

Defense Logistics Agency

Defense Energy Support Center



*Fuel for Today's Forces...
Energy Solutions for
Tomorrow's Mission*

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***Fuel for Today's Forces
Energy Solutions for Tomorrow's Mission***



Produced by the Defense Energy Support Center
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DEFENSE ENERGY SUPPORT CENTER

Mission. . .

To provide the Department of Defense and other customers comprehensive energy solutions in the most effective and economical manner possible.

Vision. . .

To be recognized as the best and most effective energy solutions organization in the world.

VALUES

While achieving our mission, 10 basic values guide our daily activity and vision for the future. We are committed to:

Customer Satisfaction

We provide competent, reliable energy solutions involving employees and customers in the decision-making process.

Responsible Resource Management

We make the most effective and efficient use of taxpayer dollars as stewards of the public trust.

Ethical Conduct

We demonstrate integrity in all of our dealings with industry, federal agencies, our fellow employees and the communities in which we live.

Vision

We effectively guide our organization to industry leadership in an ever-changing environment.

Success Through Teamwork

We promote achievement in a work environment that encourages creative ideas, listening and respect for people.

Leadership

We demonstrate excellence through innovative programs and policies.

Continuous Improvement

We always strive to make process improvements to do business smarter and better.

Pride of Workmanship

We produce quality work that enhances the organization's performance and provides team and personal satisfaction.

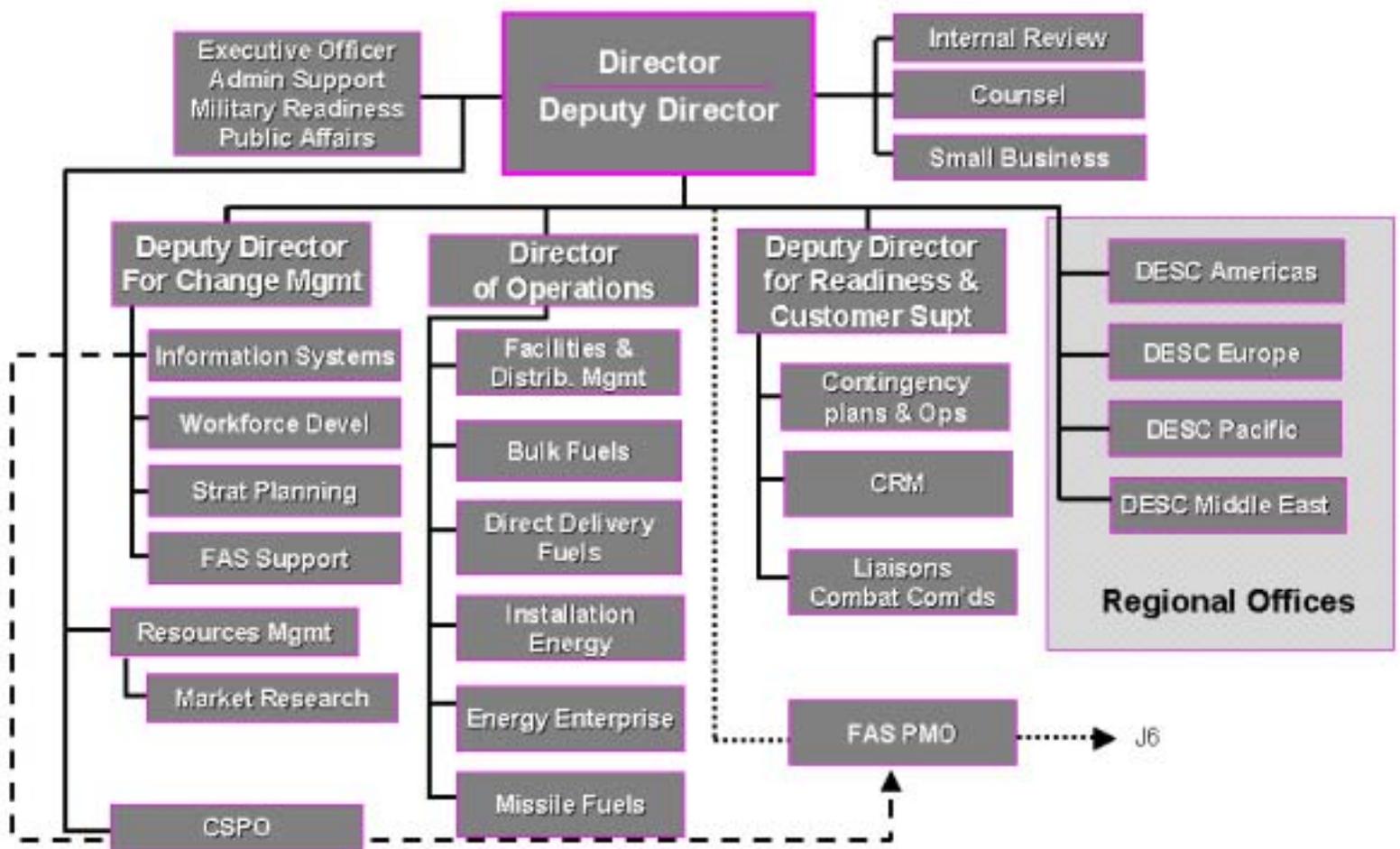
Environmental Sensitivity

We establish policies and conduct operations with a strong sense of environmental awareness.

Responsible Citizenship

We are actively involved in our communities.

DESC Organization



*The Warfighter's Choice for
Total Energy Solutions*



*DESC is ...
A Worldwide Asset*

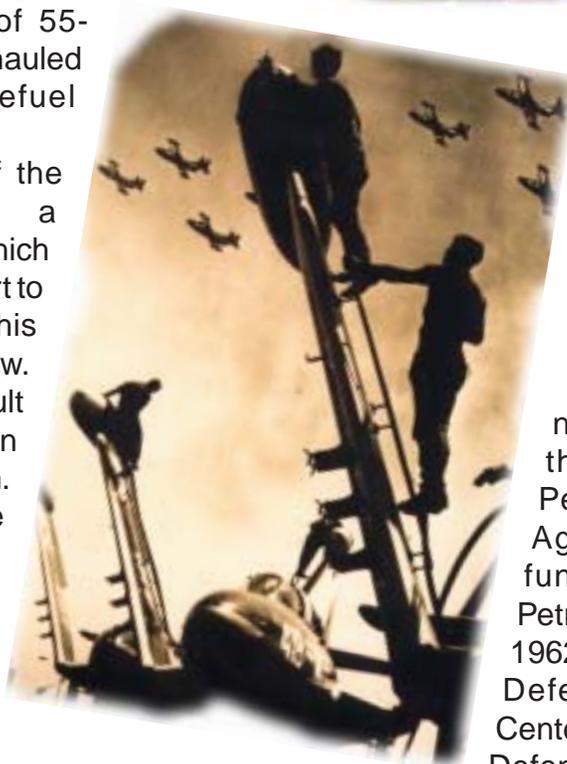
Evolution of Energy Logistics

During World War I, a Unit Commander was responsible for all logistics support. His primary concern in equipping his troops for battle consisted of a short list—beans, bullets and oil. Back then, oil was packaged in 55-gallon drums and delivered to the front lines by any means of transportation available.

World War II brought some improvement in acquiring and distributing fuel; however, thousands of 55-gallon drums were still hauled to the front lines to refuel vehicles and equipment.

The introduction of the fuel truck signaled a technological advance which enhanced logistics support to the troops. However, this process was still very slow. Pumping fuel was difficult and unsafe. Distribution remained a major problem.

To address the critical petroleum issues of World War II, the Defense Energy Support Center's earliest precursor organization, the Army-Navy Petroleum Board, was established on



July 14, 1942.

In 1945, the Army-Navy Petroleum Board became the Joint Army-Navy Purchasing Agency and was managed by the Secretary of War.

The organization's name changed in 1948 to the Armed Services Petroleum Purchasing Agency, and in 1957, it functioned as the Military Petroleum Supply Agency. In 1962, the agency became the Defense Petroleum Supply Center, a charter element of the Defense Supply Agency (later renamed the Defense Logistics Agency). The organization was designated the Defense Fuel Supply Center in 1964.

In 1973, the Center's role expanded from a central fuel procurement activity to the Department of Defense's comprehensive Integrated Materiel Manager for bulk petroleum. This implementation occurred in two phases. Under Phase I, the Center managed the acquisition, storage, distribution and sale of fuel with responsibility ending at the military installation boundary.



In 1991, the Office of the Secretary of Defense directed the completion of Integrated Materiel

Management (IMM), termed Phase II. As an ongoing process improvement, the Center's ownership of bulk petroleum products was expanded to include most bulk storage installations. The result – DESC now owns all Department of Defense (DoD) bulk petroleum product from point of purchase until it is used to power aircraft, tanks and ships.

In February 1998, the Defense Reform Initiative Directive, approved by the Secretary of Defense, increased the Center's mission to include electricity and other energy-related services. To reflect the mission expansion, the Center's name was changed to Defense Energy Support Center (DESC).

The simple World War I



“The Army-Navy Petroleum Board is strictly a product of this war (World War II). It naturally came into being and grew in strength as the high military authorities saw their dominance in the war being developed by the internal combustion engine. As they measured the fuel needed for war areas whose land was to be covered by mobile equipment of all kinds, and whose air was to be crowded with tens of thousands of planes, and as they saw the seas with great flotillas of fighting vessels, also driven by petroleum, and great convoys of supply ships moved by oil, and carrying munitions and more petroleum to the fighting units, the need for procuring and handling petroleum products on the most gigantic scale in history was driven home and the Army-Navy Petroleum Board was born.”

*—From an August 1945 edition
of National Petroleum News*

checklist of beans, bullets and oil is now a distant memory. Scientific and technological advances have automated and computerized many of the functions of war, and as these advances are made, DESC will continue to be there, providing world class energy support to our warfighters and federal government agencies, around the clock, around the world.

Focus On: Commitment

As the organization which purchases and manages the Department of Defense's energy products and services, the Defense Energy Support Center (DESC) has distinguished itself as a national asset for our nation's defense. Whether our military engages in peacekeeping operations or



At the Defense Energy Support Center, our goal, energizing the military's next mission, is always in sight.

emergency relief missions, DESC's role is crucial to their success. *Without fuel, aircraft don't fly, ships don't sail and ground equipment doesn't move.* The Center ensures the military accomplishes its mission anywhere in the world.

In our role as a petroleum materiel manager, DESC supports the military and federal agency customers at over 4,000 locations. This dedicated service provides product to the Statue of Liberty and the Grand Canyon National Park, and from the Antarctic to your neighborhood postal delivery truck.

