

DEFENSE LOGISTICS AGENCY

# LOGLINES

The Nation's Combat Logistics Support Agency

January / February 2019



## HUBs OF OPPORTUNITY

Small Businesses Employ Low-income Community Residents  
While Helping DLA Ensure Readiness and Lethality of Warfighters

### Executive Imprint

The DLA Executive Print Facility:  
"The President's Printer"

### Team Achievement

DLA Athletes Win Fort Belvoir  
Commander's Cup

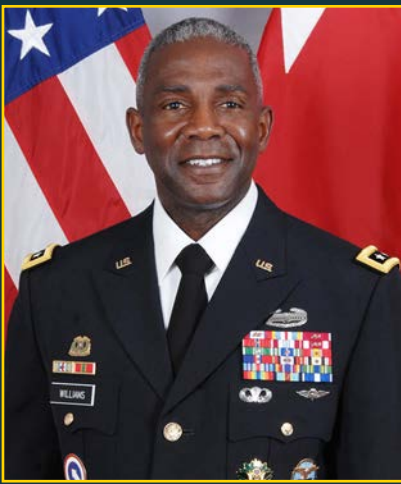
### Tested Process

Warfighter Support:  
The Product Test Center-Analytical Way

### Fuel's Gold

Turning Byproducts into Usable Fuel Sources  
Cuts Waste, Maximizes the Supply Chain





Army Lt. Gen. Darrell K. Williams  
Director, Defense Logistics Agency

## LOGLINES

THE OFFICIAL FLAGSHIP PUBLICATION OF  
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## FROM THE DIRECTOR

One of DLA's most consistent good-news stories has been the continual success of our Small Business Program. For the past six years, DLA has exceeded its goals for dollars awarded to prime contracts with small businesses. During fiscal 2018 alone, DLA awarded over \$14.5 billion in prime contracts with small businesses, an all-time high.

Small businesses are important to our agency, to our customers and to the U.S. economy. They're where we find much of the innovation that leads to better support for the warfighter. Small businesses are also where we turn for support for our legacy weapons systems. In fact, 80 percent of DLA's 12,000 suppliers are small businesses.

In this issue, we focus on a DLA program that helps small businesses in historically underutilized business zones, or HUBZones. You'll read about three examples where DLA helps HUBZone businesses succeed while serving the needs of our warfighters.

It's important to understand that DLA doesn't just engage small businesses to reach assigned targets. Just like for large and medium-sized businesses, we turn to small businesses because they help improve the readiness and lethality of our military. DLA's Small Business Program is a triple win — for DLA, for our warfighters and for America.

That's only one of the great stories you'll find in this issue of Loglines. We also present articles from DLA Energy about how we're saving money and the environment through reclaiming fuel oil and how we're finding new ways to meet warfighters' needs through fuel agreements with foreign militaries. Additionally, DLA Troop Support shares a story on how it tests products bound for the military through the Product Test Center-Analytical. We'll also tell you about the small but important DLA print facility serving the White House and present a phenomenal interview with DLA Troop Support Commander Army Brig. Gen. Mark Simerly, and much more.

What a great way to kick off the New Year! Happy reading!  
Warfighter First!



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# EXECUTIVE

## DLA SUPPORT

Story by Amber McSherry  
DLA Information Operations

**T**he Defense Logistics Agency is spread far and wide, but one place many would be surprised to find DLA is the White House. Often referred to as “the president’s printer,” the DLA Executive Print Facility was commissioned in the late 1970s through an executive order by President Jimmy Carter. Now with only two employees, the division is small but does big work servicing the president, first lady, White House staff and other agencies of the Executive Office of the President, along with some members of Congress.

While DLA’s other print facilities are primarily on military bases, this one is in the basement of the Eisenhower Executive Office Building next door to the White House. The print facility is just a hop, skip and a jump away from the president and his staff, and the employees are required to have special clearances to work there.

Employees Mischelle O’Neal and Jackie Brown are constantly busy. Every day brings normal routine tasks but also something new. O’Neal and Brown are on the ball printing daily reports and travel itineraries for the president and other EOP agencies that fall under the Executive Branch, and they provide support directly to the

White House trick-or-treat tickets, volunteer badges, activity booklets and other items are among those printed at the DLA Executive Print Facility.





# IMPRINT

## TING THE WHITE HOUSE

president as needed. When not working on routine items, they produce a variety of posters, large-format photos, place cards, signs, flags and other displays. They even produce luggage tags for the president's travel. There's not much they can't do.

The facility runs in two shifts to accommodate these important customers as quickly as possible. In an average month, they receive about 200 orders, plus a slew of others that come in from their ordering site, Data Services Online. It's typical for them to receive a lot of last-minute orders and updates to things they may already be working on.

O'Neal knows time is of the essence for many of their customers.

"Everyone is in a hurry in D.C. I have finished last-minute orders for someone who was standing by to run it to the senator waiting in his car, ready to go on the Hill," O'Neal explained. She recalled other times when she's hand-delivered orders during events at the White House.

"It's often a race, but we do our best to get the job done and make sure it's a quality product."

Quality is critical. Even simple things like how tabs are lined up must be exact, or the item will not go to the customer. There are special papers requiring different handling, seals, foils and weights. There are also controlled items that, depending on the order, must get an extra-thorough review before they're printed.

Proofs allow customers to see what they're getting in advance, and O'Neal and Brown always recommend customers take advantage of that. Much of what they produce has high visibility and is expected to be perfect.

"I've had things not go out because of a small speck on the paper," O'Neal said. "A lot of our items are on display, and hence they're a reflection of the White House."

Controlled items require special paper and seals so they can be official. Things like executive orders and proclamations are frequently printed at the facility.

Occasionally they see their work on TV, catching glimpses of their printed briefs in the hands of members of Congress or of the news media at press



DLA Executive Print Facility employees Jackie Brown and Mischelle O'Neal work the counter at the White House printing complex in Washington, D.C.



Courtesy Photo

Courtesy Photo



Large photos of children, printed at the DLA Executive Print Facility, surround the lectern where the first lady gave a speech supporting the "Be Best" campaign last year.

conferences — or as posters in the background at events.

Last September, they produced a series of large photos of children from around the world. These touching photos were set up at a United Nations reception where the first lady delivered a speech about the "Be Best" Campaign to discourage bullying.

"We get to be a part of creating some great stuff that has a real effect on people and events," Brown said. "Some stuff we know will be going straight to the president," O'Neal said.

They recently produced the director's book for the Office of Management and Budget. At certain points in the year, government offices

produce reports that typically end up in the hands of Congress and even the president. Brown and O'Neal print and bind them.

O'Neal estimates that about 60 percent of the items they produce are large format, like posters and banners. Poster orders are constant and pick up during holidays.

"We do all the posters for the entertainment at the White House Holiday Open House," O'Neal said. "Sometimes there are two to three bands [performing] in one day, and the open house runs for almost a month. It's always fun to see what's coming through."

They do much more than printing, though. The majority of their work is hands-on, not just pushing the start button. Many items they produce require cutting, lamination, trimming, curving corners, folding and putting things together properly — all requiring a lot more time than a typical print job. The DLA Executive Print Facility supports a lot of different offices in the White House with that hands-on work — things like making tabs and putting them in binders.

"Sometimes we aren't printing at all," Brown said. "The photo shop will print their own pictures and bring them to us to be trimmed and mounted.

A cake for the White House observance of the Army birthday features flags produced in the DLA Executive Print Facility.



One of the many displays on the White House complex was created by the DLA Executive Print Facility.

