# Bid Evaluation Model Transforms Contract Award Process

By Gregory Andrienas,  
DESC-BZB

As complicated as the business of awarding fuel contracts can be for the Defense Energy Support Center, the process has come a long way, thanks to the Bid Evaluation Model (BEM).

Inventory managers, transportation specialists and procurement specialists use the BEM database to determine the overall lowest laid-down cost for more than \$4 billion worth of annual fuel contracts. With so many cost factors involved in the process, the BEM establishes the most economical contract by evaluating contractor offers against identifiable costs other than the base cost of the product. For example, transportation costs are analyzed to determine if it is cheaper to have the contractor ship the product or have DESC common carriers deliver the fuel.

Just how complicated is the award process? Take a typical procurement cycle for the East/Gulf Coast Department of Defense (DoD) activities. Contracts of approximately \$2 billion worth of fuel are awarded by comparing some 1,000 transportation rates, 300 using activities, and 35 offerors with 60 shipping points. In addition, each of these offers has different procurement minimum quantities or other conditions for award. The process is further complicated by having up to five delivery modes, such as truck, rail or pipeline, at either origin, destination, or intermediate terminal, or any combination of the three. From *64 million possible*

*award patterns*, the BEM selects those that best serve the customer and are the lowest laid-down cost to the government.

As a PC database system, the new BEM cuts time and expenses dramatically. The original BEM, a 13-year-old mainframe program, was an unwieldy and awkward batch processing system, allowing few deviations from programmed outputs and reports. A bid evaluation now takes 20 minutes to run rather than 24 hours under the batch system. With the information now digital, data can be transferred electronically to other systems or remote offices. Information is available in seconds instead of the hours or days needed for paper searches conducted in the past. As an example, Freedom of Information Act (FOIA) requests are now available off the Web instantly instead of the eight weeks it previously took and for free, rather than the previous charge of \$50.

Unlike its 13-year-old mainframe predecessor, the new PC version has integrated the Small Disadvantaged Business (SDB) and Small Business (SB) offers more completely into the evaluation process. Other new capabilities include recognition of time-specific awards; evaluation of fuel throughput capacities and costs at both government and commercial terminals; establishment of limitations on pipeline carriers; tracking of additives and injection points; and evaluation of unloading costs at individual ac-

tivities. In a comparison run of the two models, the new version produced award solutions amounting to \$300,000 less than the old version.

The continuous stream of improvements in the BEM has been accomplished with minimum cost and outside support. An annual contract for enhancements and modifications allows for rapid development, prototyping and real-life testing of improvements. The new model is a user friendly system that can be exported to each buyer's individual PC. Its complete success spawned spin-offs in other offices that saw a chance to build upon the work already accomplished. Success has followed success.

***A bid evaluation now takes 20 minutes to run rather than 24 hours under the batch system.***

Into-Plane and Ships' Bunkers Programs have adopted portions of the Bulk BEM as well. For example, the Posts, Camps and Stations (PC&S) Divisions of DESC have produced the Direct Delivery Bid Evaluation Model (DDBEM), an on-line system that took turnaround time for bid evaluation from five days to just minutes and allowed for paperless execution of many of the divisions' procurement actions. The Requirements Manager (RM) database creates and maintains purchase requests, solicitation schedules, contracts and bulletins. Local support from users was critical to the suc-

## Bid Evaluation Model

cess of the new system. The ability of front-line workers to understand the limitations of their process, re-engineer them and “push the envelope” of speed and efficiency was, and continues to be, critical to the continuous stream of enhancements to the mission and software. A Web Bulletin, which allows the Armed Services and contractors to get detailed information on fuel support, including solicitation schedules, off the Web, will revolutionize DESC’s business processes over the next several years.

Another DESC division, Natural Gas, has also taken advantage of the new technology, basing their system on the Bulk Fuels Bid Evaluation Model. The ability to quickly input a set of offers and their revised prices, run a solution, and select the best value, all within several hours, is critical to the success of the Natural Gas mission. Because of the volatility of the natural gas market, offers are only available for a short period—such as an afternoon. The ability to pick the best solution and award within the space of minutes will allow DESC to continue to ex-

pand its mission in natural gas—a critical component of the long-term corporate goal of making DESC not just the buyer of fuel, but the buyer of energy for the government. Natural Gas has begun implementation of an RM module, slated for completion in the spring of 1999.

Now a permanent part of DESC’s Fuels Automated System (FAS), the BEM also plays a major role in the Paperless Ordering & Receipt Transaction System (PORTS), a Web-based application designed to electronically process fuel transactions. This effort allows for the complete paperless transactions of ordering, invoicing and receipting of PC&S fuel on the World Wide Web. Specifically, PORTS will process fuel transactions for deliveries to DoD and other federal government customers over the Internet. PORTS replaces a labor intensive, mostly paper process that is highly susceptible to errors and processing delays. The reengineered process automatically pulls fuels management information from requirements, bid evaluation, price escalation, and tax databases to

minimize data entry and corrections. Invoices are matched with orders and customer verified receipts prior to payment, essentially eliminating unliquidated obligations and associated reconciliation.

Processing orders over the Internet improves DESC and customer operations by reducing time and costs, and enhancing productivity. About half of all fuel transactions are generated by Posts, Camps and Stations customers, and valued at \$1.3 billion. PORTS will provide these customers with a low-cost Internet solution to move to a paperless process and ultimately expand electronic capabilities to other business processes. It will help small businesses to convert to a paperless billing process through the Internet.

Phased-in implementation will commence with selected PC&S Army activities in the spring of 1999. PORTS is truly a “win-win” solution, benefiting both contractors and the government because it uses commercial practices. Final programming and testing is currently underway.★

The following development teams were instrumental in redesigning the Bid Evaluation Model and its various divisional off-shoots, increasing system accuracy, speed and capabilities:

### Posts, Camps and Stations Divisions

Gregory Andrienas  
William Martin  
Patricia Johnson  
Scott Hassler  
Carroll Nelson

### Into-Plane and Bunkers Programs

Carroll Nelson  
Scott Hassler  
Gregory Andrienas  
Mik Thompson  
Marvin Grubbs

### BEM Core Team

Gregory Andrienas  
Lori Bovee  
Fred Murphy  
Joe Creegan  
Don Peschka  
Norma J. McGuire  
Carroll Nelson, Scott Hassler (Nelson and Associates)  
Joe Kreegan (Ketron)

### Natural Gas

Nipa Shah  
Anna Kerr  
Carroll Nelson  
Scott Hassler

### Bulk Program

Carroll Nelson  
Scott Hassler  
Gregory Andrienas

### PORTS

Ron Perkinson  
Russell Beckett  
Jean Parry-Hill  
Scott Hassler  
Carroll Nelson  
Gregory Andrienas  
Mike Earp  
Jean Kashmer

# Up and Pumping at Fort Bragg

By Linda Mazza, DESC-FP

Vehicle refueling problems at Ft. Bragg, North Carolina, spurred the idea for Automated Fuel Dispensing Facilities about 18 months ago. Now that the new system is “up and pumping,” privatization of the maintenance and operation of fuel pumps may well hold far-reaching implications for how the Defense Energy Support Center (DESC) delivers services and solves time and cost constraints in the future.

“Lack of MILCON funding to upgrade underground storage tanks to become OPA 90 compliant by December 1998 presented a real problem for 13 motor pools dating back to World War II and located throughout Ft. Bragg,” said Mac MacIntosh, distribution facilities specialist with DESC.