The Center purchases more light refined petroleum product than any other single

organization or company in the world. With over a \$4.1 billion annual budget, we expect to procure nearly 110 million barrels of petroleum products each year. That's enough fuel for 1,000 cars to drive around the world 4,620 times—or 115.5 trillion miles.

To meet customers' needs, DESC manages 250 national stock numbers for petroleum products. The Center manages jet fuels, aviation gasoline, automotive gasoline, heating oils, power generation, naval propulsion fuels, lubricants, natural gas and coal. The key military fuels procured are: JP-5, a kerosene-based jet fuel primarily used for Navy carrier-based aircraft; JP-8, a kerosene-based fuel similar to Jet A-1, a commercial jet fuel; and F-76, a U.S. naval diesel similar to marine gas oil.

As electricity began to deregulate, DESC engaged this new market and is prepared to ensure the continued reliable supply of electricity and related services while providing cost savings to its military and federal civilian agency customers.

DESC is divided into six commodity business units, each specializing in a specific product or service. By taking advantage of an integrated teaming concept, DESC's customers enjoy "one-stop shopping" for all of their needs. Whether the issue pertains to requirements, transportation, contracting or quality, a solution is just a phone call away.

Our commitment to providing our customers with top-notch service is balanced with our commitment to a highly trained work force.

Partnerships

DESC has strong, long-standing partnerships with the military and industry suppliers to work on mutually beneficial research such as JP8+100 and finding answers to fuel-related quality problems. This partnership includes the Training With Industry (TWI) program, where military officers work with petroleum in various departments to enrich their understanding of the refinery process, distribution and transportation. After a year with industry, these officers either bring their expertise to DESC or take it back to their respective service—a win-win for everyone.

DESC's success in providing logistical support and on-time, on-spec product to its customers around the world rests on cooperation, dedication and exceeding expectations to meet mission needs—whenever and wherever they occur.



Every two years, the Center hosts the Worldwide Energy Conference, where the three parts of the energy triangle—industry, customers and DESC—network, exchange ideas and learn about new energy technologies. Below are highlights of the 2002 Conference.



Whether the issue pertains to requirements, transportation, contracting or quality, a solution is just a phone call away.



Our Employees

Located at Fort Belvoir, Virginia, DESC is one of five inventory control points in the Defense Logistics Agency (DLA). Although the Center's work force handles over 30 percent of the Agency's procurement budget, the 850 DESC employees worldwide account for only 2.7 percent of the DLA work force.

The Center's strength is found in the diversity of its work force. Management analysts, chemists, contracting officers, environmental engineers, computer programmers, inventory managers, auditors, economists, attorneys and quality assurance representatives comprise the wide range of specialists who guarantee outstanding customer support.

The Center's commitment to its employees is manifested in strong career and educational development programs. Programs such as the Mentor/Student program, Petroleum Officer's Course, access to Distance Learning courses and the Joint Course on Logistics provide DESC employees with the tools to grow and progress in their career paths. Other programs offered include Defense Acquisition Workforce Improvement Act (DAWIA) training and certification and Defense Acquisition University (DAU) courses. As a result, managers are often promoted from within the organization, providing an executive staff seasoned with years of corporate knowledge and technical expertise.

To keep pace with such talented employees, DESC rounds-out the work force by staying in the forefront and recruiting from colleges all over the United States through the Outstanding Scholar Program. DESC recruits top-level college graduates with a 3.5 grade point average or higher. Outstanding scholars enter an intense training program, which combines on-the-job training with continuing education classes to take them from the apprentice - to journeyman - level of expertise.

Workforce Development

DESC's Workforce Development Team, part of the Resources Management Directorate, ensures that the DESC employees are highly trained and qualified by offering professional and educational development through a wide variety of government and non-government sources. The team provides a service center—the Workforce Development Office (WDO)—to help employees with their career objectives, tuition assistance and individual development plans.

WDO is the Center's focal point for employee training and education, assisting DESC employees and CBU training coordinators with their plans. The WDO also offers numerous courses geared toward instructing DESC and non-DESC employees in various business processes. One example, the Energy Indoctrination Trip, takes employees on a three-day tour of fuel facilities in the Hampton Roads, Virginia area, providing hands-on, in-the-field experience.



Survey results of the one-year pilot program of the Ninth House Network Program found it highly effective and enjoyable. With its emphasis on leadership, management and business principles, the Fiscal Year 2003 user group will consist of new supervisors and managers who have been on the job three years or less. The Ninth House Network is a CD/Internet based learning tool. In addition, this highly interactive training environment provides

“up-to-date” corporate learning in a flexible, self-paced, and safe format. The learning objective is to problem-solve realistic, i.e. “real world”, workplace issues on your desktop during duty or off-duty hours. No pre-designated training hours are needed, however, new supervisors and managers are encouraged to plan this professional development program into their normal daily business schedule.

WDO has also developed the DESC Automated Training System (DATS) to electronically submit, track and compile employee training and certification records in “real-time.” This powerful tool allows employees and management to: access an office automation tool that will automate the entire training process and provides DESC with the functionality required to perform their duties; monitor and track training budgets for each CBU/office/region and allow employees located at headquarters, the regions and in the field to utilize the training system; provide all users with a user-friendly, well-designed training system; reduce the amount of incorrect data entered into the system; and utilize a database administrator to maintain data integrity.



Change Management

The Change Management Directorate (DESC-DC) is responsible for the development, implementation and oversight of the DESC business plan, initiatives, and business change management particularly as it relates to the implementation and deployment of the Fuels Automated System (FAS). The Directorate has four divisions. The [Human Capital Division](#) (DESC-DCH) is responsible for work force development issues, training, and employee/labor relations. The [Strategic Planning Division](#) (DESC-DCP) is responsible for formulating the strategic management system, addressing mission change requirements, and visioning initiatives. The [Information Technology Division](#) (DESC-DCI) is responsible for worldwide information systems support, oversight, and development for systems within DESC. The [Business Modernization Division](#) (DESC-DCB) is responsible for defining, implementing, and administering initiatives that will enable DESC to meet the challenges of existing and changing mission requirements.

Customer Support Office

The Customer Support Office is responsible for developing and fostering customer support concepts across all DESC business areas. These concepts are necessary to maximize relationships with customers, increase efficiency and effectiveness of DESC’s support to its customers, and enhance customer satisfaction and loyalty. The office acts as the principal advisor to the Director and is responsible for the development, implementation, and oversight of the Customer Relationship Management (CRM) initiative within DESC.

Commodity Business Units

Carrying Out Our Mission.. **Total Energy Solutions**



The DESC Electricity Team has, in partnership with the military and those federal civilian agencies participating in the program, successfully engaged the competitive electricity market in those states permitting competitive electricity purchasing. From the issuance of the team's first competitive electricity solicitation in December 1997 to date, this program has realized a total cost avoidance of approximately \$36.7 million, which is inclusive of an estimated \$27 million in Texas during Fiscal Year 2002.

Installation Energy

The Installation Energy Commodity Business Unit (CBU) procures natural gas, electricity and coal for Department of Defense and federal civilian agencies in the continental United States and Alaska.

This CBU is the single manager for the DoD Direct Supply Natural Gas Program. Installation Energy closely tracks the natural gas industry to take advantage of deregulation, thus providing more than 200 customers with substantial cost savings by purchasing gas from a source other than the local utility company. Cost avoidance since the inception of the program exceed \$200 million.



Energy Enterprise

Energy Enterprise serves as program manager on all matters pertaining to a revolution in business practices regarding Installation Energy use and infrastructure. The CBU also provides contracting support for utility systems privatization and energy conservation efforts initiated by the military. The Energy Enterprise office has two divisions: contracting and engineering.

The [Contracting Division's](#) numerous functions include marketing contracting support capabilities to maximize participation and developing the most economical procurement approach by utilizing best commercial practices and innovative energy and utility energy approaches.

The [Engineering Division](#) serves as principle advisor on policy determinations and programming functions with primary responsibility for engineering and technical matters concerning privatization and/or outsourcing of Department of Defense on-base utility distribution systems.

Missile Fuels

The Missile Fuels commodity business unit is responsible for the purchasing, transportation, and overall item management of missile fuels, propellants, and various chemicals and gases largely in support of U.S. Space Programs, to include the U.S. Air Force Titan Program, the NASA Space Shuttle, as well as commercial space launch and satellite programs.

DESC-MI is the [Logistics Management Division](#). There are two branches within



the division: the Requirements Branch and the Materiel Support Branch. Combined, they provide worldwide inventory management, traffic management and equipment and container management for commodities such as, hydrazine, dinitrogen tetroxide, liquid and gaseous nitrogen and oxygen for programs such as the Space Shuttle, Titan and Delta missiles and commercial satellites. In addition, they provide special fuels such as JP-10 for cruise missiles; and specialty gases such as hydrogen peroxide, argon, fluorine, deuterium, helium, neon and xenon that support programs like the AIM-9 and Stinger missiles and the Aerostate, High Altitude Simulation and Tactical High

Energy Laser (THEL) programs. All of the commodities managed by the Missile Fuels CBU are classified as hazardous materials, many with volatile characteristics. Packaging and transportation of each commodity must be in strict compliance with federal and state regulations.

DESC-MK is the [Contracting Division](#). Contracting is an integral part of the CBU team providing “cradle to grave” support to inventory managers, transportation specialists

and resource managers in acquisition planning. The Contracting Division determines the best methods for procuring requirements of both products and services managed by the CBU. Most requirements are awarded on a competitive basis through negotiations, including use of best value acquisition procedures; however, several of the Missile Fuels' products must be negotiated under noncompetitive procurements. The majority of contract awards are multiple year, indefinite delivery/indefinite quantity or, requirements type contracts that can provide long-term coverage and extensive flexibility in meeting unique customer needs.

Bulk Fuels

Bulk Fuels provides contracting, distribution, transportation, inventory control, quality and technical support for bulk fuels worldwide, accounting for about three-fourths of all fuel supplied by the Center.

Commodities managed by this CBU include: JP-5 and JP-8 jet fuels, F-76 diesel fuel, motor



gasoline, jet fuel additives and lubricants for domestic and overseas users.

Bulk Fuels also procures and solicits for the sale of crude oil for the Department of Energy, which manages the Strategic Petroleum Reserve Program. This CBU has divisions that manage contracting, inventory and distribution, transportation rates and policy. The Bulk Fuels

CBU also provides quality and product technology support for all of the CBUs.

Facilities Management

From inventory accounting at worldwide storage locations to writing international agreements and providing support to Foreign Military Sales agreements, this CBU provides global support to the warfighter. The right amount of fuel, at the right location, at the right time begins with the creation of the Inventory Management Plan (IMP).