Many of the photos in the East Wing were mounted by us."

"They know they can come to us and we'll take care of it, so they can keep the focus on their area of expertise," O'Neal added. The White House Photo Shop, Social Office, Calligraphy Office and Visitor Center are frequent customers.

With all the events on the premises, things like tickets, badges, credentials and parking passes are often requested. The duo recently printed 1,050 tickets for the White House trick-or-treat event.

"There are so many things that go into these events and make them run smoothly that people wouldn't normally think of, and we produce a lot of it," Brown said.

When asked what the busiest time of the year is, O'Neal teetered between the holiday season and elections before saying, "All the time." There's always something going on, and they are always ready to support. 🇺🇸





Participants who helped DLA win the 2018 Commander's Cup pose with DLA Director Army Lt. Gen. Darrell Williams (front row, fourth from left) and Navy Command Master Chief Shaun Brahmsteadt (front row, sixth from left), DLA senior enlisted leader. Holding the trophy is Andy Green of DLA Strategic Materials, who organized DLA's participation in the events throughout the year.

## FORT BELVOIR COMMANDER'S CUP

# TEAM ACHIEVEMENT

Story by Connie Braesch, DLA Energy Public Affairs

**A**fter years of advancing in the rankings, the Defense Logistics Agency beat the competition in 2018 to win the Fort Belvoir Commander's Cup for the first time.

The DLA director congratulated the team for the monumental win in an Oct. 4 ceremony at the McNamara Headquarters Complex. Army Lt. Gen. Darrell Williams thanked the participants and noted that activities featuring teamwork and competition are uniquely able to help keep morale high.

Designed to promote physical fitness, morale and team spirit, the Fort Belvoir Commander's Cup Program has units and agencies on the post compete in sanctioned events to accumulate points.

Competition started in September 2017 and included flag football, basketball, racquetball, volleyball, combatives, soccer, tennis, formation run, softball, bowling, swimming, golf and cross-country running. At the end of each season, the team with the most points is awarded the Commander's Cup Trophy and ultimate bragging rights.

Andrew Green, DLA Strategic Materials market analyst, has been DLA's intramural coordinator since he started the DLA soccer team in the spring of 2014.

"Every year, three dozen or more units and agencies at Fort Belvoir compete in intramural sports to earn points toward the Commander's

Cup," he said. "We go head-to-head in stiff competition as teams from Fort Belvoir Community Hospital, Defense Threat Reduction Agency, the Army's 249th Engineer Battalion, U.S. Army Legal Services Agency and DLA have controlled the top five for the past five years. And now National Geospatial-Intelligence Agency is up and coming."

The 2016 and 2017 defending champions, Fort Belvoir Community Hospital, started strong after winning the first events of the season.

But DLA had other plans. Fueled by last year's devastating 2-point loss to the hospital, DLA dug deep and stayed focused on the goal to secure the Cup, Green said.

All photos these pages: Rick Musselman, Belvoir Eagle



Left to Right: Jon Mowl of DLA Finance; Chris Boeding, DLA Energy; Ross Paxton, DLA Energy; Andy Green, DLA Strategic Materials.

Finally, on Sept. 19, after taking second place in the swim meet, DLA clinched the Cup.

The final tally had DLA winning with 198 points — 29 points over the Army's 249th Engineer Battalion, who came in second with 169 points. DTRA brought home the bronze with 162 points.

## The Team Spirit

Brian Wilt, a DLA Acquisition procurement analyst, has been participating in multiple DLA intramural sports since 2006 and coaching the volleyball team since 2015.

"It's so nice to see years of dedication and tireless effort on the part of our leader, Andy, pay off," Wilt said. "It is no small feat to recruit, organize, coach and motivate workforce members in this many activities and then reach a goal like this with such fierce competition."

Green said it's a team effort just to manage all the sporting events.

"This win is the culmination of years of effort from a lot of people around the building," he said. "Ellis Anderson has been key running golf and bowling. Darren Dunham and Darrell Brooks have been excellent at running the softball team. Kerry Bullock runs an excellent basketball team. Brian Wilt and Tuyen 'Tim' Le have been tireless organizers of the volleyball team. For softball, volleyball and bowling, I've been happy to just participate, not needing to run anything."

Anderson, a DLA Office of Small Business Programs analyst on a rotational position in DLA Finance, has been the coordinator for the DLA golf and bowling team for three years.

"I've been involved in sports since I could walk, and I love competition,"

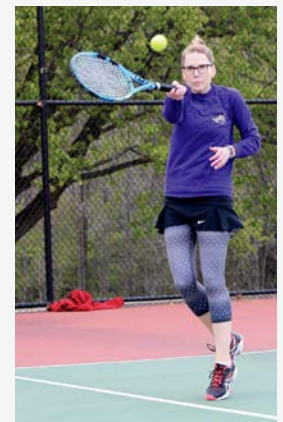
he said. "The race for the Commander's Cup gives us adults a chance to act like kids again, and it's good to be able to do some light-hearted bragging."

Stephanie Wright, director of DLA Finance Enterprise Financial Operations, was an instrumental player on the DLA tennis team, which took 23 points in the competition — 13 more than any other team. Wright earned several of those points when she won first place in women's doubles and mixed doubles and second place in women's singles.

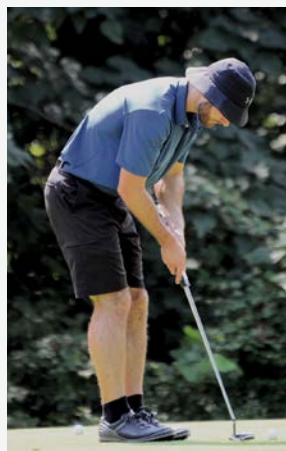
"I'm happy I was able to help get DLA a few points in support of the win," she said. "Participating is a fun way to get to know my DLA teammates and to meet players from other teams on base."

Wilt said DLA employee participation in the Cup competition solidifies DLA's commitment as a

Left to Right: Anthony Gartrell, DLA guest player; Brian Wilt, DLA Acquisition; Josh Kovalsi, DLA guest player; Stephanie Wright, DLA Finance.







Left to Right: Connie Braesch, DLA Energy; Justin Wingo, DLA Energy; Carter Headley, DLA Information Operations.

faithful team member of the overall military community.

"The race for the Commander's Cup is all about sportsmanship and team building," he said. "By pushing ourselves physically and mentally in this environment and by building relationships, we enhance our ability and renew our dedication to serving the warfighter and all U.S. interests."

Mark Albright, a DLA Energy management and program analyst, participates in many DLA intramural sports and is a co-captain of the DLA coed soccer team.

"The team aspect of playing with co-workers helps to build strong bonds and networks across the agency," he said. "It truly creates the feeling that 'we are all DLA' and not just Energy, Acquisition or Finance."

DLA's Strategic Plan places significant emphasis on people and

culture. Ken McLain, the interim DLA Acquisition culture and climate champion and DLA's team member in the running and swimming events, said sports play an important role in building a healthy organizational culture.

"DLA's participation for the Fort Belvoir Commander's Cup contributes to building esprit de corps across the entire DLA community," he said. "This enhances the climate of our agency and builds camaraderie across the organization, which leads to improved communication and networking across the enterprise."

Guno Kletter, DLA Energy strategic energy initiatives program manager, said the connections he's made continue off the field.

"The relationships I've made while playing on the soccer team have made professional connections

much easier and seamless," Kletter said. "Many times when I attend a meeting, I will see a familiar face from the playing field, and instantly we have a foundation without saying a word. These connections span across the base and out into the community."