Col. William Taylor, Ft. Bragg’s director of logistics, had to find an innovative way to continue mission support and had very little time to do it. In mid-1997, representatives of Ft. Bragg, the Army Petroleum Center and DESC met to discuss alternative refueling support. Ft. Bragg representatives presented the Automated Fuel Dispensing Facilities idea and all agreed that having a commercial contractor provide required facilities and minimal manpower to refuel vehicles was an innovation worth pursuing.

Under the plan, a contractor would provide and operate two contractor-furnished Automated Fuel Dispensing Facilities on government-furnished (leased) property at Ft. Bragg. The facilities, to be owned and operated by the contrac-

tor, would be capable of refueling a minimum of 50 vehicles and other equipment (100-gallon capacity) per hour. The associated dispensing storage at each facility would consist of three 30,000-gallon tanks for JP-8 and one 20,000-gallon tank for motor gasoline.

Early in the process, DESC and the Army recognized the benefits—the contractor would bear full environmental compliance responsibility; soldiers, who formerly pumped gas or otherwise managed the motor pools, were relieved to accept mission critical assignments; less time was required to meet commercial specifications; and the new system would cost considerably less to operate and maintain.

In fact, the initiative saved \$6.5 million in MILCON money and an additional \$3 million in operating costs. “The current contract performance period is for five years, with three five-year option periods,” said Brian DeLong, DESC contracting officer. “At the end of each performance period, a decision will be made whether to continue the operation as is, resolicit for additional competition, or return the refueling

responsibility to the Army.” At the end of the contracting period, the contractor, Willbros Engineering, Inc., will leave the equipment and facilities in place and restore the land to its original environmental baseline level.

On November 18, 1998, representatives of Ft. Bragg, DESC, the Army Petroleum Center and Willbros Engineering attended a ribbon-cutting ceremony at the COSCOM/MMB site on Ft. Bragg.



*Ribbon cutting to usher in Ft. Bragg's new fuel facility. Left to right: Col. Frank Wright, DESC-Americas commander; Col. Joseph Frankie, 1st COSCOM; Col. William Taylor, Ft. Bragg director of logistics; and James Beasley of Willbros Engineering.*

Afterwards, vehicles lined up and the pumping began. The second site, near the 82<sup>nd</sup> Airborne, opened in December. Both stations were operating well ahead of the compliance date set by the Environmental Protection Agency’s OPA 90 mandate.

A Ft. Bragg representative at this year’s DESC Worldwide Energy

## Automatic Fuel Dispensing Facilities

**The new fuel dispensing system saved \$6.5 million in MILCON money and \$3 million in operating costs.**

Conference commented that the Army could not be more pleased with their new Automated Fuel Dispensing Facilities and called the project a “Win/Win/Win” initiative—a “Win for the Army,” a “Win for the Contractor” and a “Win for DESC.”

Schofield Barracks, Hawaii, the second installation to take advantage of the new fueling system, began pumping at the beginning of February 1999, with one station and eight pumps. The old facilities, encompassing Schofield Barracks and Wheeler Army Airfield, had housed 37 refueling sites. Expected cost-savings is \$27,600,000 over 20 years.

Automated Fuel Dispensing Facilities are slated for Ft. Jackson in Columbia, South Carolina, and 29 Palms, California, a Marine Corps

ments of the fueling systems at Fort Hood, Texas; Fort Stewart, Georgia; Fort Lewis, Washington; and the Florida Army National Guard, Jacksonville, Florida. Additional site assessments await a long list of additional military bases with varying requirements for facilities and resources.



*A Ft. Bragg soldier finds it fast and easy to “fill ‘er up” at the new state-of-the-art fueling station.*

training center, later this year, with one station at each site. Construction usually takes three or four months before pumps start operating.

DESC and the Army Petroleum Center recently conducted assess-

While both the Army and the DESC hoped that the initiative would be successful and well received by industry, no one could

predict that the new system would be operating well ahead of schedule. No one can predict just how many military installations will follow Ft. Bragg’s lead to more efficient, less costly fuel facilities.★

And at  
Schofield Barracks . . .



Hawaii

*Schofield Barracks, Hawaii began pumping fuel with its new Automated Fuel Dispensing Facility in February. As the second installation to make use of the new fueling system, the site has one station with eight pumps.*

# Navy's Fuel Conversion Saves Big \$\$—the Journey From JP5 to JP8

*By Steve Isaacson, Operations and Maintenance General Foreman, Rota Fuels Division, U.S. Navy*

Converting from JP5 aviation fuel to JP8 will reduce fuel costs for the Naval Station, Rota, Spain, by \$500,000 a year because the price per gallon for JP8 is lower than JP5. The conversion took 11 months, but the effort was worth it in cost savings.

The original initiative started in September 1997 with a simple idea to save money. But the Fuels Division had to “sell” the initiative to U.S. Navy officials in Rota, CINCUSNAVEUR in London, the Navy Petroleum Office, Defense Energy Support Center (DESC)—Europe, DESC-Ft. Belvoir, and finally to the Spanish Navy fuels community.

After they were given the go-ahead to proceed, Fuels Division management personnel and local national employees spent hours planning the conversion project. The team used the Navy's Total Quality Leadership (TQL) techniques during the entire planning process. They brainstormed, flow charted, diagrammed, photographed, conducted conference calls and held open discussion to formulate the final plan of action to complete the conversion from JP5 to JP8.

The team determined that the most efficient and cost-effective way to accomplish the conversion

project was to use in-house personnel in lieu of contracting out the work. Contracting the conversion project would be too costly and difficult because of the complex coordination required between operations and maintenance personnel. They also had to ensure that the day-to-day operations of fueling ships and aircraft were not adversely affected.

A key issue was whether the two JP5 pipelines that supplied the piers and the flight line storage tanks could be isolated from one another—if not, the JP5 to JP8 conversion project could not be completed. Success depended upon one pipeline supplying JP5 to the piers and the other supplying JP8 to the flight line. Complicating the process was the matter of pipeline blueprints—were they accurate or outdated, not reflecting changes that may have occurred over the years?

Using a backhoe and shovels, the team uncovered seven buried pipelines to find out if the two affected pipelines could be isolated from one another. That done, they were able to determine exactly what

changes were needed to successfully isolate the lines. After all the work was completed, tests to transfer fuel through the two separate pipelines were successful.

It was time to begin the difficult manual and skilled labor. The majority of the work took place about four miles from the flight line in the Fuels Division's bulk storage area located adjacent to base housing. Elbow connections weighing more than 500 pounds that had been in



*Workers place elbow connections on pipelines during conversion from JP5 to JP8 aviation fuel.*

place for more than 40 years on pipelines up to 20 inches in diameter were removed and reconnected on other pipelines. This extremely labor intensive task required cranes, industrial-size tools, large breaker bars, a 5,000-gallon defuel truck, a welder, and the muscle and sweat of a dedicated maintenance team.

It took more than 650 hours and six weeks to supply the Fuels

## Converting From JP5 to JP8

Branch with JP8 instead of JP5 for aircraft on the flight line. Although everyone in the maintenance and operations sections was directly involved in the conversion project, several staff members stood out: Baltasar Salas Coca, Martin Gutierrez Alamo, Cayetano Sanchez Sanchez and Jose Franco Serrano. These individuals performed five weeks of backbreaking work in 90- to 100-degree temperatures and 70 percent humidity to get the job done.