Annual publication of the IMP culminates a major partnership effort between the military and DESC inventory managers to establish how bulk petroleum requirements will be stored and located worldwide in support of operations plans. Facilities and distribution specialists manage worldwide fuel terminal operations as well as storage and acquisition programs. They program for operations and maintenance of government-owned, contractor-operated and contractor-owned and operated facilities. Engineers manage real property maintenance activity and military construction projects. Environmental protection specialists ensure prevention, control and abatement of environmental pollution at DoD fuel facilities, activities and related programs.

Contracting specialists and contracting officers purchase services required for storing bulk petroleum products as well as services required for other areas of fuel operations, including environmental protection and aircraft refueling. Supply system analysts continually review planned inventory levels and programmed operation of fuel

facilities to ensure optimal utilization of resources. Transportation management specialists continually review distribution infrastructure to ensure optimal utilization of transportation resources such as pipeline tenders and guaranteed traffic programs. This CBU is also responsible for administering the DLA Safety and Health Program throughout the world for DESC.

Direct Delivery Fuels

The Direct Delivery Fuels CBU provides worldwide support to the military, DoD activities, federal agencies, state and local law enforcement agencies, and designated foreign governments with acquisition and support services for ground, aviation and ship propulsion fuels delivered directly to the customer from commercial vendors. The [Ground Fuels Division](#) provides military and federal civilian facilities throughout the world with commercial ground and utility fuels through the Posts, Camps and Stations program. Customers include the military, the U.S. Postal Service, the General Services Administration (GSA), Amtrak and the U.S. Department of Transportation. The [Specialty Fuels Division](#) contains three branches to support its customers: Into-Plane, Ships' Bunkers and the Fuel Credit Card Team.

[Into-Plane](#) contracts allow authorized government aircraft from military and federal civilian agencies to purchase fuel and refueling services on commercial airports at substantial discounts from the posted airport price. Customers receive aviation fuel services subject to strict quality and safety standards, at approximately 500 into-plane contract locations worldwide. The [Ships' Bunkers Fuel](#) Program provides various grades of ship propulsion fuels for combatant ships, Coast Guard vessels and various classes of U.S. government-owned and chartered ships at commercial ports worldwide. Bunkers contracts are in place servicing customers at 91 ports domestically and 85 ports overseas.

The [Credit Card Team](#) manages the DoD Fleet Credit Card, which enables drivers of DoD vehicles to buy fuel at commercial gas stations using purchase cards. Once electronic point of sale reader equipment is installed, GSA vehicles will be permitted to pump fuel from on-base sites. The credit card team also manages the award winning Aviation Into-Plane Reimbursement (AIR) Card Program (see page 22 for details), used by aircrews to obtain fuel and authorized ground services at commercial airports. Additionally, the credit card team will be working with the Ships' Bunker Branch to replace the current magnetic strip card presently used by vessels to make contract fuel purchases. The new replacement card will also be a purchase card that could be used at either contract or non-contract locations. On October 1, 2002, DESC centralized payment of invoices for local purchased ground fuel and aviation fuel, provided the customers utilizes the aforementioned fuel credit cards, following suit to the Ships' Bunkers payment process for fuel, which has been centrally paid through DFAS-Columbus for several years.

DESC Contractors

Working with Companies

The Defense Energy Support Center contracting base ranges from small, local operations to the industry's leading manufacturers. DESC's contracting base is nearly 1,000-companies strong, with significant representation by both small and large businesses. Competitively awarded contracts ensure the lowest possible price and constant supply to our customers.

The top 10 contractors are multinational refining and distribution corporations, and foreign corporations representing about half of our dollar outlay.

DESC fosters a strong commitment to small businesses. The Center provides several Small Business Programs to ensure contracting opportunities for companies that would be unable to compete equitably for contracts under normal circumstances—the Small Business Administration's (SBA) Section 8(a) Program, the Small Business Set-Aside Program and a revised Small Disadvantaged Business (SDB) Program, which includes both the price evaluation adjustment for SDBs and the SDB Participation Program, HubZone Program, Indian Incentive Program, Women-Owned Small Business and Service Disabled Veteran Small Business Program. These programs and others level the playing field for small businesses, so competitive

Large and Small

companies of any size can compete for our business. More than 20 percent of contracts are awarded to companies that qualify under the Small Business Programs.

DESC's Small Business Office (SBO) offers detailed information regarding the numerous programs designed to assist small businesses. Contact Kathy S. Williams, Associate Director of Small Business, or a staff member at 1-800-523-2601 or 1-800-468-8893/703-767-9400, or access the Small Business page on DESC's Web site at www.desc.dla.mil/DCM/DCMPage.asp?LinkID=pgeSmallBusiness.



How to Do Business with DESC

There are several methods of expanding opportunities for bidding on Department of Defense and Defense Energy Support Center solicitations. The primary and most successful method is the Bidders Mailing List.

The Bidder Mailing List Application (Standard Form 129) gives firms the opportunity to receive solicitations for which they have an interest. After completing the SF129, the firm is assigned a bidder code.

Other ways that firms can find out about business opportunities include public displays of solicitations, related publications and the Internet. FedBizOpps.gov has replaced the Commercial Business Daily. Vendors can sign up to receive automatic e-mails for solicitations of interest to them. All solicitations are posted on the DESC Home Page at www.desc.dla.mil.

Success in securing DESC business is determined by competition among offerors. The solicitation must be read carefully in order to understand the terms, conditions and requirements.

Contracts are written under rules mandated by the Federal Acquisition Regulation (FAR) and the Defense Federal Acquisition Regulation Supplement (DFARS).

The FAR and DFARS impact all military contracts and identify two acquisition processes: sealed bidding and negotiations.

The Invitation for Bid (IFB) is used in sealed bidding, which employs competitive bids, public openings and awards. All IFBs are open to the public.

The Request for Proposals (RFP) is a negotiation process which allows government and prospective contractors to discuss terms and conditions of the contract.

DESC's contracting process is also affected by two acquisition acts: the Federal Acquisition Streamlining Act of 1994 (FASA) and the Federal Acquisition Reform Act of 1996 (FARA). These acts allow DESC to buy many requirements using commercial specifications and more streamlined procedures.

DESC has domestic and overseas programs to purchase petroleum-related services. Our contracting personnel will happily answer questions about contracting requirements in any geographic location.

Additional information can be found on the DESC Home Page at www.desc.dla.mil or call 1-800-286-7633.



DESC Purchase Programs

Like private industry, the Defense Energy Support Center has a diverse customer base, some with special needs. DESC tailors its business operations to provide the best customer support possible in purchasing bulk refined petroleum products, coal, natural gas, synthetic fuels and electricity for the military and more than 4,000 federal civilian agencies around the world.

DESC's contracting specialists administer numerous procurement programs to best meet the diverse needs of customers.

Bulk Fuel Contracts

Very large quantities of jet and diesel fuels are managed by the Bulk Fuels CBU. These purchase programs account for about three-fourths of the fuel supplied by the Center. Contracts are written for JP-5 and JP-8 jet fuels, F-76 diesel fuel, motor gasoline, jet fuel additives and lubricants for domestic and overseas use.

Worldwide requirements are divided into four major purchase programs:

Western Pacific contracts are awarded each December for delivery from January 1 through December 31. They support U.S. military forces in Guam, Japan, Korea, the Middle East and elsewhere in the Pacific and Indian Oceans. Products typically purchased are jet and diesel fuels and gasoline.

U.S. East and Gulf Coast contracts are awarded each March for delivery from April 1 through March 31. Requirements are for JP-5 and JP-8 jet and diesel fuels. This program also includes requirements in Panama, Puerto Rico and Guantanamo Bay, Cuba.

Atlantic, Europe and Mediterranean contracts are awarded each June for delivery from July 1 through June 30 and supply jet and diesel fuels to customers in Europe, Iceland and the Azores.

U.S. Inland and West Coast contracts are awarded each September for delivery of jet and diesel fuels from October 1 through September 30 each year. Requirements for Hawaii and Alaska are included in this program.

The Bulk Fuels CBU also manages other purchase programs to acquire jet fuel additives, bulk lubricants and resupply for the Air Force at Thule, Greenland, and the National Science Foundation at McMurdo Sound, Antarctica, during the very limited ice-free shipping seasons at those ports.

The CBU uses a sophisticated linear program, called the Bid Evaluation Model (BEM), to determine the "lowest laid in" cost of product to its customers. The BEM considers product, the additive, and distribution costs as well as offer quantities, transportation and storage terminal thru-put constraints, and offeror-submitted minimum quantity requirements.

Posts, Camps and Stations Contracts

DESC awards Posts, Camps and Stations contracts on a regional basis, dividing the United States into eight separate geographic areas, with a ninth region for Alaska. Contracts cover fuel for ground operations such as diesel, gasoline, heating oil and related fuel products. The Center also solicits fuel for the General Services Administration Fuel Yard for deliveries to the White House and federal civilian agencies in the Washington, D.C., metropolitan area.

Bunkers Contracts

DESC writes requirements type contracts for the direct delivery of ships' bunkers fuels worldwide. Delivery of product is accomplished Free On Board (FOB) destination to the ship by either pipeline, barge, tank truck or tank wagon. Contracts are awarded by region, rotating every other year, usually for a two-year performance period.

Bunker contracts are used by both military and federal civilian vessels, Coast Guard and Army Corps of Engineers. DESC provides each vessel with a magnetic strip identification card that records each bunker delivery and is electronically transmitted to DESC for payment. The magnetic strip electronic processing contract will be totally revamped to better assist customers in meeting their refueling needs.

Into-Plane Contracts Program

Contracts are awarded to supply fuel and refueling services to aviation customers at approximately 500 commercial airports worldwide where military bases with refueling capabilities are not readily available. The Into-Plane Program allows government aircraft and military and federal civilian agencies to refuel at a substantial discount from the posted airport price. At contract locations, aircrews present the Aviation Into-plane Reimbursement (AIR) Card to receive supplies and services (see page 22). Airport locations are solicited when customers (individually or combined) require more than 15,000 gallons of product on an annual basis to support various flying missions. Enrollment in the program is mandatory for DoD military units and optional for federal civilian agencies. Within the continental United States (CONUS), contractors are usually small businesses, referred to as fixed-base operators (FBOs). Internationally, the contractors are usually held with major oil companies or brokers that sub-contract to refueling agents.

Contracts are used by both military and federal civilian pilots, including the Coast Guard, designated state and local law enforcement agencies, Forest Service, foreign military government aircraft, Federal Aviation Administration and Central Intelligence Agency. Contracts are multi-year agreements, with one-fourth of them awarded during a two-year cycle beginning either April 1 or October 1.

The DESC Into-Plane branch continues to strive toward implementing commercial practices to best meet the needs of the government customer, while maintaining the high quality, operational and safety standards our customers have come to expect from DESC contractors.