When asked why she participates in the competition, Michelle Sands, a DLA Energy Bulk Petroleum contract specialist, said it's about taking pride in her job.

"I'm passionate about the race for the Commander's Cup because I am passionate about working for DLA," she said. "Any chance to bolster up DLA as the best, I'll be there as a willing participant."

The events are open to military members, their dependents, and Department of Defense employees and contractors, and are designed to encourage camaraderie across various directorates and tenants on the installation. 🏆

Left to Right: Tim Le, DLA Information Operations; Farron Byrd, DLA guest player; DLA Bowling Team: James Turzak, DLA Installation Support; Eric Linneman, DLA Installation Support; Chris Tull, DLA Energy; Mike Szego, DLA Installation Support; Not pictured: Ellis Anderson, team captain.



John Dwyer III

DLA TROOP SUPPORT PRODUCT TEST CENTER-ANALYTICAL

# TESTED P

Story by John Dwyer III, DLA Troop Support Public Affairs  
Photos by Shannon Frady

**A**s you step inside the impact-testing room, a towering machine that reaches through the drop ceiling greets you from the middle of the floor. At first glance, the vertical pole with a weight attached may look like a test-your-strength game at a fair. But then you notice a Kevlar helmet sitting near the base of the pole. In a blink, a weight crashes down onto the crest of the helmet, leaving a half-dollar-sized dent. You just witnessed warfighter support: the Product Test Center-Analytical way.

At Defense Logistics Agency Troop Support's PTC-A, one of DLA's three product test centers, the Cadex impact tester is just one tool used to evaluate characteristics of the material DLA buys. Employing a variety of equipment, the professionals at the PTC-A generate reports used to make data-driven decisions in contracting actions that support the warfighter.

## Breaking It Down

Scientists in the PTC-A perform experiments that involve stretching, crushing, burning or otherwise marring samples sent for testing. It's a necessary means to their end, a process referred to as "destructive testing."

"When you send something to us to be tested," PTC-A Lab Manager Jamie Hieber said, "don't expect to get it back in the same condition — if at all."

To carry out their mission of providing conformance testing, the scientists at the PTC-A ensure manufacturers meet the exact

specifications for items such as helmets. The scientist behind the computer "drops the hammer" from a specifically calibrated machine equipped with data feeds and cameras that produce a controlled, measurable result for contracting officers to use to validate the helmet's performance.

The impact tester is one of many pieces of lab equipment scientists at the PTC-A use to "tear, rip, burn, cut or hit" components and items contracted for purchase by DLA, according to Hieber. Each piece has a specific purpose. And every test is meticulously conducted and recorded to provide a detailed report of the item's performance compared with the specifications.

The specifications come from the contract requirements laid out by the customer. The PTC-A uses the specs and test results to make sure the items meet the warfighter's need.

While other government and service labs test items for research and development, the PTC-A tests what is already under contract and being supplied to the warfighter — almost like an internal quality control. The lab's product is not a recommendation for or against use, according to Hieber, but serves as a report for contracting officers to use in evaluating contract performance and detecting potential fraud.

"We're sustainment testing," Hieber said. "We're quality conformance. We don't design. We are making sure that we're toeing the line on what the specifications are, what the test methods are and what the items are supposed to do."

The Cadex Impact Tester is just one tool used to evaluate characteristics of the material DLA buys.





# PROCESS

## Safety, Quality, Transparency

Hieber is aware that the lab's results have an impact on contracting decisions that may affect warfighters and vendors, so she strives to maintain the highest quality and integrity of the results.

"We're an ISO 9001 laboratory," Hieber said, referring to its compliance with internationally recognized safety and quality standards. "We have a transparent testing program, which means that people can come in here and watch us test. Contracting officers or quality assurance specialists can come in. They can bring their contractors in to witness testing."

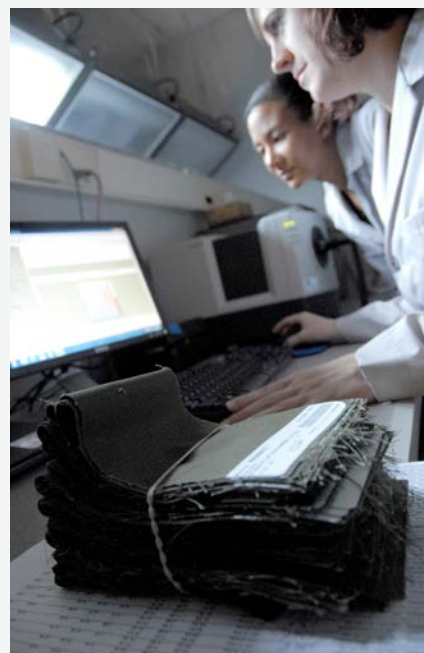
The scientists may be "all about the data," Hieber said, but they also understand the implications of their work in helping decision-makers make the best choices for the warfighter. Hieber said the PTC-A supports

readiness and aids the military services' modernization efforts.

One recent example was when the lab was asked to test the usability of service-issued leather gloves that allow pilots to use tablet devices while wearing them. The gloves needed to be evaluated since more military services and career fields are experimenting with tablets and mobile technology to replace paper-copy technical documents.

The PTC-A also tests to ensure all uniform items are standardized in their color and shade. For this, an entire room is calibrated to test the cloth for each uniform and its component accessories, such as name tapes and patches.

"The shade room is used daily," Hieber said. "And so the lights, the walls, the equipment colors, the clothes worn by the shade lab scientist — the entire lab — is a calibrated lab."



Uraina Gray-Scully (left) and Andra Farally, color scientists with DLA Troop Support's Product Test Center-Analytical, examine the results of a test run on incoming fabric from the manufacturer. Product lot testing is required for all clothing items to ensure the vendor is meeting the fabric quality and color specifications so service members' clothing is uniform.

The PTC-A also tests the tensile strength of metals, parachute cloth fibers and more to ensure those items can withstand pulling or compressive forces.

"Our focus is supporting the warfighter," Hieber said. Her team maintains that focus through honest, accurate and timely reporting.

## Recapitalizing with a Purpose

With all the education, training and professional equipment needed to provide these reports, DLA internal and external customers are charged \$65 per hour of work. The rate comes with a turnaround of 30 days for reports on all testing. Hieber said the lab had met its 30-day goal on more than 97 percent of the reports produced in fiscal 2018, even with an increase of more than 1,000 reports since the previous year.

Military-issue boots that have been ripped, cut and sole-split line the wall in one of the Product Test Center-Analytical labs. Boots are tested a variety of ways to ensure service members are protected from the elements and hazards they work with and to ensure comfort.



The cost of service is a product of balancing operational necessities, as each of DLA's PTCs are "zero sum" operations. That means for every dollar collected in revenue, Hieber must have a plan to reinvest the funds into the lab, resulting in zero net gain for the year. This includes the payroll for the lab team, as well as equipment purchases to enhance lab safety and capabilities.

"We're tracking every dollar to make sure we're truly financial stewards of the taxpayers' money," Hieber said.

One of the ways she's managed to balance her zero-sum operation is through equipment purchases that will better support the lab's testing and expand existing capabilities.

The PTC-A recently purchased new washers and dryers to test dimensional

stability of uniforms more accurately. Although it may sound simple, this testing is required to ensure the uniform material DLA purchases won't shrink, fade or tear beyond an acceptable level, so it lasts as long as it should for the soldiers, sailors, airmen and Marines wearing it.