The team measured, cut, welded and installed new pipeline elbows and connections in the system. Sr. Alamo, the division's welder, exhibited remarkable ingenuity and efforts when he expertly fabricated a 500-pound, four-foot-tall elbow by welding 18-inch diameter piping and flanges together. Sr. Sanchez pulled so hard on a socket wrench while tightening a nut and bolt that he snapped a 1 5/8" socket in half with sheer force.

Although demand for JP5 dropped by about 90 percent with the conversion, poor forecasting of our consumption rate could easily mean that Rota could run out of JP5 or would not have enough available storage to off-load resupply ships when they arrived. That could result in huge demurrage charges of more than \$20,000 a day if a resupply tanker arrived and there was insufficient storage in our tanks to off-load it.

Five tanks that stored 9.4 million gallons of JP5 were emptied and refilled with JP8. An additional three tanks storing 5.6 million gallons of JP8 also converted to JP5 in the same manner. The tank switches were necessary to achieve the correct ratio of JP5 to JP8, given the configuration and capacity of the tanks. This portion of the conversion

project took about three months to complete. It required close coordination with DESC-Rota and DESC-Europe to arrange product resupply shipments at the right time and right quantity based on our projected JP5 and JP8 consumption rate.

We still had to maintain the capability to refuel Navy aircraft that were going directly to sea with JP5. But the existing aviation fuel load rack could only dispense JP8 after the conversion project was completed. To solve this problem, we established a new JP5 truck loading rack by converting an obsolete un-



*Workers toiled in 90- to 100-degree temperatures and 70 percent humidity to get the job done.*

leaded gasoline truck loading rack at the above ground storage tank farm near the Rio Salado. The entire system was flushed thoroughly to remove all traces of the unleaded gasoline and an aviation fuel filtration system was added to conform to Navy Air Operations requirements.

Environmental protection was another important concern throughout the conversion project. The op-

*Inaccurate fuel consumption estimates could find Rota running out of JP5 entirely or incurring demurrage charges of \$20,000 a day.*

erations team emptied the large pipelines as much as possible with installed pumps. However, since residual fuel always remains, great care was taken when opening the connections so that fuel was not spilled. Workers used drip pans, a 5,000-gallon aviation fuel defueler and a large industrial-size 2,000-gallon vacuum truck to ensure that the fuel was properly contained, recovered and/or disposed.

The entire JP5 to JP8 conversion project took 11 months of planning, coordination and labor to complete. The big day was July 7, 1998, when at approximately 1500 hours, the Rota flight line issued the first gallon of JP8.

And the savings continue. A recently commissioned state-of-the-art Type III constant pressure hydrant refueling system on the flight line will, in conjunction with conversion to JP8, allow us to reduce the number of mobile refuelers from 14 to as few as eight. That means an additional savings of \$60,000 a year in maintenance costs.

The Rota Fuels Division's successful conversion project is proof positive that people working together to make things work better really pays big dollar dividends—not to mention a big dose of Navy pride in a job well done.★

# Ayuda Viene (Help Comes)

## *DESC Aids Hurricane Victims*

*By John J. Guillochon,  
Quality Manager, DESC-Americas*

November is a month that generally evokes thoughts of thanksgiving and blessings, holiday gatherings with loved ones, and bountiful tables laden with traditional delights. November 1998 found the countries of Central America with very little to be thankful for in the aftermath of the most powerful hurricane in centuries—Hurricane Mitch.

A heavily laden and slowly moving Class 3 storm, Mitch dumped torrents of rain for seemingly interminable days in October. These torrential rains spawned countless landslides, flash floods, power outages and destruction of local infrastructure. Although the overall damage is incalculable, numbers hinting at the devastation include: 11,000 dead, \$5 billion in structural damage, and millions of people displaced. Hundreds of communities were demolished. Central American citizens desperately needed assistance, and the Defense Energy Support Center answered the call.

At the outset of U.S. relief effort discussions for victims of Hurricane Mitch, Mr. Felix Shepherd, Defense Contract Management Command-International (DCMCI), Homestead, Florida, and Mr. John Guillochon, DESC-Houston, agreed to team their deployed quality assurance/surveillance augmentation staff to provide on-the-ground sup-

port to USSOUTHCOM operational and quality assurance/surveillance requirements in Guatemala, Nicaragua, El Salvador and Honduras. The first complement of personnel consisted of four quality surveillance representatives from DESC-Hous-

Hill (Tampa, Florida) departed for San Salvador, El Salvador; and Mr. Sam Herrera (New Mexico) boarded his flight to Honduras.

Arriving DESC personnel, particularly those in Nicaragua, Hon-



*In this view over a copilot's shoulder, Hurricane Mitch is at its strongest, with winds near 180 mph inside the cloud wall.*  
US Air Force Photo.

ton. These individuals would be relieved after 10 days by four quality assurance representatives from DCMCI, Homestead. If necessary, the first group of quality service representatives would, in turn, relieve the quality assurance representa-

On November 27<sup>th</sup>, the first quality surveillance representatives left the U.S. Mr. Scott Artrip (Houston, Texas), departed for Guatemala; MSgt. Shawn Browning (Charleston, South Carolina) headed for Managua, Nicaragua; SFC Bryan

duras, and El Salvador, stepped into utter devastation and unbearable living conditions wrought by this terrible storm. A taxi, dispatched by the U.S. Embassy to meet SFC Hill, was unable to reach the international airport. MSgt. Browning described his arrival in Managua as “having to make my way through what seemed like millions of people just to secure transportation. Road conditions were terrible and the displaced people were living in the streets, seeking what shelter and sustenance they could.”

## Hurricane Mitch

The following day, each of the deployed quality surveillance representatives contacted the various military units and local task force logistics elements on the ground and briefed each on the DESC/DCMC role, the quality representative mission, asset availability, and their total commitment to assist in resolving fuel-related problems. Initial discussions revealed myriad operational and mission integration problems, with only sketchy information regarding fuel requirements for deployed and arriving units. Inconsistencies as to deploying unit equipment and operational areas within the countries were also of great concern. At one location, units did not know if JP-8/Jet A fuel could be adequately substituted for diesel.

Close coordination between U.S. Southern Command (USSOUTHCOM), DESC contracting personnel, and on-site Task Force Contracting Officers averted potential "show-stoppers." Various problems were anticipated and, in most cases, quickly resolved. In Guatemala, a fuel contract for units operating in the San Jose area was pre-awarded, solicited, and awarded in less than eight hours by DESC's contracting officer, Ms. Pam Griffith. In Nicaragua, an into-plane contract was solicited and awarded in three business days from realization of the requirement.

Local Task Force personnel then advised the quality surveillance representative and USSOUTHCOM that the into-plane contract would also be used to satisfy the local

ground equipment fuel requirements. DESC modified the original contract in one day to provide Jet A to U.S. Army mobile tankage for ground-support vehicles and granted local blanket purchase authority to contracting officers in theater. This action markedly increased the overall flexibility for the arriving units and eliminated the need for DESC to establish contracts for very small amounts of fuel. The modification served as an excellent "stop-gap" until local bulk contracts could be awarded. In Guatemala, for ex-

*Arriving DESC personnel . . . stepped into utter devastation and unbearable living conditions wrought by this terrible storm.*



*From the center: stadium effect of clouds formed around the eye of the storm. Bright sunshine and relative calm in the eye contrast against shadows and ferocious winds in surrounding cloud wall. US Air Force Photo.*

ample, 500 gallons of gasoline were forecast for the entire operation. Rather than awarding a contract, the local contracting officer's warrant was expanded to a larger dollar amount to adequately cover local purchase costs and ensure on-time delivery to the various locations.