Alongside Aircraft Refueling Program

DESC teams with the Navy and Marine Corps to achieve the goal of getting fuel to the customer via the Alongside Aircraft Refueling Program. Execution and management of the contracts supporting this program is a shared responsibility among DESC, the Navy and the Marine Corps. Contractors provide the necessary labor and equipment to refuel fixed and rotary wing aircraft at more than 25 Navy and Marine Corps installations worldwide using government-owned fuel. Additionally, contractors also operate tank farms at many of these locations.



Coal Contracts

DESC purchases approximately 800,000 tons of coal annually for 14 military installations in CONUS and Alaska. All contracts are administered at DESC and are service funded. Contractors bill customers directly for all orders placed. Customers consist of the Army, Navy, Air Force and federal civilian agencies. Coal contracts are in effect for one to two years—except in Alaska, where contracts expire after either one or five years. The five-year contract has price increase provisions for wages, transportation and land reclamation expenditures.

Natural Gas Contracts

DESC purchases natural gas and related services for over 200 accounts servicing both Department of Defense and federal civilian agencies throughout the continental United States and Alaska. Contract may be multi-year, single year or monthly. Gas is purchased for FOB delivery to the local distribution company (LDC) and then transported by the local distribution company to the installation. Pipeline service is usually purchased as a part of the contract. The customer, however, contracts separately with the LDC for gas transportation for the “citygate” to its military base. Generally, customers place orders



and make payments to the contractors except under special conditions. When requested, DESC handles certain customer support functions, such as ordering, invoice certification, and/or contractor payment.

Electricity Contracts

DESC provides contracting support for the acquisition of electricity and related services in those states permitting the competitive acquisition of electricity. Solicitation terms and conditions are tailored, in coordination with the requiring activities, to reflect the risk preferences of the end user, local market conditions, and the restructuring rules and regulations promulgated by the state. Contract performance periods and pricing structures are developed based on the structure and terms and conditions of the applicable tariff and input from DESC military and civilian partners.

Storage Contracts Program

Contracts are awarded for contractors to receive, store and ship government-owned fuel in the continental United States (CONUS)—currently numbering 15 Contractor-Owned, Contractor-Operated (COCO) locations and eight Government-Owned, Contractor-Operated (GOCO) facilities. Outside CONUS, the Storage Contracts Program includes 12 COCOs and seven GOCOs. Contracts are fixed-price, multi-year (ranging between three and five years) instruments and are subject to the Service Contract Act.

Other Services Contracts

DESC awards and administers all contracts, ensuring that quality fuel is delivered to our customers. Twelve laboratory testing contracts, one bunker fuels testing contract, one Navy ship propulsion fuel testing contract, plus two dock services contracts in Florida and Maine guarantee that on-spec fuel is provided to the warfighter.

Automated Fuel Dispensing Facilities

The capitalization of ground fuels has increased the number of fuels facilities under the Defense Energy Support Center's (DESC) responsibility for maintenance, repair and environmental (MR&E) projects. The addition of these facilities has pushed the cost of programmatic efforts towards infrastructure sustainment, restoration and modernization past current funding levels. However, DESC has expanded its scope of optimization efforts to provide alternatives by consolidating and privatizing fuel facilities where appropriate to obtain efficient, modern and environmentally sound operations to best support the customer. To date, six privatized facilities at Fort Bragg, N.C.; Schofield Barracks, Hawaii; Twenty Nine Palms, Calif.; Fort Stewart and Fort Gordon, Ga.; and Fort Jackson, S.C., have been completed with six others



planned for the future. These service contracts require contractors to provide storage and issue facilities necessary to refuel military vehicles, and to receive, load bulk product. The fixed-price, five-year (multi-year) contracts have three five-year option periods. Future optimization initiatives at Camp Pendleton and Moffett Federal Airfield, Calif., are expected to produce \$600,000 in annual MR&E cost

avoidance and savings. The focus on service core activities and mission readiness is also enhanced.

Specialized Programs

Strategic Petroleum Reserve Contract Program

DESC exercises some commercial procurement and sales responsibilities for oil for the Department of Energy's Strategic Petroleum Reserve, a program used to store crude oil as a buffer against potential national energy emergencies. DESC also exercises refined product and facilities procurement and quality assurance responsibilities for the Department of Energy's Northeast Home Heating Oil Reserve, which is a regional buffer against possible fuel shortages in the civilian sector.

Environmental Assessment and Remediation at DESC's GOCOs

Creative structuring of service contracts has led to economies of scale and reduced costs within the area of environmental assessment and remediation. Contracts for Environmental Assessment and Remediation Services at our CONUS GOCOs are written for five-year periods. Contractors are selected and prices for standard job units are fixed for the contract period. As the requirement to perform environmental services develops, individual task orders are negotiated and issued, taking into consideration the effort required and utilizing the fixed prices pre-established at the initial award.

AIR Card and DoD Fleet Card Programs

The Aviation Into-Plane Reimbursement (AIR) Card Program began October 1, 1998. Government aircrews present their AIR Cards at DESC Into-Plane contract locations in lieu of the DD1896 Identaplate. The Identaplate is still used at military installations until all the bases are equipped with electronic point-of-sale readers.

The AIR Card is a commercial fuel card, co-branded by AVCARD, the DESC AIR Card Contractor (ACC). It provides a benefit in two ways: it consolidates billing and payment procedures for fuel purchases, and it is used as a purchase card for authorized ground services.

The customer may use the AIR Card for local purchase of fuel and authorized ground services at non-contract locations, wherever the AIR Card is accepted by vendors, and applicable discounts



are provided through the ACC. The AIR Card eliminates the need for aircrews to use paper processes. More importantly, the AIR Card provides wing commanders real time oversight on their fuel consumption patterns, and simultaneously helps DESC identify possible future contract sites. Since the AIR Card program began, the cumulative cost avoidance of AIR Card use exceeds \$14 million.

The Fleet Credit Card

The Voyager Fleet Card is owned by the Department of Defense—drivers of military vehicles (cars, trucks, tanks, etc.) may pull up to a gas station, swipe their card through the reader, type in some basic information, pump the gas and drive away. This paperless procedure is made possible through DoD's contract with U.S. Bank and its fleet card subcontractor, Voyager, to provide fleet credit card services for the information provided has a variety of uses.

fuel and related maintenance to authorized military vehicles. The entire transaction is handled automatically—no messy paperwork and no waiting in line. The driver never leaves the pump.

The fleet card system automatically transmits very detailed information such as the date and time of the transaction, vehicle and driver ID, authorization number, fuel cost, federal, state and local taxes, and number of gallons purchased. This data, recorded on the Voyager server in Houston, Texas, is sent electronically to the Defense Finance and Accounting Service (DFAS) office, the vehicle's military headquarters, the local fleet manager, or to DESC via an Internet connection.

For example, military headquarters can compile information on the use of alternative fuels; a local fleet manager can uncover unauthorized use of the fleet card; and DESC can analyze overall fuel use before negotiating with fuel suppliers for discounts from station pump

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prices. In the fuel operators away from for fleet cars delay in that payment operators are participate. In t a x major part of transaction,

can now be reviewed immediately for applicability. The fleet card's quick response information will save DoD money because appropriate exemption from taxes will be immediate.

DoD's fleet card task order consists of a two-year contract, three one-year renewal options and five one-year renewal options—a combination which DESC hopes will allow the fleet card contract to continue into 2008! The U.S. Bank contract also calls for implementation of smart card technology when it becomes more prominent in the marketplace. Prototype smart cards contain an imbedded computer chip, rather than just a magnetic strip. With this chip, cards will be programmed with authorizations, dollar or item limits and other data that now resides on a central server. Recently, DESC obtained authorization from GSA to modify the fleet card contract(s) that would permit large vessels at sea use of the fleet card to obtain fuel while underway. DESC will use the fleet card to revamp the magnetic strip contract now used by vessels in the Ships' bunker contract program to accommodate customer fuel needs.

GSA leased vehicles will soon be able to utilize on-base gas stations again. Until swipe technology equipment can be installed, GSA vehicles will use their Vehicle Identification Link (VIL) keys to obtain fuel on-base. The new Voyager Fleet Credit Card is another innovative way DESC is harnessing technology to improve customer service!

DESC Enters the Gas Station Business

The Defense Energy Support Center has moved vigorously into the distribution of mobility fuels and the establishment supporting infrastructure to the military.

DoD is required to comply with the Environmental Protection Agency (EPA) underground tank requirements. This compliance demands consolidation of inventory and centralized fuel management through quick, cost-effective and intelligent business solutions.

Under a central service station concept, DESC creates contracts to replace outdated infrastructure, consolidate inventories, and reduce manpower needs by having contractor-owned and operated (COCO) gas stations provide JP8, diesel and gasoline. These COCO stations eliminate the need for capital investment into government infrastructure, taking advantage of commercial efficiencies at the base level. In addition, they negate the need for military-required manpower to provide the service.

In April 1997, the U.S. Army requested support from DESC to provide a solution for the lack of motor pool refueling infrastructure at Ft. Bragg, N.C. The existing motor pool infrastructure consisted of 13 fuel points with underground tanks that did not meet 1998 EPA mandates. Three military construction (MILCON) projects had been proposed requiring \$6.5 million to replace the 13 motor pool fueling stations; however, MILCON funding was not available.

The Army Petroleum Center (APC) and DESC's Facilities and Distribution Management CBU looked at several alternatives and the possibility of commercialization for providing this operation and service. The best solution was to have a contractor provide, operate and maintain two automated commercial fuel-dispensing stations (central service stations) on government-furnished sites at Ft. Bragg. Each station would provide JP8 and gasoline

with modern service station dispensers. There would also be a bulk truck/equipment loading rack at each station. The stations would be automated using a key lock system (similar to a credit card system) that would record Defense Fuel Automated Management System (DFAMS) and the follow-on Fuels Automated System (FAS) inventory reporting requirements. Fuel would be provided to these gas stations under a bulk fuels contract.

APC, DESC and Ft. Bragg developed a performance-based Statement of Requirements for a COCO service contract utilizing commercial standards and practices. This solicitation became the pilot for future stations in the continental United States. The resulting Ft. Bragg service contract was awarded with a performance period of October 1, 1998 through September 30, 2003, with three five-year options to renew. The Ft. Bragg site became operational in November 1998. All environmental compliance responsibilities rest with the contractor.