Hieber also hopes to purchase the same laundering equipment used by the Navy while at sea. Using a standard commercial system does the trick, but using the shipboard systems would provide better results in testing factors required by Navy specifications, Hieber said.

"We want to be sure that the testing we're doing is as accurate as it can be," Hieber said. "So we're looking to be able to replicate what those shipboard conditions are."

Product Test Center-Analytical Scientist Nicole Dysart washes an Air Force jacket. Specifications the lab tests for include maintaining certain qualities after multiple washes, so the scientists often do laundry at work.

The workhorses of the lab, the Instron devices for testing tensile and compression strength, were also recently updated, gaining attachment arms capable of testing the limits of a single thread or a block of metal — along with cameras to allow the scientists to capture the breaking points and crucial changes during testing.

By expanding the machine's capability, Hieber said, it can test a broader range of materials and better capture the test data.

"It can take a picture, it's smoother and we have interchangeable jaws for all of our Instrons," Hieber said.

## The PTC-A Impact

The reports the PTC-A scientists provide aren't just used for quality conformance and verification. Sometimes they're used to help contracting officers determine when bad actors are trying to defraud the government, an issue termed CAGE compromise.

CAGE, or Commercial and Government Entity, compromise comes in a few forms. But it boils down to the practice of using false or misrepresented information to obtain a government contract, and then either not providing the required product or providing one that does not conform to the requirements in the contract.

Mike Moody, a supervisory quality assurance specialist in the Construction and Equipment supply chain, sees the benefit of the lab's service daily in his role battling CAGE compromise in C&E.

"We've been able to report [suspect CAGE compromise test results] up to DLA Headquarters. And those tests have actually gone toward the debarment of some fraudulent

The sole of a military-issue boot is ripped apart by the Product Test Center-Analytical Instron tensile tester. Using the interchangeable jaws of the machine, footwear can be tested to ensure the soles have the proper bond strength and won't separate under field conditions.







vendors,” Moody said. “With [PTC-A’s] help, we’re helping to build solutions for CAGE compromise issues.”

Historically, the PTC-A’s primary customer has been the Clothing and Textiles supply chain. But the PTC-A offers a wide range of capabilities for testing other items, with hopefully more on the horizon, Moody said.

“We’ve sent them everything from paint brushes to hazard labels,” Moody said.

As an added benefit, lab results can also be used by contracting officers to address discrepancies unrelated to CAGE and manage expectations, Moody said.

“The goal there is to be able to go back to the vendors and say, ‘Hey, you’re not meeting the specs,’” Moody said. “Or if they are meeting the specs, go back to the customers

and say, ‘Hey, maybe you’re not expecting the right thing here.’”

## Eye on the Horizon

While scientists at the PTC-A are deep in the weeds running tests and writing reports, Hieber also keeps her eyes on the future for ways to best support their mission. One such way is through coordination with DLA’s other PTC labs. If the PTC-A isn’t equipped for the testing needed, Hieber will work with another PTC that has the right capability.

Hieber’s team also works with other government labs like the Natick Soldier Systems Center to coordinate testing requirements and keep an eye on what’s in the R&D phases, preparing for future testing needs.

The PTC-A is involved in DLA and service planning conversations as much as possible. This allows them to plan for investments that will support testing for the military services’ future acquisitions.

“We spend a lot of time up front talking with our customers and the services to find out what they’re working on so we can plan accordingly,” Hieber said. “It’s important that we’re planning for what DLA is going to be contracting for in sustainment.”

As busy as the PTC-A is, its staff is always looking for new customers and projects, Hieber said. As a zero-sum

facility, more business means they can afford more modern equipment, more lab personnel and a lower hourly rate for customers.

“I would really like to position us to be able to handle whatever testing DLA needs,” Hieber said.

With a “wish list” of new equipment and lab-improvement projects at the ready, Hieber wants to increase the PTC’s capabilities to better support all of DLA and the services.

The lab exists to provide any testing service or referral it can. Customers unsure if the lab can handle a testing requirement should contact the lab at [paactlab@dlamail.mil](mailto:paactlab@dlamail.mil). Staff will do their best to assist or refer the customer to someone who can.

“Talk to us about what your requirements are,” Hieber said. “Let us try and help to find a way to do the testing needed, have it done in a reasonable amount of time and save the government some money.” 🙏



Andres Aquino, a Product Test Center-Analytical scientist, tests a metal sample in the atomic absorption spectrophotometer. PTC-A scientists use this equipment to analyze the concentration of elements in a liquid sample based on energy absorbed from certain wavelengths of light.

“WE’RE TRACKING EVERY DOLLAR TO MAKE SURE WE’RE TRULY FINANCIAL STEWARDS OF THE TAXPAYERS’ MONEY.”

— JAMIE HIEBER



# BUILDING GLOBAL

**Story by Connie Braesch  
DLA Energy Public Affairs**

**T**he No. 1 priority for Defense Logistics Agency Energy is meeting the warfighters' competing demands on the battlefield, especially when it comes to providing reliable and high-quality fuel, supported by a network of global relationships.

A vital way DLA Energy meets this priority is through its International Agreements Program. DLA Energy's International Fuel Agreements team is responsible for establishing and maintaining long-term Department of Defense fuel agreements with foreign militaries. Synchronized with DLA Energy regional offices, the IFA team focuses on providing a global capability to meet future fuel requirements.

"It takes a very special set of professionals to make the international agreements successful," said Frank Pane, director of DLA Energy Bulk Petroleum Supply Chain Services,

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## DLA ENERGY'S INTERNATIONAL AGREEMENTS PROGRAM SUPPORTS A NETWORK OF GLOBAL RELATIONSHIPS.

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which the IFA team is part of. "They need to not only have a firm grasp of the operational needs and workings of the Class III [petroleum, oil and lubricants] supply chain but also fully understand the myriad of governing policies, integrate successfully with the regions, and have the tact and diplomacy to conduct successful face-to-face negotiations with senior military members of partner nations."

With no less than 25 years of fuel experience for each member, the IFA

team provides global expertise using complex strategies.

"We foster strategic international partnerships that provide the capability and availability of fuel before it's even needed," said Michael Maclean, a logistics management specialist on the team. "We have Fuel Exchange Agreements all around the world that provide reciprocal fuel support between the U.S. and partner nations."

The agreements give DLA Energy the authority to obtain services such as pipeline access or fuel in foreign countries. DLA Energy has 41 fuel agreements across the world with countries including Honduras, India, Japan, Korea, Spain, Italy, Greece, Argentina, Chile, Indonesia and New Zealand. The IFA team is continually working to expand the area of the world with these partnerships in place.

"If an agreement authority was not in place and the warfighter needed support, DLA Energy would have to consider other solutions that may take





# ALLIANCES

A Royal Canadian air force CF-18 Hornet sits on the Eielson Air Force Base, Alaska, flight line while a U.S. Air Force fuel truck prepares to refuel the aircraft during an exercise in Alaska. The exercise provides an optimal training environment in the Indo-Asia-Pacific Region and focuses on improving ground, space, and cyberspace combat readiness and interoperability for U.S. and international forces.

additional time,” Maclean said. “Our agreements provide DLA Energy with options to ensure immediate warfighter support, and that’s why we focus on expanding agreement coverage.”

In a global operating environment, the partnerships are also key to the non-combat missions DLA supports.

“The agreements play a vital role in any coalition operation, exercise or

humanitarian mission,” said David Alexander, chief of the IFA team. “They’re used by our forces anywhere we operate and significantly enhance interoperability.”