The quality surveillance representatives were also instrumental in providing technical guidance to deployed units for ordering and accounting for the fuel they used. They directed units to submit their requirements to the Sub-Area Petroleum Office and SOUTHCOM J4, and continually communicated with the DESC contracting staff to advise them of ever-changing requirements. The daily contact among USSOUTHCOM, DESC, and DCMCI channeled much-needed information to ensure that the Military Services in each country obtained the fuel necessary to meet their vital operational requirements in the relief effort.

On December 9, DESC-Houston personnel passed the baton to five DCMCI quality assurance representatives: Mr. Felix Shepherd and SMSgt. Ken Hieber (Nicaragua), Mr. Lloyd Wooley (El Salvador), Mr. James Coward (Guatemala), and Mr. William Archilla (Honduras). They continued to provide exceptional support and departed Central America 10 days later with contracts in place and superb lines of communication open.

Upon their return, each member of the joint DESC/DCMC team agreed that the deployment provided a tremendous opportunity to enhance their skills. More important, however, was the immense satisfaction of knowing that their efforts had such a positive impact in an area of the world that desperately needed the basic provisions we all tend to take for granted.★

# DESC Cleans Up at Casco Bay

*By Hasan Dogrul, DESC/FQ and W. Fred Lenz, PE, GZA GeoEnvironmental, Inc.*

This is a good-news story about a beautiful little community on the coast of Maine. It's also a story about the Defense Energy Support Center (DESC) and an environmental remediation effort that cleaned up a 39-year-old fuel storage site in record time and that will turn the site over to local authorities for redevelopment before the end of the year.

The very gratifying success story concerns the closure of the DESC Casco Bay fuel storage and handling facility, located in Harpswell, Maine. The Casco Bay facility, among 11 DESC sites closed during the 1990s, was one of the first major DESC terminal closures. Closure and remediation were quickly executed, and the transfer to Harpswell is expected by September 1. The Maine Department of Environmental Protection calls the project "the model environmental remediation project in the State of Maine," and local community leaders speak highly of the agency's program and implementation. In short, the project offers a model of how cooperation, communication, and flexibility on all sides can lead to a rapid, affordable, and successful remediation.

## Learning from Industry

During the 1990s, the U.S. has embraced the goal of reducing the size and cost of government. One way is to privatize functions such as fuel storage, supply, and distribution. Another is to adopt successful industry practices. "DESC is doing both," said Col. Ray Rodon,

Deputy Director for Operations since September 1998 and former commander of the 260<sup>th</sup> Quartermaster Battalion (Petroleum Supply) at Hunter Army Airfield, Georgia.

Much of DESC's success in achieving rapid, low-cost closures comes from its policy of emulating the private sector. As DESC Contracting Specialist Joan Turrisi puts it, "Our goal on every job is to speed up the redevelopment process, get the property cleaned up, and turn it over as quickly as possible. We do everything we safely can to shorten treatment cycles and keep costs down, especially by using proven off-the-shelf technologies, and reviewing and renegotiating treatment standards."

DESC also tries to use a single full-service contractor to take responsibility for each project from start to finish. "Using a single contractor smoothes the work flow and minimizes delays when we move from one project phase to the next," Turrisi explains. "This allows us to compress project schedules by completing multiple project phases concurrently."

For the Casco Bay closure, DESC retained the geotechnical and environmental engineering firm of GZA GeoEnvironmental, Inc.,

which also conducted three other DESC closure projects in New England.

## A Town's Expectations

The project site consists of approximately 117 acres on the upper portion of Harpswell Peninsula in Casco Bay. It was originally commissioned in 1952 as a fuel storage facility for the Naval Air Station at Brunswick, Me., about 10 miles north on Route 123. During its peak



*View from a water tower, summer 1996. Fourteen above-ground fuel storage tanks were removed from Casco Bay storage site as part of environmental clean-up.*

years of operation, the facility had more than 40 million gallons of fuel capacity, with eight 80,000-barrel and six 50,000-barrel above-ground storage tanks. It handled approximately 14 million gallons of fuel a year, primarily jet fuel and marine diesel, which was brought by tanker to the depot's steel-and-concrete pier and delivered to the air base via two underground pipelines. The infrastructure also included another 14 underground storage tanks used for heating buildings, fueling vehicles, residual materials, etc., and more than four miles of underground service piping.

## Environmental Remediation at Casco Bay

By 1993, when GZA was retained to complete the assessment and remediation, the underground storage tanks had been removed, but all other below-ground facilities and the 14 above-ground storage tanks were still in place. GZA substantially completed assessments in 1995 and established that some areas of the site had not suffered significant impacts. Most contamination was restricted to the soils in and around the above-ground storage tanks, and a small number of “hot spots” mainly associated with former storage tanks and pipelines.

Defense Secretary William S. Cohen, then the senior senator from Maine, was instrumental in putting the project on a fast track so the site could convey back to the town of Harpswell as soon as the fuel facilities were removed and the federally mandated cleanup requirements were met.

### Risk-Based Remediation

Historically, one of the greatest obstacles to effective remediation has been unrealistically high expectations. Understandably enough, residents and community groups often wish to have an affected property restored to its original condition—even though the site may be heavily contaminated by many years of heavy industrial use. On the other hand, many regulators and scientists increasingly recognize that insisting on an ideal or unattainably strict standard of “cleanliness” will likely retard or even paralyze the remediation process. The result today is a rethinking of strategies, goals and means, and a greater focus on achievable cleanup standards. Today’s approach, “risk-based remediation,” introduces quantifiable, time-specific, and re-

alistic goals based on limiting the risk to individuals and the environment.

At Casco Bay, one of the first tasks was to deal with the initial expectation that the town would receive the site back in essentially “greenfield” condition, with groundwater cleaned to drinking water standards and the land suitable for residential redevelopment. This was economically impractical, given the project’s transfer commitment and real-world time frame and budget. It would have taken years longer and required removal of tons of soil with no economically feasible way to remove the petroleum



*Hasan Dogrul, DESC environmental protection specialist, tracks soil contamination at the remediation site.*

hydrocarbons located in the bedrock aquifers below the site.

To avoid conflicts and delays, DESC made it a top priority from the beginning to achieve a meeting of minds among all the involved parties. The result was a compromise plan, acceptable to all parties, which envisioned a variety of recreational, commercial, and light industrial uses of the property, with site-specific cleanup standards set at appropriate levels. Areas of high-concentration were selected for immediate cleanup, and groundwater

quality was tracked elsewhere on the site. Over the long term, approximately 30 years, natural processes would restore groundwater to acceptable standards, at which time institutional controls on the site could change.

### Careful Planning, Fast Action

GZA’s risk assessment study was completed and submitted in 1997, and an agreement was reached on the revised cleanup standards in the spring of 1998. Once the plan was in place, the remediation effort shifted into high gear. The remaining contaminated soils were excavated and treated by low-temperature thermal desorption (LTTD), using a propane-fired furnace to drive off the volatiles, which were then combusted safely. This operation effectively cleaned the impacted soils, with concentrations as high as 9300 parts per million (ppm) total petroleum hydrocarbons, to concentrations of 55 ppm or lower—a level far below the 870 ppm cleanup standard established for the site. The soils were then used safely as fill on the site, based on the agreed-upon risk level and the future use of the site as a recreational and business-industrial area.

The original plan would have required digging up 400,000 tons of soil from the main area of the site; the use of a risk-based closure strategy reduced that amount to 55,000 tons of soil, which was treated in about 90 working days.