Schofield Barracks, Hawaii, was recommended as the test site for the overseas pilot. With this initiative in place, the installation established a closure plan for all motor pool fuel points, mobility fuel points and bulk tank farms at Schofield and Wheeler Air Field, which consists of 12 sites. Commercialization of fuel facilities was found to be the most cost-effective and timely solution. The Schofield Barracks service contract was awarded with a performance period of December 8, 1998 through December 17, 2003, with three five-year options to renew. The Schofield Barracks site became operational in December 1998. Since completion of Schofield Barracks, contractor service facilities have been placed in service at 29 Palms, Calif. and Ft. Jackson, S.C. COCO operations commenced at Ft. Stewart, Ga. on February 1, 2002, and Ft. Gordon, Ga. on March 1, 2002. Commercialization studies are underway at Ft. Carson, Colo., Simmons Army Airfield, Ga.; Ft. Lewis, Wash.; Ft. Campbell, Ky.; Camp Pendleton, Calif; and Camp Lejeune, N.C.

ONE Team...ONE Focus Around the Clock, Around the World



Transportation

The transportation of energy products is a significant part of any energy organization's business, and no one does it better than the Defense Energy Support Center. The Center spends over 290 million dollars annually to transport fuel to its worldwide customer base.

Whether the movement is across town or around the world, DESC employees arrange for transportation services tailored to fit the need, and take pride in providing customers with the best service at the lowest total cost. To determine transportation options, employees weigh the relative merits of each potential mode of transportation and determine shipping quantities and ultimate destinations of products prior to shipping from refineries and terminals.

DESC transports refined petroleum products by pipeline, ocean tanker, barge, truck and rail car. The Center also transports natural gas by pipeline.

Pipelines are used whenever possible because of their environmental safety, reliability and low cost. About 40 percent of the fuel the Center transports worldwide is through pipelines,



including nearly 60 percent of domestic shipments.

Barges and ocean tankers provide enough distribution flexibility to move fuel almost anywhere in the world. Fuel can be shifted to different locations according to need, and flexibility is key to resupplying deployed U.S. forces around the world. Ocean tankers also provide the capability of shipping large amounts—in DESC's case about 10 million gallons at a time. Because of this flexibility, DESC uses tankers and barges for delivery of nearly 35 percent of its total transportation requirements and for the majority of its overseas requirements.

Rounding out the Center's domestic transportation budget, truck deliveries are used about 12 percent of the time, while rail tank cars are used for a small percentage of deliveries.

An important aim in every transportation decision is satisfying the customer's requirements at the lowest possible cost. Bulk fuels are purchased both free on board (FOB) origin and FOB destination, with most being FOB origin. Origin purchases enable the government to route shipments via the mode best suited to the operation, and to obtain the best possible freight rates.

The Center's strategically located energy regions and offices manage most of its transportation requirements, serving as focal points for arranging and coordinating fuel deliveries by pipeline, barge, tank truck and rail car. These offices maintain close working relationships with customers, terminals, refineries and the Military Traffic Management Center (MTMC), who has established tender and contractual arrangements with these carriers. Also, they provide information and advice on transportation requirements, delivery patterns and efficient, economical movement of fuel within their assigned geographical areas of responsibility.



Shipments by ocean tanker are managed centrally in the Bulk Fuels CBU. The Military Sealift Command (MSC) charters the ships and retains operational control of them, responding to the scheduling requirements provided by DESC. DESC also closely monitors the loading and unloading times of the tankers and initiates claims to collect demurrage from suppliers and shippers who cause delays.



Defense Energy Support Center Around the Clock, Around the World

DESC's public web site is designed to better serve its customers, suppliers and the general public. The site employs a contact page for customers to report problems and ask questions regarding the web site. Continual customer and employee feedback helps DESC tailor the web site to its user's needs. The DESC web site makes less use of acronyms and use of terminology understood by the general public. The front page also includes technology to better promote DESC's organization, products and services.

The screenshot shows the homepage of the Defense Energy Support Center (DESC). At the top, there is a banner with the text "DEFENSE ENERGY SUPPORT CENTER" and a search bar. Below the banner, the main content area is divided into several sections. On the left, there is a vertical navigation menu with links such as "Home Page", "Introduction to DESC", "Doing Business with DESC", "DESC Locations", "Customer Service", "Careers at DESC", "Energy Links", "Forms and Publications", "Fuels Automated System", "Training Opportunities", "Defense Logistics Agency", "Contact Us", "Privacy and Security Notice", and "Section 508 Rehabilitation Act". The central content area features four images: "energy facilities" (a power plant), "jet fuels" (a jet engine), "direct delivery" (a fuel truck), and "quality control" (a control panel). On the right side, there are four main sections: "Products & Services", "Solicitations", "FUEL LINE" (with a small image of a fuel nozzle), and "News and Events". The "News and Events" section contains a headline: "The DESC 2002 Worldwide Energy Conference was held April 29th through May 2, 2002." with a link to "Click Here for Briefings, Highlights and Information."

www.desc.dla.mil

Fuels Automated System (FAS)

Information Technologies - Meeting the Challenges of the Future

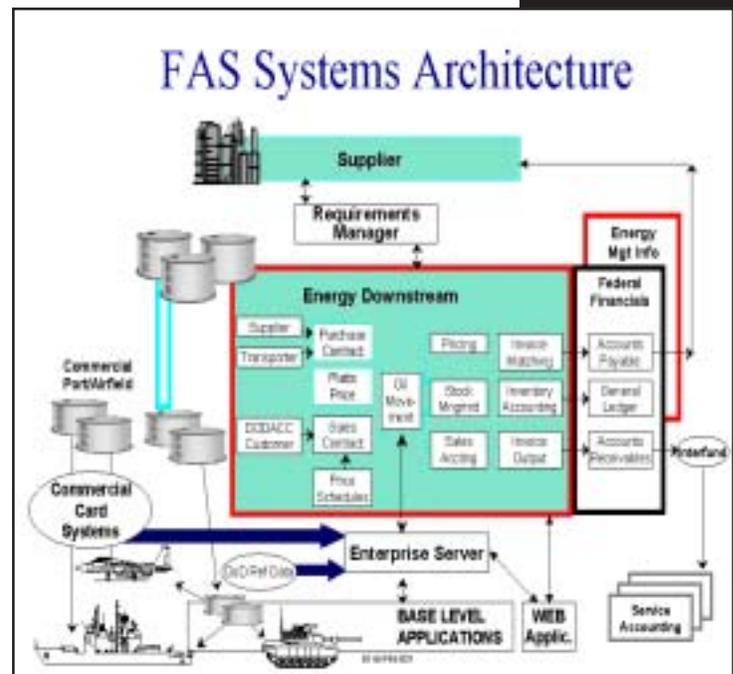
With DESC as the only provider of fuels and having full accountability and responsibility for the supply chain, there is an increasing use of technology. The Fuels Automated System (FAS), will provide an improved 21st century tool for DESC to manage its worldwide energy support mission. FAS provides full supply chain management for the fuels commodities. The FAS information link is the retail sale of fuel at the base level to the wholesale supply and distribution system at the enterprise level. FAS provides a single integrated management information system.

FAS is an integrated system of primarily commercial off the shelf (COTS) software and modern hardware. It uses an open system architecture that enables phased incorporation of new technology to include automated data collection devices and security controls. FAS has two primary application areas, the base level and enterprise level.

The FAS technical architecture is in place with systems to handle the challenges just over the horizon. Over 600 FAS base level systems have been deployed worldwide to DESC and military fuel locations, including Air National Guard and Army National Guard and Reserves. The base level application software provides for the ordering of fuel from existing contracts, documents receipts, records issues and sales, performs inventory accounting, and contains modules which schedule quality checks and track preventive maintenance checks. Another key feature of the FAS base level is its ability to receive electronic information from automated tank gauging systems (ATG), leak detection systems, and automated fuel service stations (AFSS), enhancing DoD's ability to monitor inventory and accurately account for fuel transactions, while meeting state and national environmental requirements.

Moving from the base level to the enterprise level, FAS uses the FAS enterprise server to validate transactions, stabilize workload and provide overall data warehouse functionality. Information retained in the data warehouse can then be used to support long-term analysis, mid-range planning, as well as daily execution.

The FAS enterprise level applications will perform three main functions: contracting, inventory and distribution, and financial management for all fuel commodities. The FAS enterprise level





being deployed in an incremental manner based on functionality needed for specific DESC business areas.

Bulk fuels, DESC's largest volume and traditional business, began implementation in Fiscal Year 2002. The enterprise level will use existing DESC applications where feasible. These include requirements management and the bid evaluation model. As FAS evolves additional applications, the standard procurement documentation 2 may be incorporated.

The energy downstream (ED) application will be linked to the existing applications and will be used in the worldwide day-to-day operations to manage DESC-owned assets. ED will capture base level and other server application data and provide enhanced visibility on inventory positions, forecasts, storage and transportation capabilities at the enterprise level. It will be the primary tool for management of wholesale inventory and distribution, and will also support management of contract assets, including ordering, recording receipts and corresponding inventory adjustments, adjusting commodity prices with their markets, supplier invoice matching, and proper application of taxes. The ED will automate the transportation and storage processes and tie them into the inventory records, facilitating more efficient inventory management and resupply. The ED management information data stores will capture data at the detail level and provide users with close to real-time

access to data. These capabilities will greatly improve the quality of information available for managing of day-to-day operations and future planning toward mission objectives.

The Oracle financial applications, including the government financials, will be used for all financial management aspects of the FAS system. Oracle federal financials provides the basis for an integrated financial management solution for federal agencies. Some of the more important functional areas that DESC will be utilizing in this COTS package solution include U.S. Federal Payables, U.S. Federal Receivables and the U.S. Federal General Ledger, which will provide Prompt Payment Act and interagency billing functionality. The federal financials also include regulatory and ad hoc reporting. All of this provides a beginning step toward allowing the government to operate more closely with commercial practices.

FAS supports a wide range of electronic commerce (EC) and electronic data interchange (EDI) initiatives. EC is the conduct of commerce with the assistance of telecommunications; EDI is a more specific subset of EC implementing standardized document exchange between customers and suppliers. For example, magnetic strip technology used to support the Ships' Bunkers Program is also being used in the AIR Card for Into-Plane Program and to help manage the use of DoD vehicles and GSA fleet cards. This technology captures point of sales information by using a commercial credit card and provides essential information for user billing, vendor payment and fleet management.

DESC, our trading partners and our customers continue to reap the benefits of EC/EDI. DESC has begun to leverage the latest technologies offered by the World Wide Web. Through the use of a variety of Web technologies, DESC is making the exchange of information and business transactions quicker, easier and more accurate. With ED/EDI, customers' exchange information on fuel requirements, billing, payments, orders, shipping

and receipts. Suppliers can conduct business to include solicitations, bids, offers, notifications, awards, and funding information with DESC at the cost of only a computer and a Web browsers. By exchanging business transactions electronically, productivity is increased, costs are reduced and transaction times are drastically improved. With FAS and EC/EDI working together, the entire business process is handled electronically using standardized national formats.