## Capitalizing on Efficiency

International partnerships are mutually beneficial to optimizing the supply chain. Alexander said

the agreements provide economical, operational and logistical efficiencies between both countries. It’s not just about selling a gallon of fuel, he added.

“We have a variety of different types of agreements, and we create a synergy ... where they complement each other,” he said. “For example, we have an agreement with the Turkish Ministry of Defense for U.S. use of a strategic Turkish pipeline essential to U.S. operations in the area. To expand beyond this capability, we also developed a Fuel Exchange Agreement with the Turkish Navy and Turkish Air Force.”

When it’s time to reconcile financial accounts, the countries can use any combination of agreements to settle debts, Alexander said. This includes offsetting debt balances through replacement-in-kind, in which one



Irene Smith

DLA Energy International Agreements Specialist Jim Eason confers with Spanish fuel representatives during the 2018 Fuel Exchange Agreement Forum in Garmisch-Partenkirchen, Germany.

## KNOW YOUR AGREEMENTS

The legal framework for reciprocal support with a partner nation is called an Acquisition and Cross-Servicing Agreement. With that in place, Fuel Support Agreements, Fuel Exchange Agreements or Direct Bill Agreements are possible.

### Fuel Support Agreements

FSAs are precise, technical arrangements that give access to pipeline and large storage systems. They stipulate payment provisions, quality control and logistical requirements pertinent to transportation or delivery.

### Fuel Exchange Agreements

FEAs are more widely used and in essence allow DLA Energy and partner nations to exchange fuel worldwide. They optimize supply chain capabilities and can be used in conjunction with an FSA. For instance, a U.S. Air Force C-17 could receive fuel on Ascension Island after which DLA Energy could “repay” the United Kingdom in its pipeline system via a book transfer. Likewise, if an Italian naval vessel received fuel in Greece and then again in Djibouti, Italy could repay DLA Energy with aviation fuel via an equal-value exchange settlement option in the Northern Italian Pipeline System.

### Direct Bill Agreements

DBAs authorize worldwide fuel exchanges with monetary payment as the primary means of settlement between the partnering countries.

## OPERATIONALLY, FUEL AGREEMENTS ALLOW U.S. FORCES TO STRATEGICALLY PLAN FLIGHT ROUTES AND GROUND MOVEMENTS.

country repays the other in fuel. In the case of the U.S.-Turkey partnership, it means using the Turkish-NATO Pipeline System to settle balances in fuel.

“It’s about interoperability,” Alexander said. “It creates a single supply chain with partnering countries feeding off it.”

Maclean says there isn’t one agreement that is more important than another; they’re all valued equally.

“We do business with some countries more than we do with other countries,” he said. “Germany is one of our biggest agreements in terms of dollar value or volume exchanged.”

Scott Stafford, lead international agreements negotiator for DLA Energy Europe & Africa, highlighted one way DLA Energy uses partnerships to save money: DLA Energy gives the foreign partner the standard price it charges U.S. military forces and, in turn, the foreign partner charges DLA Energy the rate it charges its own military.

Alexander added that offsetting fuel balances gallon-for-gallon during settlement is a great economic efficiency. For example, the price Australia usually charges for fuel is consistently higher what the U.S. pays, he said.

“If they sold us 1 million gallons and we sold them 2 million gallons, the first million is offset gallon for gallon,” he said. “For that first million, we won’t pay more than what we would through the standard price.”

Operationally, fuel agreements allow U.S. forces to strategically plan flight routes and ground movements.

Alexander cited President Barack Obama’s trip to South Africa for Nelson Mandela’s funeral in 2013 as an example. Air Force One was able to take the most direct route because DLA Energy’s partnerships with the United Kingdom allowed the plane to refuel at the U.K.’s Ascension Island in the middle of the South Atlantic.

“If we didn’t have fuel support under a fuel exchange agreement there, the president would’ve had to go a whole different route,” Alexander said.

### Global Positioning

For DLA Energy, it isn’t only about the exchange of fuel; it’s also about developing relationships with partnering countries.

Since 2007, DLA Energy Europe & Africa has hosted an annual Fuel Exchange Agreement Forum for







Safety observers from Military Sealift Command's dry cargo and ammunition ship USNS Washington Chambers stand alongside Royal Malaysian Navy sailors aboard frigate RMN KD Lekiu during an underway replenishment.

current and potential fuel-agreement partners in Europe and Africa. Last September, 64 participants from 13 countries gathered for the 14th Annual Fuel Exchange Forum in Garmisch-Partenkirchen, Germany.

"The meeting serves as an annual opportunity to bring together the international fuel-agreement community," said DLA Energy Europe & Africa Commander Army Lt. Col. Dennis Williams. "It's a terrific opportunity to learn more about fuel infrastructure, future operations and share information, which leads to increased partnership opportunities and the use of agreements."

The event helps build relationships while providing an opportunity to begin, continue or finalize agreement

negotiations; reconcile financial account balances; and open or close Acquisition Cross-Servicing Agreement orders to ensure compliance with ACSA guidance from the combatant command for that region.

The DLA Energy Europe & Africa International Agreements Office has been working to expand negotiations with several Eastern Europe countries.

"We're close to finalizing agreements with Estonia and Latvia and are continuing to work through negotiations with Romania and Lithuania," said DLA Energy Europe & Africa International Agreements Chief Steven Helton. "One of our goals is to expand DLA Energy military fuel agreements throughout Europe with the support of U.S. European Command."

Whether U.S. forces are conducting coalition exercises, providing humanitarian support or executing a strategic mission, they need to trust that they have fuel available worldwide to perform their duties. DLA Energy prides itself on understanding customer requirements and anticipating future needs to ensure warfighters have reliable and efficient fuel sources across an increasingly complex global environment. 🇺🇸

A Royal Australian air force F/A-18 Hornet refuels during a training exercise near Darwin, Australia. U.S. and Australian forces conduct air refueling missions throughout the exercise to improve interoperability and familiarization with each other's procedures.

Air Force Staff Sgt. Alexander Martinez



**HAVE  
YOU  
TAKEN  
OUR  
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SURVEY  
YET?**

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## A Conversation with **ARMY BRIG. GEN. MARK T. SIMERLY**

DLA Troop Support's commander discusses the agency's increasing global mission supporting the military services and other federal agencies.

### **What is DLA Troop Support? Why the name "Troop Support"?**

Defense Logistics Agency Troop Support is responsible for supporting our warfighting service members with their critical daily requirements everywhere across the globe. Simply put, we support America's troops.

We support individual service members with materials that touch their daily lives, including food, uniforms, medical supplies, protective equipment and industrial hardware. Our responsibility is to deliver optimal, global supply-chain solutions to enable ready, lethal warfighters and our other valued partners.

Our workforce takes tremendous pride in DLA Troop Support's warfighter support mission. In Philadelphia, we have a legacy of warfighter support tracing back to 1799 and the first federal arsenal. We've directly supported every conflict our nation has taken part in since.

Our strong, passionate and patriotic team has been developed over time based on our historical legacy, our culture, our mission and the unique skillsets in the areas from which we recruit. That tradition and pride in supporting the warfighter reaches across the globe through our teammates in our regional commands: DLA Troop Support Pacific and DLA Troop Support Europe & Africa.



John Dwyer III

Army Brig. Gen. Mark Simerly, DLA Troop Support commander, opens a meeting with DLA Troop Support senior leaders last summer in Philadelphia, which led to recommendations published in the 2019 DLA Troop Support Campaign Plan.



Our passion is clear when reading the comments from our workforce in the DLA Culture and Climate Survey. When asked what we do well as an organization, nearly 70 percent of responders answered, "support the warfighter." Our orientation is to relentlessly satisfy warfighter requirements, and that's ingrained in our culture.