Geological studies confirmed that there was no feasible way to remove petroleum contamination in the highly fractured bedrock strata. The chosen groundwater remediation strategy, therefore, was a combina-

*continued on page 26 →*

## Environmental Remediation at Casco Bay

tion of natural attenuation and institutional controls. “Hot spots” in the overlying soils were cleaned to prevent further contamination of the underlying aquifer and bedrock, while appropriate zoning and other legal safeguards limited the amount of subsurface intrusion and prevented the use of the groundwater for drinking water purposes. There are strong indications that natural filtration and bioremediation processes at the site will fully restore the groundwater to drinking water standards over a 30-year period. In the meantime, DESC will supply the site with potable water from a new well installed in a corner of the site.

Remaining tasks include finalizing a long-term monitoring plan, implementing deed restrictions and other institutional controls governing site use, and completing the site’s alternative drinking water supply through an agreement between the town, the Maine Department of Environmental Protection and DESC. The property will be ready for transfer to the Navy and then to the town by September 1, 1999. In a classic win-win outcome, the federal and state governments have met their environmental goals rapidly and at substantially reduced cost to the taxpayers, while the town of Harpswell will soon acquire a beautiful property with magnificent waterfront views—and a significant addition to its property tax base.

### Cooperation Is the Key

Many factors contributed to the successful outcome, but the most important by far was teamwork: the spirit of cooperation that prevailed, virtually from the start, among the project’s “stakeholders.” From start to finish, the highest priority was establishing and maintaining an open, face-to-face, “partnering”-style communication and coordina-

tion among everyone concerned—the DESC professionals, the contracting and environmental specialists, the town representatives, the regulators, and the GZA project team. As a result, everyone, at every stage, was working toward the same goal.

To aid in communication, GZA established a dedicated Web site for the project—one of the first uses of a project Web site for management of an environmental or construction project. By managing task orders, spreadsheets, photos, progress reports, etc., via e-mail and a secure Internet/intranet connection, the team achieved impressive gains in time and productivity. To maintain open, positive communication with the local community, the Web site included an e-mail account for the Harpswell Tank Farm Committee, a local citizens group which monitored the project closely. While the cleanup project was ongoing, the Committee used this site regularly and posted follow-up messages to GZA and DESC after every joint meeting. The Committee’s input significantly impacted the project.

A favorable climate for innovative approaches also helped, the most obvious example being the negotiation of risk-based cleanup standards. Another example is the growing trend in many regulatory agencies to consider natural attenuation as a remedial strategy. This is the capacity of soils and groundwater, through natural processes and over sustained periods, to break

down contaminants into harmless byproducts. While natural attenuation in itself is not normally considered a sufficient remedy, there are many cases where it can be extremely effective, once the sources or “hot spots” are eliminated.

Finally, DESC’s contracting and administrative procedures are strongly geared toward rapid, streamlined communications and quick results. The goal at every stage is to minimize “bureaucratic



*Petroleum-impacted soil is mixed with asphalt for reuse as paving material for access roads to site. Here, the finished product emerges following the “asphalt batching” process.*

speed-bumps.” As Contracting Officer Turrisi says, “If we can keep a job moving, we can save time and money, so we’re very flexible. We don’t require a lot of paperwork. We use the phone and the Internet instead of ‘snail-mail.’ When conditions change and the job changes, we negotiate over the phone and proceed with little or no delay.”

The Casco Bay cleanup benefited from this streamlined approach many times when the GZA team was close to the price ceiling on task orders. “With the traditional contract structure,” Turrisi says, “the only choice in many cases would

*continued on next page* →

have been to stop work, demobilize, complete your negotiations, then remobilize and start work again—either that, or let the equipment sit and incur dead-time costs while you renegotiate. Instead, GZA simply called us as they approached the ceiling. We renegotiated and revaluated the item, gave our verbal approval to proceed, and sent the paperwork with signature by e-mail.”

Using this approach, DESC has chalked up some fairly impressive results, not only at Casco Bay but at numerous sites from coast to coast and around the world. This strategy helps to shorten the time between assessment and cleanup by about 50 percent, on average.

At Harpswell, meanwhile, citizens and officials are reviewing a number of proposals for the site, including a baseball field, walking and hiking trails, and several proposals for light industrial use. Fishing has resumed in the nearby waters and beneath the pier, and local lobstermen now use the pier itself to dry their traps. In addition, two oceanographical institutions, the Bigelow Laboratory for Ocean Sciences in Boothbay Harbor and the Harbor Branch Oceanographic Institution of Fort Pierce, Florida, have expressed interest in taking advantage of the coastal location and the existing pier by establishing research facilities. No decisions have been made yet, but there is no lack of good ideas.

Conspicuous by their absence are the disputes, uncertainties, and delays so common when environmental hazards are at issue. At Casco Bay, Maine, those issues were settled openly and amicably, leaving local citizens free to focus, as they should, on the future use, development, and enjoyment of their land.★

# Bidders' Mailing List Supplier Alert

For contractors interested in selling fuel and fuel-related services to the Defense Energy Support Center, the Bidders' Mailing List application, or SF 129, is the way to go. By submitting the application, contractors can ensure that their company information is entered into the DESC database. Suppliers who participate automatically receive solicitations for DESC fuel and service requirements.

Companies that expand their products and services do not need to go through a lengthy process to update their profiles, but DESC does require companies on the Bidders' Mailing List to update their applications every two years.

The Center is moving rapidly toward a paperless process using the Web and other electronic methods of communication. At the present time, you can download the application and send it in via fax or mail. However, in the very near future, you will be able to return the application via e-mail. Watch for this enhancement on the DESC Home Page.

To access the Bidders' Mailing List application on the DESC Web site:

1. Access DESC Home Page: [www.desc.dla.mil/main/deschome.htm](http://www.desc.dla.mil/main/deschome.htm).
2. Click on “Customer Service.”
3. Click on “Ships' Bunkers.”
4. Click on “Solicitation Mailing List Application (SF 129) ( PDF Format).”

A “warning” message pops up.

5. Click on “Open it” and “OK” (form loads to 100%).

Page i, Information and Instructions Relative to Completion of Solicitation Mailing List Application, appears on screen.

6. Click on the right arrow in the tool bar to display the next and subsequent pages.
7. Download the form.★

# In-House Training—Seeing the Big Picture

By Michael Hooth, DESC Work Force Development Office

Which colonel drilled the first oil well in the United States? No... it wasn't Colonel Joe Thomas! Why has DESC reorganized so many times in the past few years? What's a CBU anyway? If you've ever wondered about these questions and others, then you're invited to take a series of courses from the DESC Work Force Development Office. This office, located in Room 3934, has a small cadre of personnel with extensive experience in the petroleum and energy business at DESC and the Military Services, who provide meaningful, interactive, interesting, and well, *fun* training to the DESC work force and its customers.

## Foundation Courses— Overview Course and Energy Indoctrination Field Trip

Want to know general information about the commercial and military energy business, how DESC does business and who their customers are? If so, then the DESC Overview Course is for you! This two-day course is offered monthly and covers a wide array of topics, all brought together to give you a "big picture" understanding of the Center's business. The course is packed with information and, even if you've been around for a long time, you'll still learn things you didn't know or maybe forgot.

Follow up the Overview Course with the Energy Indoctrination Field Trip and see "first hand" the facilities and customers that you learned about in the Overview Course. The three-day trip to the Virginia Tidewater area is offered semi-annually.