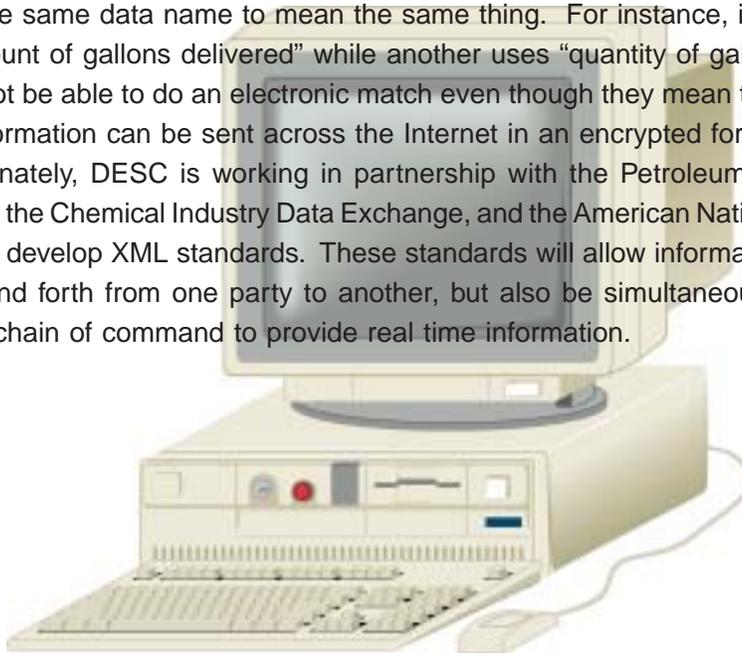
As we move forward, DESC continues to explore the emerging technologies that are consistent with the achievement of its energy mission. Working with its trading partners and customers, DESC will continue to evaluate and implement those technologies that enhance our ability to provide a better, faster, cost-effective product to our customers.

eBusiness

DESC is moving forward to implement eBusiness as a means of exchanging logistics information with the military services and the energy industry. eBusiness' predecessors, Electronic Data Interchange (EDI) and Electronic Commerce (EC) needed specialized programming, equipment and communications that limited their effectiveness. For example, using EC was only cost effective for an organization such as a commercial bank, transmitting thousands of transactions to a limited number of recipients. eBusiness, on the other hand, is based on the Internet and can accommodate the transfer of information from a PC spreadsheet to a mainframe system or any combination or configuration of systems.

The backbone of eBusiness is eXtended Markup Language (XML). To de-mystify it, XML is a continuation of the HyperText Markup Language (HTML) that people use everyday to create or update Web pages. The major differences between the two are: 1. XML can be used in passive data collection devices such as automated tank gauging or radio frequency tags; 2. There have to be standards established so that everyone is using the same data name to mean the same thing. For instance, if one company uses "amount of gallons delivered" while another uses "quantity of gallons delivered" they will not be able to do an electronic match even though they mean the same thing; and 3. Information can be sent across the Internet in an encrypted form.

Fortunately, DESC is working in partnership with the Petroleum Industry Data Exchange, the Chemical Industry Data Exchange, and the American National Standards Institute to develop XML standards. These standards will allow information to not only go back and forth from one party to another, but also be simultaneously sent up or down the chain of command to provide real time information.



Paperless Ordering and Receipt Transaction Screens

The purpose of the Paperless Ordering and Receipt Transaction Screens (PORTS) is to automate many of the administrative tasks required of the government, as well as civilian contractors/suppliers, in the ordering, delivery, invoicing and receiving of bulk fuels used by the Department of Defense worldwide. The use of PORTS results in the reduction of the need for the creation and storage of large amounts of paper files, faxes and documents required in the bulk fuel ordering and invoicing process. Previously, multiple copies of the various documents were created and faxed, or sent via other means, to all parties involved in the ordering and delivery process. This resulted in the need for multiple copies of the same document to be created and stored for each fuel order. With the development of PORTS, these paper records will now be created and stored within a computer system and be accessible via the Internet to all of the government and civilian parties involved. All information is also automatically sent to the government's accounting system, the Defense Fuels Auto-



Automated Management System (DFAMS). However, as of October 1, 2002, Oracle Government Financials (OGF) will begin to be phased in and will eventually become the system of record instead of DFAMS.

Another application, the Fuels Automated Systems (FAS) Energy Downstream (ED), is the repository for order, lift and receipt data, and is also the

only system that interfaces directly with OGF. Thus, the automatic process of sending information to DFAMS will gradually be replaced by sending information to OGF via FAS ED. This automatic process eliminates a time consuming step, previously required of the Ordering and Receiving (O&R) activities and the fuel suppliers (contractors). Not only are these records easier to store, distribute, and access, but they are also easier to create, since much of the data required for the forms is downloaded from databases that are continuously updated by DESC. This eliminates the need for contractors and government employees to fill out much of the required information, and greatly reduces the chance for human error. This process makes the ordering and invoicing of fuel from the contractor to the activity easier, faster, more reliable and more accurate for both the government and the contractors.

The overall goal of PORTS is to automate the administrative tasks required in the ordering, shipping, and receiving of fuel from a contractor to an activity. This automation results in greater efficiency for this entire process. It also results in easier and more efficient record keeping by storing data in

Environmental Responsibility

Bettering the Earth Through Soil Bioremediation

In addition to providing quality fuel support, the Defense Energy Support Center is committed to being a good neighbor to the many communities surrounding its government-owned, contractor-operated terminals and customer storage facilities.

The Center recognizes the environmental concerns associated with its products. Although environmental actions tend to be costly, DESC makes the investment because the Center recognizes its responsibility to protect the public and the environment.

The Center is responsible for total environmental compliance with state and federal laws at each facility. DESC manages full-scale cleanup at terminals. DESC is responsible for funding compliance costs and spill remediation for over 450 locations.

Increased regulation and oversight at state and federal levels also greatly impact the Center's business. In response, DESC has taken preventive actions to increase the details in our spill emergency plans, conducted more pretreatment of waste water and minimize vapor emissions during volatile fuel transfer.

Federal and state requirements for leak detection are also rapidly increasing. The Center is already installing automated fuel handling systems as the standard in all fuel terminals. This system uses emerging technologies such as automated fuel quantity measurement and statistical programs to assist in detection of the very smallest leaks.

Before



After



To save soil polluted with petroleum, DESC funds the BioPile Soil Remediation project at Defense Fuel Support Point, Verona, N.Y. Bioremediation is an inexpensive, safe and rapid way to convert petroleum-contaminated soil back to healthy soil. Through a layering process of polyethylene liners, clean soil, moisture, contaminated soil and hay, naturally-forming bacteria are created that biodegrade the petroleum, leaving fresh, petroleum-free soil in their wake.

Contingency Support

DESC, the main supplier of fuel to aircraft, tanks, ships and other military equipment, plays a key role in DoD's ability to promptly respond to combat operations or humanitarian relief efforts worldwide. Current world events have displayed the flexible nature of DESC in creatively providing fuel across the spectrum of military response. Two examples highlight this ability to put fuel where the warfighter needs it most.

Operation Enduring Freedom and Operation Iraqi Freedom have taken the U.S. military around the globe, often to locations where little fuel and supporting infrastructure is available. Despite these limitations, DESC has effectively provided fuel to the warfighter, so effectively so that military fuels personnel normally deployed to provide bulk fuel resupply have not been used anywhere on the battlefield-- a truly unprecedented event. DESC has met the challenge by actively engaging both commercial fuel suppliers in the region and utilizing host nation support, whenever offered.

While DESC-Middle East, DESC-Europe and DESC-Pacific have taken the lead in providing front-line support to the deployed forces, DESC contracting officers have creatively employed a number of contracting tools to keep a virtual river of fuel moving to the multitude of locations. Fuels quality personnel have provided timely guidance to ensure product quality, which is a challenge in locations where three different types of jet fuel could simultaneously be located on the same airfield! In many cases, contracting officers and fuels quality personnel have deployed to the region offices to provide immediate support and ensure mission success.

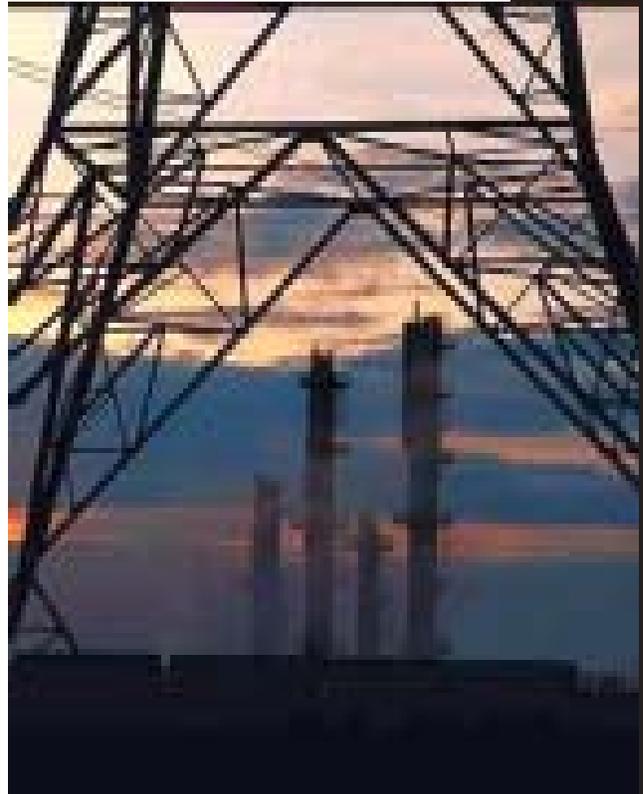


DESC also continues to be part of a planning team that addresses the issue of humanitarian relief efforts in Bosnia-Herzegovina- Operation Joint Endeavor (OJE). The Center has held a unique position during OJE, having been designated by NATO as role specialist nation (RSN) to provide all petroleum support not only to U.S. forces, but also to other NATO and non-NATO forces in the theater. DESC-Balkans is the on-site point of contact for responsive, efficient fuel support. DESC-Europe's military and civilian specialists, along with augmentees from other region offices, the Center at Ft. Belvoir, Va. and military reservists have volunteered to support this mission. They have worked in the forward areas in Croatia, Hungary, Bosnia and Serbia.

Because of everyone's dedication and devotion, DESC has enjoyed a high level of success and praise from its U.S. and other customers for topnotch products and support.

In recent years, DESC has responded to a number of military and civilian emergencies. Personnel deployed to establish fuel support for U.S. forces assisting in the Mozambique flood relief efforts and also arranged fuel support for aircraft providing humanitarian relief after the Indian and Turkey earthquakes.