### **Who are DLA Troop Support's key partners, and how does DLA Troop Support collaborate with them to support the warfighter?**

We see three categories of partners for DLA Troop Support. The first category is the warfighters we support — our customers. We actively collaborate with them to understand their requirements through routine, persistent engagement with key leaders and materiel planners.

Another category of partners is our industry partners, who possess the capacity and the responsibility to deliver the items required by the warfighters, in many cases, directly on the battlefield. We collaborate with them in a very deliberate manner to ensure we understand their challenges and their capability and to communicate what we anticipate our warfighting partners will need.

Our partners across the DLA and Joint Logistics Enterprise compose the third category. DLA Troop Support cannot operate independently. We have linkages to all of our other major subordinate commands and can only optimize support to the warfighters through effective collaboration with our partners at the MSCs and at DLA Headquarters. We're also closely tied to other Department of Defense and governmental entities with whom we share support roles, such as U.S. Transportation Command, the Defense Health Agency, service materiel commands, the Department of Veterans Affairs, the Department of Homeland Security and others.

While DLA Troop Support has unique responsibilities and mission sets within DLA, we rely on the entire DLA team to deliver the best solutions. The stronger our ability to share lessons learned, collaboratively tailor solutions and help our DLA partners understand their role in support of our supply chains and mission, the better warfighter support we're able to deliver.

### **How is DLA Troop Support preparing for future sustainment challenges?**

The services are all at an inflection point in their modernization strategies, which means DLA Troop Support must posture itself now to anticipate their emerging requirements to compete in a more complex, dynamic and lethal warfighting environment.

This means we have a common responsibility to take the time to think clearly about future warfighter sustainment requirements. We must understand the way our warfighters express their future sustainment requirements, how our industry partners see potential materiel solutions they may have access to in the future, and how our partners in academia and in the science domain are developing new capabilities we can leverage for future sustainment solutions.

One way we're setting conditions for the DLA Troop Support workforce to think, learn, analyze, implement and communicate future supply-chain solutions is through our Campaign of Learning. Through the CoL, we're executing a series of learning events to help us understand the key challenges and conditions of the future sustainment environment. We're conducting those learning events with subject matter experts, leading thinkers in the realm of warfighting, in the realm of science and technology, and in the realm of industry. We've also implemented a professional reading series to provoke thought and dialogue regarding future sustainment challenges and solutions.

### **How is DLA Troop Support evolving with the increase in demand from the warfighter and other customers?**

We see the services increasing their operations tempo, resulting in greater demands to generate and sustain readiness. That means we've got to be able to deliver more with our current capability. We've got to be smart about the way we do that, such as by developing improved automated tools to allow us to better anticipate and plan for requirements and be able to deliver them more effectively and efficiently.

Improved automation can save time, provide greater accuracy, speed delivery, and reduce the administrative lead time and the manual touches from our workforce. We also look to automation to increase our ability to collaborate with our partners and achieve audibility.

One of the things that makes DLA Troop Support different is our history of taking unique, challenging sustainment requirements and developing innovative ways to meet them without adding cost, time or personnel and yet improving the level of our support.

As we see increasing demands for greater levels of support, both for warfighters and federal government partners, we have to change as well. We've had to do it in an agile manner that allows us to be anticipatory and predictive as to what those future requirements may be.

There is great potential for us to innovate in the fields of artificial intelligence, machine learning, advanced and additive manufacturing, and distributed ledger technology.

### **What do you see as DLA Troop Support's future sustainment challenges? What capabilities must we develop to meet those challenges to continue delivering solutions to warfighters and whole-of-government partners?**

The future operating environment is going to offer challenges in multiple domains. As warfighters are contested in the air, sea, ground, cyber and space domains, DLA Troop Support will also be challenged to support them in those domains.

It's incumbent on us to understand those domain challenges and how we can help overcome them by sustaining their operations in an assured manner.

Our global supply-chain solutions bridge commercial and military capabilities, and will be contested from factory to foxhole. We need to understand how we can best procure, position and distribute our capabilities on future battlefields.

A key vulnerability we need to understand today is the cyber threat to the networks we rely on, which may no longer be trusted or protected. We have to account for the cyber threat and establish

supply-chain security, especially within our complex networks that include our industry partners. We all have a role in becoming more cyber fluent so that we understand the cybersecurity implications of the decisions we make from all our workstations.

### **Do you have any advice for your fellow logisticians?**

First, I'd ask every logistician to constantly keep in mind why we exist: to serve the warfighter. This means that we need to understand and embrace our supporting role.

Second, as leaders we have an obligation to lead in a positive manner in order to build teams and develop our teammates. There are several key characteristics of positive leadership. And for me, it comes down to three things: trust, discipline and commitment.

We all have an obligation to build, share and maintain trust in our organizations. Trust is the lifeblood of our profession and is truly the bedrock of all we do. Today trust is the essential ingredient for arriving at smarter, more affordable and more collaborative solutions. The way we support our customers is based on trust, on being the best stewards of resources we can be and providing the best support possible.

When it comes to discipline, it's incumbent

on us all to accomplish the mission with honor and in accordance with our values. Discipline guides us to lead by example and to always treat each other with dignity and respect.

We should also be committed to team excellence and committed to team success. If we're successful as a team, then the warfighters are going to be successful

in their mission. Finally, we have to be committed to customer satisfaction, the ultimate measure of our success. 🇺🇸



Army Brig. Gen. Mark Simerly, DLA Troop Support commander, conducted a staff ride in September at Valley Forge National Historical Park, where service members learned about the Continental Army's battlefield logistics, living conditions, fighting tactics and key leaders during the Revolutionary War.

Alexandria Brimage-Gray





Roanwell Corporation

An employee prepares finished aviation headsets before shipment at the Roanwell manufacturing facility in the Bronx, New York.

# HUBs OF OPPORTUNITY

Story by John R. Bell

**W**hen the Defense Logistics Agency provides critical supplies and services to the warfighter, the Federal Emergency Management Agency, the Forest Service and other customers, it's not just crucial for those customers; it also means jobs for Americans across the nation — many of them working for small businesses.

Many of those small businesses bring jobs to areas of the country with the help of the U.S. Small Business Administration's Historically Underutilized Business Zones Program. Through the HUBZone Program, created by Congress in 1998, small businesses in areas with high unemployment or poverty are eligible to compete for federal contracts reserved for competition among HUBZone firms, and they receive a price-evaluation preference in other acquisitions.

HUBZones also include American Indian reservations, recently closed military bases and disaster areas.

The SBA designates and manages the HUBZone regions, reviews applications and grants certification, tracks and reports the performance of the 24 participating federal agencies, and manages any changes resulting from new legislation or feedback from small businesses.

To qualify for HUBZone certification, the SBA requires that a business meet these criteria:

- Be a small business.
- Be at least 51 percent owned and controlled by U.S. citizens, a Community Development Corporation, an agricultural cooperative, a Native Hawaiian organization or an Indian tribe.
- Have its main office in a HUBZone.
- Have at least 35 percent of its employees live in a HUBZone.

HUBZone small businesses working with DLA are helping their employees, the warfighter and their communities. Here are a few of their stories.

## Connecting Warfighters, Jobs

Roanwell Corporation is on Park Avenue in New York. But this Park Avenue is in the South Bronx, a far cry from the skyscrapers of Manhattan or the rapidly redeveloping Brooklyn. The company is co-owned by an Army veteran and his wife. And its location means it also qualifies for HUBZone contracts.