Students see operations at facilities such as: refineries, marine bulk fuel terminals, retail fuel terminals, power plants, Navy ships, and tactical petroleum facilities and training locations. Added "extras" on the trip—students may learn how to do the Macarena and, most certainly, will learn about "liberty call" in a Navy town! Sorry, no ballroom dancing lessons on this trip.

## Commodity Business Unit Courses

With a sound foundation in the basics, students are now ready to take one or more of the detailed two- to three-day commodity business unit courses. The courses are offered quarterly and include Bulk Fuels, Direct Delivery, Facilities and Distribution Management and Alternative Fuels (Natural Gas). An Alternative Fuels course on coal is offered annually. Students may take the course covering their CBU or take a different one to see how other CBU processes work. . . a great opportunity to learn more about the Center and perhaps improve operations in one's own CBU.

## Customer and Supplier Courses

No, our customers and suppliers haven't been forgotten. DESC has made a commitment to training them as well so they have a good understanding of how the Center operates. There is a two-day Natural Gas Customer Seminar, a one-

day Customer (Bulk Petroleum Products) Course, and a one-day Vendor/Energy Providers Seminar. Courses are tailored to fit audience or time frame requirements. These courses are scheduled periodically. Just contact the training office to see what they can do for you.

## Want to Find Out More?

The DESC home page provides a detailed course description and schedule for 18 different courses offered in-house by the Work Force Development Office. Customers and suppliers can call (703) 767-8454 or 1-800-2 TOP OFF for further information.



*DESC employees stand atop a fuel storage tank during an Energy Indoctrination Field Trip.*

## Is the Training Worthwhile?

Here are some comments from a recent DESC Overview Course:

"The best overall class I've attended in 18 years of service that wraps up an organization in two days of instruction."

"The course was great! I realized I didn't know as much as I thought."

*See you there.★*

# Small Business Programs Revamped

*By Kathy Williams, Associate Director, Small Business Office*

Federal government policy provides maximum opportunities for small business concerns. Over the past two years, the small business community has witnessed a number of revisions to federal programs such as the Small Disadvantaged Business program, the Small Business Administration's Section 8(a) program, and the Women-Owned Small Business program as well as the creation of the Historically Underutilized Business Zones program.

## **Small Disadvantaged Businesses**

As a result of the Supreme Court decision in *Adarand v. Peña*, the Department of Justice reformed affirmative action for federal acquisitions. Revisions to the Small Disadvantaged Business (SDB) program became effective October 1, 1998. The program, which applies to the entire federal government, requires SDBs to be certified, provides a price evaluation adjustment factor in unrestricted solicitations, and establishes an SDB participation program. Federal Acquisition Regulations 19.11 and 19.12 provide regulatory guidance for the program.

As an example of the ever-changing nature of the small business community, on January 25, 1999, the Department of Defense suspended the revised SDB program, less than 120 days after the program began. Because DoD met its SDB goal for the past year, it is no longer required to provide a preference to SDBs. As a result, DESC will no longer provide SDB preference for solicitations issued after

February 25, 1999. However, the preference program still applies to requirements purchased for federal civilian agencies.

## **Historically Underutilized Business Zones**

The Historically Underutilized Business Zones (HUBZone) program provides federal contracting assistance for qualified small business concerns located in distressed communities in an effort to increase employment opportunities, investment and economic development in these communities. The program provides set-asides and sole source awards for HUBZone small business concerns (SBCs) and price evaluation preferences for HUBZone SBCs in acquisitions using full and open competition. In addition, the program establishes a government-wide goal for HUBZone awards and subcontracting goals for HUBZone SBCs.

Small business concerns must be certified by the Small Business Administration prior to initial offers and will be placed on a Qualified HUBZone List maintained on the SBA Web site.

## **SBA Section 8(A) Program**

A major procedural change to the SBA Section 8(A) program results from a May 6, 1998 Memorandum of Understanding between the Small Business Administration and the Department of Defense. The memorandum delegates authority to contracting officers to negotiate directly with, and award contracts to, eligible 8(A) firms.

## **Women-Owned Small Businesses**

Women are changing the face of America's economy, as reflected in

Census Bureau data. Women-owned businesses are increasing in number, range, diversity and earnings. As women business owners expand their companies, they contribute to the economic success of the national economy. To contribute to that success, the Department of Defense developed the Women-Owned Small Business (WOSB) program.

DoD awards nearly \$2 billion in prime contracts and \$2.4 billion in subcontracts to WOSB concerns annually. All DoD subcontracting plans are required to have a separate goal for awards to WOSBs, and DoD considers the extent of participation by small business concerns when awarding contracts.

Although DoD has neither the legislative authority to restrict competition to WOSB concerns, nor the authority to make awards to WOSB concerns at other than fair-market prices, the WOSB program focuses on outreach, training and technical assistance to increase WOSB access to DoD procurement opportunities.

## **DESC Commitment**

DESC continues to demonstrate its commitment to the small business community and the Small Business Program through its exemplary performance against Defense Logistics Agency-assigned goals. During fiscal year 1998, DESC awarded more than 28 percent of its domestic contracts to small business firms, 13 percent of domestic contracts to small business firms through the small business set-aside program, and more than seven percent of domestic contracts to small disadvantaged business concerns.★

# Re-Refined Oil Program Lowers Prices

By Kim Holland, Defense Supply Center Richmond

Oil never wears out. It just gets dirty with trace metals and changes color. But still, each year in the United States, more than 100 million gallons of oil are dumped in the ground or tossed in the trash from automobile oil changes. If this same motor oil were recycled, it would save the country about one million barrels of oil—per day!

The Defense Supply Center Richmond has an innovative program called the Closed Loop Re-Re-

fined Oil Program that offers incentives to recycle used motor oil. A contractor supplies re-refined oil and, at no additional cost, picks up used oil to be re-refined again. The contractor, Safety-Kleen, provides the service in the United States, where customers can realize substantial savings by having their used oil removed without cost.

Defense Supply Center Richmond lowered prices on every National Stock Number (NSN) on the Closed Loop Re-Refined Oil Program on October 1, 1998. Also, to accommodate the smaller customer, new minimums are available. New

prices and quantities are listed opposite.

Customers may use their IMPAC card and submit orders from the program through the DoD Electronic Mall at: [www.emall.dla.mil](http://www.emall.dla.mil).

For a copy of the brochure or more information on the program, call James Fazio, product executive for re-refined motor oil, at 804-270-4908 or DSN 695-4908 or 800-345-6333.

**Watch the Web page for NSNs and prices:** [www.dscr.dla.mil/products/pol/CL-PR.html](http://www.dscr.dla.mil/products/pol/CL-PR.html)

## Delivery:

Seven days after Safety-Kleen receives order.

## Used Oil Pick-up:

Minimum pick-up quantity—55 gallons.  
Pick-up—within 72 hours.  
May have multiple pick-up sites.

## Quality:

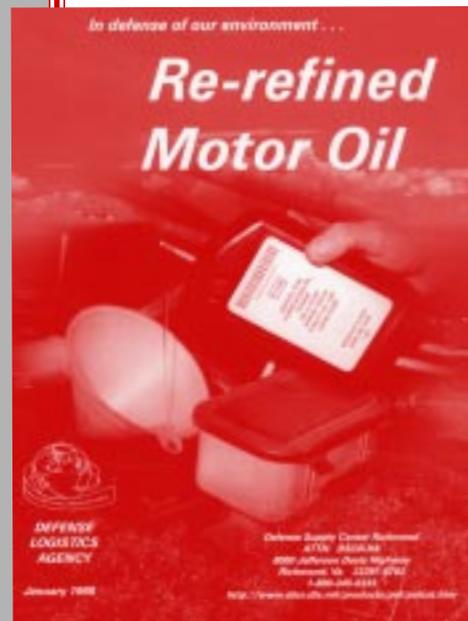
U.S. Army Tank-Automotive and Armaments Command approved.  
Meets American Petroleum Institute's performance classifications.  
Meets warranty requirement for gasoline and diesel equipment manufacturers.