Fuel for Today's Forces



Energy Solutions for Tomorrow's Mission

Worldwide Energy Support

As the link between the Defense Energy Support Center and its customers, the DESC regions and their subordinate offices are terminal managers, troubleshooters, problem solvers, inspectors, investigators, analysts and custodians. They physically complete the DESC mission.

The Center directs DESC Regions that interface with customers to coordinate supply and transportation and manage matters associated with quality, inventory and the physical condition of fuel terminals.

On any given day, Region personnel manage Defense Fuel Support Point (DFSP) inventories, carry out quality surveillance programs, monitor quality control problems and procedures, and oversee existing or potential environmental control situations.

“If bulk aviation and marine fuels and lube oils were a Broadway musical, the Defense Energy Support Center regions would be the choreographer. After DESC at Fort Belvoir, Va. procures the fuel and issues a master distribution plan, DESC regions develop the most economical, yet effective, support patterns for each customer in the region, make all of the necessary arrangements for timely and smooth execution of the plans (including source identification and ordering authorization plans), and then monitor performances.”

—Former Defense Energy Regional Commander

DESC also depends on its regions to maintain and carry out emergency distribution plans, manage supply of products to consumers in the Region, develop operating levels for DFSPs, monitor changes in terminal tankage, schedule product movements, provide transportation and traffic management aid to move petroleum worldwide, resolve freight shipment discrepancies, and establish and review pipeline operating agreements. They make periodic checks on contractor-operated bulk storage facilities to evaluate management of government property, document stock reporting by contractors, monitor fuel disposal actions and problems—and much more.

Region offices are strategically located around the world. Offices in the United States, Europe, the Pacific and the Middle East help keep the Center geographically close to customers.

Defense Energy Support Center Regions

DESC-Americas
Fort Belvoir, Va.

DESC-Middle East
Juffair, Bahrain

DESC-Europe
Wiesbaden, Germany

DESC-Pacific
Camp Smith, Hawaii

DESC Regions

DESC-Americas Fort Belvoir, Virginia

Defense Energy Support Center-Americas is the DESC command agent for bulk fuel and additive distribution to DoD and other authorized customers in the continental United States and selected overseas locations. DESC-Americas' area of responsibility extends to Central and South America, the Caribbean, Greenland, Iceland and the Azores, and includes support to the unified combatant commands.

DESC-Americas' mission is to provide uninterrupted fuel support to its customers in peace and war—ensuring delivery of quality fuel, in the right place and quantity, at the right time. Core organizational specialties include inventory and transportation management, quality surveillance and facilities management.

Headquartered in Fort Belvoir, Va., DESC-Americas fuels the forces across the country. From coast to coast, DESC-Americas ships over 70 million barrels of fuel each year, supporting more than 400 customers from 29 Defense Fuel Support Points and 38 tariff terminals.

Common carrier pipelines provide high-volume, economical transportation from strategic refineries, primarily on the West and Gulf Coasts, to customers and intermediate terminals as far north as Grand Forks, N.D., and east to Norfolk, Va. Other significant transportation requirements are met by barge, tank truck, rail car, intermodal container and marine tanker. DESC-Americas is also the proponent of the Americas Contingency Energy Solutions (ACES) Program, an emergency fuel transportation plan that utilizes military petroleum tank truck assets to supply DESC customers in the event of a significant disruption in commercial transportation services.

DESC-Americas serves as the Center's liaison with its customers. Local customer support is provided through DESC-Americas' two offices. DESC Americas-West, located in Los Angeles, Calif., supports customers in 11 western states and provides bulk fuel resupply to Alaska and the mid-Pacific in support of DESC-Pacific. DESC Americas-East, located in Houston, Texas, supports customers in 37 mid-continent and eastern states.



DESC Americas-East also provides oversight of fuel support for Puerto Rico, Cuba’s Guantanamo Bay, Panama, Central and South America, Greenland, Iceland, and the Azores.

Through its two offices and 35 military and civilian quality surveillance representatives (QSRs), DESC-Americas provides daily face-to-face interaction with its customers, the petroleum industry and the carrier industry. The military is accustomed to the “one-stop shopping” advantage received by contacting the region field office in its area—one office that coordinates all quality, transportation, inventory management, accounting and supply actions.

DESC Americas-West Area of Responsibility

Arizona	Montana	Utah
California	Nevada	Washington
Colorado	New Mexico	Wyoming
Idaho	Oregon	

DESC Americas-East Area of Responsibility

Alabama	Kentucky	New Hampshire	South Dakota
Arkansas	Louisiana	New Jersey	Tennessee
Connecticut	Maine	New York	Texas
Delaware	Maryland	North Carolina	West Virginia
Florida	Massachusetts	North Dakota	Wisconsin
Georgia	Michigan	Ohio	Vermont
Indiana	Minnesota	Oklahoma	Virginia
Iowa	Mississippi	Pennsylvania	
Illinois	Missouri	Rhode Island	
Kansas	Nebraska	South Carolina	
		Overseas	
		Azores	
		Caribbean	
		Central America	
		Greenland	
		Iceland	
		South America	

DESC-Middle East Juffair, Bahrain

The Defense Energy Support Center's mission of providing fuel support for exercise and contingency operations in the Middle East is critical. To facilitate the coordination of fuel-related activities, Defense Energy Support Center-Middle East (DESC-ME) is co-located with the U.S. Navy Administrative Support Unit in Juffair, Bahrain.



In 1932, oil was discovered in Bahrain. Shortly thereafter, in the 1940s, Navy Petroleum Products Middle East was established and eventually evolved into the present-day DESC-ME. Part of its heritage includes being a Defense Fuel Quality Assurance Residency Office under Defense Fuel Region-Europe from 1972 to 1984.

This office was redesignated a Defense Fuel Region in 1984 when U.S. Central Command (USCENTCOM) was established, replacing the Rapid Deployment Joint Task Force.

DESC-ME is responsible for petroleum logistics in the following countries: Saudi Arabia, Kuwait, Qatar, Oman, United Arab Emirates, Yemen, Jordan, Iraq, Iran, Afghanistan, Pakistan, Egypt, Sudan, Eritrea, Djibouti, Ethiopia, Somalia, Kenya, Kazakhstan, Uzbekistan, Tajikistan, Krgyzstan, Turkmenistan, Seychelles and the Mauritius Islands.

Fuel storage is a primary need within the Middle East. To meet U.S. requirements, DESC-ME uses commercial contractors to store and issue fuel stocks to U.S. and allied nations throughout the region. Storage capacity nears 5.5 million barrels and accommodates JP-5 jet fuel, F-76 Navy distillate fuel, and Jet A-1, a commercial jet fuel.

DESC-ME has played an integral role in intensive military operations since the beginning of the decade. During Operations Desert Shield and Desert Storm from 1990 to 1991, DESC-ME arranged fuel issues totaling more than 45 million barrels. Almost immediately after the end of Desert Storm, Operation Southern Watch began. This operation is the ongoing enforcement of United Nations sanctions imposed on Iraq, including the no-fly zone in Southern Iraq and the Arabian Gulf. In November 1992, DESC-ME supported Operation Restore Hope, which provided humanitarian assistance in Somalia. The list continued to grow with Operations Vigilant Warrior, Vigilant Sentinel and numerous Airpower Expeditionary Force deployments and major

joint exercises throughout the region.

The terrorist attack on the World Trade Center and Pentagon on Sept. 11, 2001 sent the operation tempo into overdrive for the Middle East Region. In the 10 months since Operation Enduring Freedom began, the Middle East office has distributed over 635 million gallons of product to the warfighter. Twenty-eight new bulk fuel contracts have been awarded in

19 different regions for delivery of products to multiple locations. Six new direct delivery contracts (four new Into-Plane, one Into-Plane with Into-Truck capability, and one Into-Truck with Into-Bag) have also been established. In the past nine months the quality section of DESC-ME has loaded/discharged 60 Military Sealift Command chartered vessels. All of this was done with a permanent work force of 10 personnel and 27 augmentees from the active duty and reserve military and DoD civilian employees.

Three of the permanent military positions are designated petroleum logistics officers (PLO) because much of their work pertains to staffing and arranging petroleum support for deployed forces of USCENTCOM. These PLO positions are dual-hatted, as the personnel are also certified to perform the quality surveillance mission. On a typical day DESC-ME's quality surveillance representatives enjoy the title "petroleum logistics officer" because much of their work pertains to staffing and arranging petroleum support for deployed forces of U.S. Central Command.

On a typical day, the PLO's assigned to DESC-ME work with the military, local contractors and host nation suppliers to determine ways to obtain fuel support for special missions or exercises. They gather port and refinery data to assist USCENTCOM war planners and travel to the various Defense Fuel Support Points (DFSP) to load or discharge vessels. The PLOs also conduct inspections of the DFSPs, certify invoices to ensure contractors are paid, assists contractors in understanding their obligations under the terms of the contract, and assist coalition forces in the region to resolve problems with fuel support.

The adverse and harsh environment, coupled with the diverse population, creates both rewarding and challenging experiences for DESC-ME employees. No matter what the obstacle, DESC-ME has been successful in fulfilling its mission of providing *the right fuel, of the right quality, at the right place, at the right price, and at the right time.* The Defense Energy Support Center-Middle East takes tremendous pride in its success toward achieving that goal. Their motto: "Providing Total Energy Solutions & Support at the Tip of the Spear."

DESC-Europe Wiesbaden, Germany

Although DESC's motto is "We Fuel the Forces," those forces aren't always limited to the U.S. military. Defense Energy Support Center-Europe, located in Wiesbaden, Germany, is the theater item manager for bulk fuel distribution and storage in Europe and Africa. The forces supported by DESC-Europe (DESC-EU) include NATO, former Soviet Bloc nations and most forces currently operating in the former Yugoslavia. DESC-EU also supports other friendly nations' organizations, including those operating under the auspices of the United Nations. This command conducts operations within an area roughly bordered by the west coast of Europe, the Ukraine on the east, to the southern most tip of Africa.

DESC-Europe consists of three divisions— Operations, Support, Quality and three energy offices located in Central Europe, the Mediterranean and the United Kingdom.

The Operations Division of DESC-Europe is subdivided into three teams, allowing it to better support its customers.

The Logistics Support Team manages all activities relating to contingency operations, command and control, mobility and security/force protection. These activities encompass monitoring of day-to-day contingency support, preparation for possible future operations (site surveys of Africa, into-plane locations and fuel additives provision), and maintaining a contingency database for fuel support throughout the U.S. European Command.

The Logistics Plans Team handles fuel planning requirements. These duties include coordination of international agreements, theater fuel exchange and replacement in kind agreements and review of theater operational plans and contingency plans to ensure sufficient fuel stocks are available to meet requirements.