Roanwell's relationship with the Department of Defense goes back to its 1948 founding, when Richard Howell and James Roantree began supplying the military with aviation headsets — a product Roanwell invented, said Chelly Simon, vice president of sales for Roanwell.

Today the headsets are used on numerous military aircraft — including Air Force One and Air Force Two, he noted.

From there, the company expanded its relationship with the government, eventually supplying NASA a variety of products — including the microphone John Glenn used as he became the first American to orbit the earth.

Nowadays, the company works frequently with DLA Land and Maritime in Columbus, Ohio, and DLA Aviation in Richmond, Virginia, Simon said. He added that the HUBZone certification has given Roanwell a strong competitive advantage. "Within that particular [National Stock Number], if the other two [suppliers] are not HUBZone [certified], we have the edge," Simon said.

Roanwell manufactures different types of headsets, as well as two-way radio handsets and microphones, mostly for prime contractors who build DoD communication systems — for example, those used in Virginia-class submarines, added Simon.

After starting in Manhattan, Roanwell moved to the Bronx in 2001, he said. Although this was the first step in earning HUBZone certification, the company had not yet heard of the program when it made the move.

When the management team realized the relocation



could give Roanwell the new qualification, "There was some excitement," Simon recalled.

According to the U.S. Census Bureau, median household income in the Bronx was just over \$35,000 per year in 2012-2016, and nearly 29 percent of residents had income below the federally designated poverty line.

"We've been able to employ a lot of people in the Bronx," Simon noted.

The company recently hired an additional 10 full-time employees in three months, for a total of 60, he explained. They work in areas such as manufacturing, quality assurance, distribution and customer service, on contracts for a variety of household-name defense companies, known as prime contractors.

"The more contracts you're awarded, the more people you can hire," Simon said.

One person who's proof of that is Yaneth Juarez, who joined the company in October as an assembly supervisor. She said joining Roanwell allows her to work a shift that gives her more time with her family.

"I love this job," Juarez said. "We feel like this is a family for us."



Roanwell employees prepare avionics cabling at the company's factory in the Bronx, New York.

Photo Courtesy Roanwell





Photo Courtesy Cherokee Nation

Cherokee Nation workers install concrete reinforcement bars for a commercial structure.

“DLA has a very stringent requirement for quality on their hazardous disposal contracts, and in the last 12 months, we have exceeded all metrics put in place by the contract,” Sparkman said. “Working within these DLA programs has allowed CNES to expand its footprint both geographically and professionally.”

He offered a few bits of advice for other small business leaders who might be considering taking steps to get HUBZone certification.

“The key is to fully understand the program,” he said. “The HUBZone program can be a great tool, but it also requires a great deal of understanding. This program requires that you understand where your business is located, where your employees are located.” In addition, “Your mix of employees has to be managed as you grow so you have to keep an eye on where and how you grow toward success,” Sparkman said, adding that evolving reporting requirements mean staff will be needed to make sure the company maintains certification.

## ‘Aero’ on Target

A few hundred miles east, USAeroteam in Dayton, Ohio, is another HUBZone small business supporting DLA customers, producing ground-support equipment and critical components for jet engines and unmanned aerial vehicles.

For the F-16 “Fighting Falcon,” USAeroteam provides center-line loaders — structures ground crews use to load equipment and ammunition into the belly of the aircraft. For this effort, the company received a blue-ribbon certification from the Pentagon.

“It’s a fairly engineering-oriented business,” said Suhas Kakde, the chief executive officer of USAeroteam, who began his career as an engineer.

Kakde said his company, along with other small businesses, has helped the Dayton area recover from becoming a “ghost city” in the early 2000s, when large employers such as National Cash Register and Mead Paper Co. left for the suburbs. Others left the state altogether.

**US Aeroteam & AAC Welcome**  
**DLA Team**  
**Mr. Heath Berkshire & Ms. Donna Brino-Blackwell**

F-15C is refueled by a KC-135 powered by Jet Engine - Lever Arms/over 1mil Produced (with 9938 for CFM-56 in center/Saved \$1mil)  
4 CFM-56 Engines

**9th March 2018**

**Thank you –Kenny Young, Jorge Arcelay, Carlos Guzman & DLA Team**

**DLA Perfect GREEN 100% Quality (Dated 8-25-2017)**

**Recipient of DLA's Best Value Gold Medalist in Year 2002**

**Our DLA Delivery Record for last 4 Years/50 orders Days Early: 36**

**Total Quantity shipped in last 4-years: 5,860 (2 examples shown)**

Photo Courtesy USAeroteam

## Tribes of Experts

Another HUBZone small business that works with DLA is part of a separate nation — one whose citizens, as full-fledged American citizens, have fought and died in the U.S. military since the Civil War.

The Cherokee Nation is the largest American Indian tribe in the United States and employs about 11,000 people through a number of different businesses. One of those is Cherokee Nation Environmental Solutions, based in Tulsa, Oklahoma, said John Sparkman, the company’s operations general manager for the environmental and construction sector.

CNES’ services include soil testing; storm drainage assessment; remediation of above-ground and underground storage tanks; regulatory contracting; environmental consulting; waste-management services; and hazardous waste collection, treatment and disposal.

“The HUBZone certification has been a great tool to position our company and to ... stand apart from other companies,” Sparkman explained. “We strive to provide the customer the widest variety of capabilities and tools we can to support their mission.”

Using the certification also helps the Cherokee Nation provide good jobs for its citizens — one of its primary goals, Sparkman said.

“For the business, it is an opportunity to generate revenue where 100 percent of the profit is either reinvested in job creation, through more work or business development, or to provide services for Cherokee Nation citizens,” he said.

CNES is supporting DLA Disposition Services customers on two contracts for disposing of hazardous waste materials, he added.

In 2016, the contracting office for DLA Disposition Services approached CNES about a contract to recycle lamps and light fixtures in San Diego, California. CNES put a team together, developed a proposal and received an award for the work.

Welcome banner from a DLA Land and Maritime visit to USAeroteam in Dayton, Ohio, March 2018.

In addition, 2008 saw General Motors close its assembly plant in nearby Moraine, at the same site where The Dayton-Wright Company had built a bomber for the military starting nearly 100 years earlier, with local hero Orville Wright on the payroll as a consultant.

The GM plant at its peak employed about 4,700 people, according to the Dayton Business Journal.

When it closed, “Moraine got hit economically like you wouldn’t believe,” Kakde recalled. “Thousands of well-paid, skilled people were laid off or retired.”

Dayton in 2012-2016 had a high rate of people living below the poverty line, at nearly 35 percent, according to Census data. The mean household income was just under \$29,000.

## POTENTIAL CHANGES

The Small Business Administration proposed changes to the HUBZone program last October it says will make it easier for existing business to maintain their status.

Among other changes, the SBA would consider an employee of a HUBZone-certified business to be a resident of the HUBZone area for certification purposes, even if the employee moves or the area loses its HUBZone status because of rapid economic gains in the local area. “Smaller firms also have a hard time meeting this requirement because the loss of one employee could adversely affect [the company’s] HUBZone eligibility,” the notice states.

The rule would also “eliminate the burden on HUBZone small businesses to continually demonstrate that they meet all ... requirements at the time of each offer and award” of a HUBZone contract. Instead, firms would only recertify annually. This is important because for small businesses, the HUBZone certification has historically been the most challenging of the four certifications to meet, said DLA Small Business Programs Director Chris Young. The change, if adopted, would also align with the president’s priority of reducing the regulatory burden for U.S. businesses, she added.