## Customers:

Any military or federal customer can participate within continental US.

## Ordering:

No application necessary.  
MILSTRIP/FEDSTRIP  
Fax: 800-352-3291  
Phone: 800-345-6333, DSN 695-5698.  
IMPAC card through email ([www.emall.dla.mil](http://www.emall.dla.mil))



*Recycling discarded motor oil would save the country about one million barrels of oil—per day.*

## Closed Loop Re-Refined Oil Program Prices

<b>NSNs (FY 99 Prices)</b>			
<b>NSN</b>	<b>Viscosity</b>	<b>UI</b>	<b>FY 99 Price</b>
<b>10W30 IAW CID A-A-52039</b>			
9150-01-438-5875	10W30	BX of 12	\$10.65
9150-01-438-5882	10W30	CN (5 gl)	\$16.16
9150-01-438-5891	10W30	DR (55 gl)	\$147.07
9150-01-438-5933	10W30	GL (bulk)	\$2.30
<b>15W40 IAW CID A-A-52306</b>			
9150-01-438-5905	15W40	BX of 12	\$10.33
9150-01-438-6064	15W40	CO (5 gl)	\$16.16
9150-01-438-6066	15W40	DR (55 gl)	\$149.80
9150-01-438-6071	15W40	GL (bulk)	\$2.35
<b>15W40 IAW Military Specification MIL-L-2104</b>			
9150-01-438-6076	15W40	QT	\$1.02
9150-01-438-6082	15W40	CN (5 gl)	\$15.25
9150-01-438-6079	15W40	DR (55 gl)	\$160.02
9150-01-438-6084	15W40	GL (bulk)	\$2.50
<b>MINIMUMS</b>			
	12 QT	1 CO	1 DR
	1 BX	1 CN	200 GL

**New Oils Coming Soon**

SAE 30 IAW MIL-L-2104  
 QT, CN (5 gal), DR, bulk

SAE 40 IAW MIL-L 2104  
 DR and bulk

*Customers can realize  
 substantial savings by  
 having their used oil  
 removed without cost.*

# Running on Empty



*By Maj. Jim Sale, Joint Petroleum Office, MacDill Air Force Base*

Pilots of the 91<sup>st</sup> Air Refueling Squadron needed assistance. They were having a great deal of difficulty obtaining military specification JP8 or Jet A1 with Fuel System Icing Inhibitor (FSII) within the U.S. Central Command (USCENTCOM) Area of Responsibility and their options were running out.

They needed the jet fuel with FSII for the Commander in Chief of U.S. Central Command's (CINCENT) EC-135 aircraft. By May 1998, aircrews supporting the CINCENT had already spent more than a year grappling with itinerary changes and missed air-refueling rendezvous. Crews were directed to exercise air refueling to the maximum extent possible and land with full tanks to avoid uploading non-additized fuel. When air refueling and heavy gross weight landings were not possible, fuel was trucked from nearby military fields.

But now the aircrew and mission planners faced an even tougher challenge. They would be faced with flying into the Middle Eastern countries of Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan, countries projected to become part of USCENTCOM's Area of Responsibility. Mission planners knew that aerial refueling would not be an option in that area, and obtaining JP8 in the former Soviet states was impossible. Without help, CINCENT's EC-135 aircraft could not fly on this type of mission, causing diminished com-

munication and passenger capability which could seriously affect mission outcome.

This fuel support challenge originally surfaced in February 1997 when the System Program Office at Tinker AFB in Oklahoma designated non-FSII fuel as emergency fuel only for all KC-135 aircraft. The impact of this decision significantly affected the ability of the 135 fleet, and CINC support aircraft in particular, to meet mission requirements.

The Tanker Airlift Control Center (TACC) provided some relief by developing technical guidance allowing the 135s to fly with reduced percentages of FSII in the fuel. While the exception helped in a few cases by enabling one or two extra short flights, it required meticulous fuel management procedures and a case-by-case waiver request.

The Air Force uses EC/KC-135s throughout the world for mobility and refueling missions, but there are many locations where they cannot get JP8 or JA1 with FSII. Military aircrews routinely use Flight Information Publications (FLIP charts) to determine what type of fuel is available at destinations around the world, and the most common fuel, especially at commercial locations, is Jet A1 or its equivalent.

Confronted with this knowledge, planners grappled with the question of how to obtain military specification fuel anywhere in the

world. Various possibilities yielded varying degrees of success—waivers for the 135 fleet, continued aerial refueling, structuring flight itineraries to include known fuel sources, and using different airframes for different geographic locations.

Then, in May 1998, the 91<sup>st</sup> Air Refueling Squadron turned to the Headquarters U.S. Central Command Joint Petroleum Office



*A portable fuel injector recently solved fueling dilemmas by allowing pilots to mix their own brew of Fuel System Icing Inhibitor and Jet A1 to meet military fuel specifications.*

(USCENTCOM/JPO) at MacDill AFB in Tampa, Florida. USCENTCOM/JPO would devise a practical, straightforward solution at a relatively minimal expense.

Here's how the plan would work: carry a small portable injector aboard the EC-135 and preposition FSII at several destination

## EC-135s, FSII and the Refueling Challenge

points. Calculations revealed that a small ratio of FSII to fuel would be required (1,000 gallons of fuel/1 gallon FSII). Carrying FSII onboard the aircraft seemed the best option from an operational standpoint because it allowed maximum flexibility in the event of unanticipated itinerary changes.

### *When aerial and ground refueling proved impossible, how did pilots get the fuel they needed?*

Air Mobility Command approved the plan. The next step was working to design a custom, mobile injector similar to the Air Force skid-mounted injectors. After a few custom modifications, the injector was born and ordered at a cost of \$11,000.

On September 4, 1998, the new injector arrived at MacDill. After a demonstration and an operational test, CINCENT launched the injector on its first mission during a flight to the Middle East where it was used at stops in Ashgabat, Turkmenistan; Almaty, Kazakhstan; and Bishkek, Kyrgyzstan. Samples taken during the refueling consistently tested between .13 and .16PPM, well within the required parameters.

SMSGt. Dennis McSweeney, NCOIC, praised the equipment. "Our CINC was delayed for hours on prior trips because of nonavailability of fuel. This injector resolved the problem," he said. "As long as FSII is aboard, we can go anywhere commercial jet fuel (JAI) is available and refuel the CINC's aircraft."

Several key characteristics made the portable fuel injector an excellent solution to the fuel restriction:

- The fluid-driven pump with standard single point refueling

(SPR) connectors requires no auxiliary power.

- A small outlet on the hose allows for sampling and, with a quick change, can be used as a vacuum break to help evacuate the hose and injector when the refueling operation is completed.
- Using a standard three-inch hose, the injector works at the speed of the fuel flow. Impact on the flow rate of the fuel is minimal, and using five-gallon containers of FSII makes the operation go smoothly and quickly.
- The injector fits on a two-wheeled handcart and weighs approximately 170 pounds. If storage space is a problem, it can be manufactured with a detachable handle to fit easily into a minimum of space.