The Supply Management Team handles the day-to-day inventory and distribution management activities. These activities include monitoring of theater inventory levels, coordinating transportation requirements and Defense Fuel Automated Management System/Fuel Automated System (DFAMS/FAS), and monitoring contracts.

The Support Division of DESC-Europe is composed of administration including budget, automated data processing (ADP), and operation and maintenance (O&M) supply for internal support as well as facilities and contracting sections that provide direct support to the customers.

The Facilities Section initiates, reviews, prioritizes and submits for funding, major repair and upgrade projects at Defense Fuel Support Points (DFSPs). The section maintains administrative oversight of those projects to include validating the



use of funds by tracking project status and through site visits. Additionally, the section assists in contingency operations by providing assessments of proposed support sites, limited on-site technical support, and oversight of the operation of DESC-Europe owned equipment.

The Contracting Section advises on all fuel procurement and logistics matters throughout the European and African theaters of operation. It also monitors the contractor's day-to-day compliance with contract provisions awarded in support of the contingency/surge requirement at five locations in Africa, and issues contracts under the Basic Ordering Agreement (BOA) for purchase of drummed Fuel System Icing Inhibitor (FSII). Additionally, the contracting section is also the International Merchant Purchase Agreement Card (IMPAC) cardholder for contingency purchases. In the past, DESC-Europe's contracting section issued contracts in support of U.S. State Department and Defense Threat Reduction Agency requirements in



the former Soviet Union, as well as peacekeeping requirements for multinational personnel deployed on behalf of the Balkans mission. DESC-Europe's ability to award local contracts is critical to providing our customers the support needed within DESC-Europe's area of responsibility (AOR).

The Quality Division, including the Petroleum Laboratory in Kaiserslautern, Germany, supports the quality surveillance mission throughout the European theater. In conjunction with the quality surveillance representatives assigned to both the quality staff and the energy offices, this section

provides technical expertise to the European Command components, the DESC-Europe commander, and the commercial petroleum industry. The Petroleum Laboratory provides quality surveillance testing of the complete series of petroleum products designated in the requirements of MIL-STD-3004, i.e. JP8, JP5, F76, automotive diesel, and automotive gasoline.

Defense Energy Support Center-Central Europe manages fuel supply, distribution, storage facilities and daily operational requirements within Central Europe. Fourteen employees, located at Pulaski Barracks in Kaiserslautern, Germany are responsible for Central European countries and the Balkans. Within DESC-Central Europe's AOR there are eight DFSPs and two NATO pipeline systems. DESC-Central Europe manages more than 3.6 million barrels of fuel stored and issued from those locations. DESC-Central Europe also has oversight of petroleum operations in support of forces (SFOR) in the Balkans where the United States is the role specialist nation (RSN) for fuel. DESC-Central Europe's subordinate office, DESC-Balkans, manages daily operations in Hungary, Croatia, and Bosnia, providing support to U.S. forces, as well as the eight nations participating in the RSN program.

Defense Energy Support Center-Mediterranean ensures the proper accountability over its bulk fuel inventory with a capacity exceeding 5.7 million barrels, manages the budgets for host nation-operated NATO depots, and assists with the administration of commercial storage contracts, while maintaining strict adherence to all quality surveillance requirements. The DESC-Mediterranean area of responsibility includes Spain, Italy, Greece, Malta, Cyprus and Turkey, with sub offices located in Rota and Madrid, Spain; Naval Air Station Sigonella, Italy; and Incirlik Air Base, Turkey.

With headquarters located near Pisa, Italy, DESC-Mediterranean is responsible for four NATO depots in Italy and Greece, one Contractor-Owned, Contractor-Operated (COCO) facility, NATO's Northern Italian Pipeline System (NIPS), DFSP Cagliari and the Augusta-Sigonella pipeline. As the Contracting Officer's Representative for the NIPS contract, DESC-Mediterranean ensures sustained fuel support to Aviano Air Base, headquarters of the 16th Air Force. DESC-Mediterranean liaisons with the Italian and Greek Ministries of Defense to formulate and review annual budgets for its NATO depots.

There are two offices in Spain: DESC-Spain is located at the Office of Defense Cooperation (ODC) in Madrid and DESC-Rota is located at Naval Station Rota and manages DLA-owned fuel stored throughout the Spanish Pipeline System (SPS). DESC-Incirlik, located at Incirlik Air Base, Turkey, is responsible for oversight of DLA-owned fuel stored throughout the Turkish NATO Pipeline System (TNPS), Yumurtalik Pipeline, and five Turkish COCO facilities.

The Defense Energy Support Center-United Kingdom acts as the Area Petroleum Management Office for the United Kingdom. DESC-United Kingdom's mission is "to provide our customers comprehensive energy support in the most cost-effective and economical manner possible." DESC-United Kingdom is responsible for tanker and refinery resupply, inland transportation services, quality surveillance, inventory management, and funding for pipeline and storage facilities within the United Kingdom. DESC-United Kingdom ensures the proper accountability over its bulk fuel inventory with a capacity exceeding 1.8 million barrels. DESC-United Kingdom has a team of five professionals located at the Ministry of Defense Complex in Eastcote, near London, where they manage DESC's interests in the UK Government Pipelines and Storages System (GPSS), and seven DFSPs within the United Kingdom. The GPSS provides United States Air Force in Europe (USAFE) with aviation fuel at its main operating bases in the UK.



DESC-Pacific Camp Smith, Hawaii

Defense Energy Support Center-Pacific (DESC-Pacific) is DESC's largest geographic fuel region. It covers 40 percent of the earth's surface, consists of 78 Defense Fuel Support Points (DFSPs), has total storage capabilities of more than 25 million barrels of fuel and spans 11 time zones.

DESC-Pacific's mission is to provide responsive and best value energy solutions to the warfighters: U.S. Pacific Command, U.S. Forces Korea, U.S. Forces Japan, Alaska Command and all service components. DESC-Pacific maintains constant supervision over product inventory. Employees coordinate maintenance of facilities, resupply and unique transportation requirements, and keep an ever-present finger on the pulse of product quality throughout the region.

DESC-Pacific has DFSPs located in Hawaii, Alaska, Guam, Japan, Okinawa, Korea, Singapore, Diego Garcia, Wake Island, Johnston Atoll and Kwajalein Atoll. DESC-Pacific provides petroleum support to every military agency in this area and to host nations in foreign countries. The combined annual issues total more than 16 million barrels.

With DFSPs and customers spanning such a large portion of the world, DESC-Pacific has offices located in Alaska, Japan, Korea and Hawaii (Middle Pacific) to assist DESC in providing uninterrupted fuel support.

DESC Alaska, located at Elmendorf Air Base, Alaska, performs several critical tasks effectively supporting the warfighter, while protecting the beautiful Alaskan environment. From overseeing the cool barge program that provides barge deliveries to Aleutian Islands' customers during thaw periods, to coordinating resupply of quality product to Galena Air Force Station via the "closed port" program, DESC-Alaska is responsible for managing truly unique and diverse petroleum resupply programs in an Arctic environment.

DESC-Japan, located at Yokota Air Base,

Japan, has the responsibility for inventory management and tanker/barge scheduling for both mainland Japan and Okinawa. DESC-Japan oversees the management of 15 DFSPs and successfully coordinated the receipt and issue of 700 million gallons of petroleum products this past fiscal year. In addition, DESC-Japan has contract oversight responsibility for four PC&S contracts valued at over 77 million dollars and all DESC-funded truck and rail car contracts. This office is the critical link in ensuring uninterrupted petroleum support in Japan.

DESC-Korea, located at Camp Walker in Taegu, South Korea, was established and its major mission defined when DESC assumed the responsibility of overseeing the operation of the Trans-Korea Pipeline (TKP). TKP currently delivers bulk petroleum to military bases in the Republic of Korea. DESC-Korea faces a host of interesting challenges in providing bulk petroleum support for all U.S. military and DoD agencies on the Korean Peninsula. The Korean Ministry of Defense is planning to abandon the TKP and provide support to U.S. military bases via the Korean South North commercial pipeline. In addition, DESC-Korea is managing an extensive three phase upgrade of all Eighth Army fuel facilities funded by the DESC maintenance, repair and environmental program. Clearly, DESC-Korea, similar to DESC-Middle East, is at the leading edge in supporting warfighters.

DESC-Middle Pacific, located at Camp Smith in Hawaii, oversees the Middle Pacific Islands, Guam, Singapore, Diego Garcia and much of the critical en route support infrastructure used to flow forces from the continental United States to the Far East and Persian Gulf.

DESC-Pacific oversees DESC's complex petroleum mission in the Pacific, but its mission doesn't stop there. With the expertise of the region's energy offices and commanders, and the dedication of all its employees, DESC-Pacific is proactive in tackling fuel support challenges and making continuous process improvements whenever and wherever possible to ensure continued uninterrupted support of the warfighter.

Conclusion

The petroleum industry has evolved tremendously since World War II. The dynamic nature of the fuels business demands that organizations stay on top of technological advances to remain competitive. From the 55-gallon drum, to the fuel truck and onto the latest automatic leak detection systems for pipelines, DESC has remained at the forefront of the petroleum management and distribution industry. A commitment to providing customers with quality service, employees with a challenging and rewarding place to work, and contractors with a reliable, profitable market has guaranteed the Center success over the years.

New cost-saving initiatives are underway so DESC can exercise smart buys, optimize product distribution and transportation, and right-size the organization. These successful initiatives mean tremendous savings to customers and responsible use of taxpayer money.

DESC promotes aggressive programs to keep the Center on the leading edge of new technologies in computer automation. As DESC changed from managing energy infrastructure to managing energy products, it worked toward providing comprehensive energy solutions. Significant efforts in this

area included partnering with the energy industry and its customers and implementing the latest in information technologies. Additional initiatives like Fuels Automated System (FAS) are ongoing and continue to help DESC accomplish its mission in the most efficient and economical manner.

As a member of the community, the Center takes the lead in proactively assuring the safety of its neighborhoods. Converting to safer fuels and installing systems that detect the slightest leaks help assure the safety of the surrounding areas. If a spill should occur, response teams well versed in the latest petroleum recovery and remediation techniques are deployed immediately. Local consultants provide on-site assistance to the Region in restoring the community to its original state and keeping residents informed every step of the way.

At DESC, the number one priority is fueling the forces. When men and women in uniform are called upon to defend the nation or assist in a crisis, they respond knowing that the petroleum product they need to complete their missions will be where they need it, when they need it. DESC's "no excuses" philosophy helps to fuel the forces around the globe, plays a part in getting your mail to you and keeps Lady Liberty shining bright. That's a partnership in which all can share.

DESC

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