At an approximate cost of \$2,400/hour for aerial refueling, the government quickly recouped the initial outlay of \$11,000 for the injector.

Capt. Steven Aldrian, EC-135 Aircraft/Mission Commander comments, "We were very pleased with the injector. It is a very cost-effective solution to a major restriction facing the 135 fleet. Not only did the injector pay for itself on the first mission by eliminating otherwise necessary in-flight refueling, but it also increased operational safety and mission reliability. As an aircrew member, the reduction in op-

erational risk and the avoidance of unnecessary in-flight refueling is the greatest benefit."

For the future, a newly designed injector, which weighs just 32 pounds and measures 2 1/2 feet by 1 foot, will make the injector more manageable and easier to store onboard. One person can perform setup and refuel with the newer model. Also, unlike the current model, the new injector does not require a 10-foot refuel hose connecting the injector to the aircraft.



*The 170-pound injector in action. A new 32-pound injector is in the works that will make refueling and storage even easier.*

The Air Force has formally approved use of the injector, so it will become available through technical order publications. The Air Logistics Center in San Antonio, Texas, will serve as the procurement agent.

The Joint Petroleum Office at USCENCOM, in conjunction with Air Mobility Command and the Defense Energy Supply Center, will purchase several portable injectors to help mitigate the 135 requirement during peacetime and especially during contingencies. For additional information, contact HQ AMC/LGSF at DSN 57-2346 or HQ USCENCOM CCJ4/7-JPO at DSN 968-6605. ★

*On the Move. . .  
continued from page 8*

was selected as program manager for FAS Base Level and Integration.

## **DESC-Houston**

Capt. Sharon McKenzie was promoted to major.

## **DESC-Europe**

Lt. Col. Bruce Hover, commander, DESC-Los Angeles, has been assigned to temporary duty as commander, DESC-Europe.

Robert Koeller, a quality assurance team leader in Bulk Fuels, returned to DESC-Europe as quality manager.

Mark Iden, former deputy commander at DESC-Europe, was promoted to deputy director, DESC-Energy Office.

Kevin McCulla comes on board as a supervisory engineer. He was formerly with the Army Power Procurement Office.

In the Natural Gas Division, South and West Regions, Anna Kerr was promoted to chief and Marlies

Drechsel was promoted to contracting officer.

In the Northeast and Central Regions of the Natural Gas Division, John Crunkilton was promoted to chief and Pamela Griffith was promoted to contracting officer.

Kevin Ahern was promoted to lead the newly formed Installation Support Contracting Division. Bruce Blank, Jacob Moser and Elizabeth Pesenti were promoted to contracting officers for the division, which supports DESC's new energy initiatives.

First Lieutenant Jethren Mattus, commander of DESC-Split, was promoted to captain.

Sgt. 1st Class Charles Shipp, quality surveillance representative in Incirlik, was promoted to master sergeant.

## **Back to School**

Anton Raneses, a business commodity specialist in Code P, was an E-4 in the Air Force Reserve stationed at Travis Air Force Base when he was recalled to Desert Shield/Storm in 1991. Assigned to the 349th Civil Engineering Squadron, his unit was recalled to active duty and tasked with

assisting mobilization operations on base and augmenting active duty personnel. With experience in the petroleum industry, Mr. Raneses recently qualified as a direct commissioning officer candidate in the Naval Supply Corps. If selected, he will likely attend the Naval Supply Corps School during his first annual tour this year to learn the rudiments of management, logistics and contracting. After initial schooling, he expects temporary assignment to a Navy Reserve unit at HQ DLA to learn the ropes before being sent to other Navy billets in the area.

## **Retired**

Richard Booker, supervisory engineering technician, DESC-Europe.

Daniel Danserau, facilities distribution specialist, DESC-Europe.

Bill Grim, contract specialist, Into-Plane.

Rhuel "Chris" Roberts, quality manager, DESC-Europe.

Glenda Stapleton, contract specialist.

Shelby Yeakley, Speciality Fuels division chief and acting DDF director prior to Kelly Morris reporting for duty.★



## **At the DLA Museum. . .**

*Retired Gen. Richard Thompson, president of the Army Quartermaster Foundation, left, receives \$500 check from Col. Joseph Thomas, DESC deputy director, second from left, for a paving stone for the Quartermaster Museum in Ft. Lee, Virginia. Also lending a hand in the presentation are SFC Robin Carr and Lt. Gen. Henry Glisson, DLA director, far right.*

# DoD Releases Blue Angels Show Schedule

*American Forces Press Service*

## **Blue Angels 1999 U.S. Schedule**

WASHINGTON — The Navy Blue Angels flight demonstration squadron will perform in more than 65 events in 22 states and Canada as the team enters its 53rd season in 1999.

The Blue Angels' schedule begins March 13 at El Centro Naval Air Field, Calif., and ends Nov. 13 at Pensacola Naval Air Station, Fla. More than 260 million people worldwide have seen the team's blue and yellow jets perform in more than 3,400 aerial demonstrations.

Using F/A-18 Hornet fighters, Blue Angels pilots mix about 30 formation and solo maneuvers in a demonstration; their show runs about 75 minutes.

March 13, Naval Air Facility, El Centro, Calif.  
March 19-21, Air Races Fair, Mesa, Ariz.  
March 27-28, Air Show, Naval Air Station Corpus Christi, Texas  
April 10-11, Air Show, Marine Corps Air Station Cherry Point, N.C.  
April 17-18, Air Show, Millington, Tenn.  
April 24-25, Air Show, Naval Air Weapons Station, Point Mugu, Calif.  
May 1-2, Air Show, NAS Fallon, Nev.  
May 8-9, Air Show, MacDill Air Force Base, Fla.  
May 15-16, Air Show, Dover AFB, Del.  
May 22, Air Show, Randolph AFB, Texas  
May 24, Air Show, U.S. Naval Academy, Annapolis, Md.  
May 29-30, Air Show, NAS Patuxent River, Md.  
June 5-6, Air Show, Oklahoma City, Okla.  
June 12, Air Show, NAS Lemoore, Calif.  
June 19-20, Air Show, Yakima, Wash.  
June 26-27, Air Show, Willow Run, Mich.  
July 3-4, Air Show, Milwaukee  
July 10, Air Show, Pensacola Beach, Fla.  
July 17-18, Air Show, Davenport, Iowa  
July 24-25, Air Show, NAS Brunswick, Maine  
July 30-Aug. 1, Air Show, MCAS Miramar, Calif.  
Aug. 7-8, Air Show, Seattle  
Aug. 21-22, Air Show, Otis Air National Guard Base, Mass.  
Aug. 28-29, Air Show, Rochester, N.Y.  
Sept. 4-6, Air Show, Cleveland  
Sept. 11-12, Air Show, Halifax, Nova Scotia  
Sept. 18-19, Air Show, NAS Oceana, Va.  
Sept. 25-26, Air Show, Wilmington, N.C.  
Oct. 2-3, Air Show, Salinas, Calif.  
Oct. 9-10, Air Show, San Francisco  
Oct. 1-17, Air Show, Kirtland AFB, N.M.  
Oct. 23-24, Air Show, Little Rock AFB, Little Rock, Ark.  
Oct. 30-31, Air Show, Moody AFB, Moody, Ga.  
Nov. 6-7, Air Show, NAS Jacksonville, Fla.  
Nov. 12-13, Air Show, NAS Pensacola, Fla.



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