The SBA also proposed a change regarding the requirement for the percentage of employees who live in the HUBZone-certified area. Although the requirement would continue to be 35 percent, companies whose workforce drops below 20 percent residing the HUBZone area would be considered failing to maintain compliance and would lose HUBZone status.

Finally, the SBA proposed to define an “employee” as someone who worked at least 40 hours in the four weeks before the business applied for HUBZone certification.

— John R. Bell

USAeroteam now uses part of the building as its manufacturing facility — employing local residents and enabling the company to qualify as a HUBZone small business. It received the certification in 2017, resulting in additional contracts with DoD, which allowed the company to make capital investments and grow its workforce.

“DLA is doing a great job in trying to identify us and helping us,” Kakde said, adding that while the federal government as a whole could be more aggressive in seeking HUBZone businesses, some prime contractors have seen the advantage of working with HUBZone small businesses.

He recalled his company’s success in providing a lever arm for the CFM56, a jet engine commonly used in military and civilian aircraft. The Air Force faced a backorder of the component, which Kakde said USAeroteam produced ahead of schedule and at a significant taxpayer savings.

He noted DLA Land and Maritime in Columbus helped the company “enormously” in this effort.

“DLA has a person who focuses on small, disadvantaged businesses and HUBZone companies, and we happen to be both,” Kakde said, bringing up Donna Brino-Blackwell, a DLA small business specialist.

Kakde also praised the efforts of Heath Berkshire, DLA Land and Maritime’s chief of supplier operations, who recently brought a busload of DLA colleagues to visit USAeroteam and tour the facility and discuss the company’s goals and challenges. Kakde said he hopes to soon engage in a similar way with DLA Aviation to help the major subordinate command achieve similar taxpayer savings on other aviation parts.

## Raising Readiness

DLA is doing its part to help these small businesses boost their communities and support the warfighter, said DLA Small Business Programs Director Chris Young.

“Serving those areas of the United States that are underserved is incredibly important,” she said.

To that end, DLA in fiscal 2018 far exceeded its goal, she noted: Of the total dollar value of the contracts DLA awarded, 2.53 percent (over \$980 million) were HUBZone small businesses.

“Most agencies find that achieving the HUBZone goal is the most challenging socioeconomic goal to achieve, so we were excited,” Young said.

In fact, the governmentwide HUBZone goal has not been met for at least a decade, she noted.

DLA’s high HUBZone performance also benefits the greater DoD mission, Young said.

“When we eliminate backorders, it helps increase readiness and the effort to maintain lethality. It’s the multiplier effect ... DLA assists a small business in an area of economic distress, and they help us support the warfighter,” she said. “It’s just good business all the way around.” 🇺🇸





Courtesy Photo

The Navy is using temporary tanks like these to store fuel oil reclaimed.

# FUEL'S GOLD

Story by Connie Braesch, DLA Energy Public Affairs

**A**s the U.S. government's largest supplier of fuel to the Department of Defense and other government agencies, the Defense Logistics Agency is constantly looking for environmentally conscious ways to cut waste, maximize supply chains and build resilient, efficient sources of energy.

## Recycling Used Oil

When DLA Energy Quality Assurance Representative Daniel Muranaka learned the Navy was spending a lot of money to dispose of its used fuel oil, he decided to do something about it – and found a way to not only save up to \$1 million per year but actually generate a revenue.

For Muranaka, recycling fuel oil reclaimed, or FOR, is about saving money and the environment through proper quality control.

Previously working as a chemist at the Pearl Harbor Fuel Laboratory, Muranaka was familiar with specification testing of FOR.

“By working through the process of retesting and resampling the FOR in preparation for sale, we learn how to manage it to meet the specification requirements,” he said.

Although FOR is routinely purchased by refineries, blended with high-sulfur fuel oil and sold to specialized customers, the FOR at Naval Facilities Engineering Command Hawaii had trace amounts of used oil in it, making it harder to sell, Muranaka said.

“Used oil is a regulated waste, and facilities are not allowed to process used oil or products containing used oil unless they have a permit to do so,” he said.

NAVFAC Hawaii accumulates FOR from Navy vessels' bilge water, a

mixture of water and oil. According to federal regulations, oily bilge water can be contaminated by oil from leakage or maintenance work in machinery spaces. The water portion of the bilge water is treated and discharged, and the remaining oil is tested and sold to refineries for recycling.

Because refineries weren't purchasing its FOR, NAVFAC Hawaii had been paying a commercial contractor up to \$2.50 per gallon to remove and dispose of the 200,000 to 400,000 gallons it collects annually – a cost of up to \$1 million each year.

“I became passionate about NAVFAC Hawaii's FOR when I learned about their difficulty getting their FOR purchased,” Muranaka said. “NAVFAC Hawaii supports the warfighter, but no one was supporting them on this issue.”



Daniel Muranaka

DLA Energy Pacific at Hawaii Quality Assurance Representative Daniel Muranaka pulls a sample from a fuel tank of reclaimed oil at Naval Facilities Engineering Command Hawaii to conduct testing.

“As a quality assurance representative, I don’t have the opportunity to manage and analyze programs and projects, especially those that transcend agencies with millions of dollars at stake,” he said. “This project allowed me to demonstrate the capability of managing and analyzing projects with significant impacts.”

Searching for a solution, Muranaka contacted the local refineries, such as Island Energy Services, which are permitted to accept FOR with used oil. He educated the staff about the product and explained why it’s suitable for recycling. He then worked with Luis Beza-Cay, a contracting officer forward deployed to DLA Energy Pacific at Hawaii, to help negotiate a contract.

After months of working through the process, DLA Energy awarded Island Energy Services the contract Nov. 13 to purchase 185,000 gallons of NAVFAC Hawaii’s FOR at \$.02 a gallon. This resulted in a cost avoidance of up to \$462,500 for disposal and generated revenue of \$3,700.

While the remaining 87,000 gallons of NAVFAC Hawaii’s FOR was deemed not salable, Muranaka said some reuse is better than none at all.

Throughout the process, Muranaka worked to educate NAVFAC Hawaii personnel on proper management and testing of the FOR for future sales.

Muranaka was inspired to take on this project while attending the Emerging Leaders Course at the Pacific Leadership Academy. He was encouraged to develop a plan for a challenging work-related project that would stretch him out of his comfort zone. Although Muranaka encountered obstacles and setbacks during the NAVFAC Hawaii FOR project, the course supplied him the leadership skills to succeed.

Muranaka credits Lisa Simon, the Emerging Leaders Program director, for her encouragement and guidance; Jessica Hiraoka, his Pacific Leadership Academy mentor from the U.S. Navy Space and Naval Warfare Systems Command in Hawaii, for broadening his understanding of strategic thinking; and Ralph Wells, his supervisor and the deputy director for DLA Energy Pacific at Hawaii, for helping him prioritize his workload to accomplish the project.

Muranaka’s leadership commended his innovative, thoughtful and collaborative problem-solving.

“Through networking, creative logistics thinking and applying his

expertise in supply-chain management, Daniel has not only found a way to more effectively manage used fuel oil but also to save millions of dollars in the long run,” said DLA Energy Pacific at Hawaii Commander Navy Cmdr. Eric Lockett. “His ingenuity and extensive outreach with both the refineries as well as NAVFAC Hawaii personnel strengthens DLA’s reputation for cost-consciousness and ethical business processes.”

Muranaka said seeing the project through has built his confidence as a leader and influencer.

## Pulp to Propulsion

Across the United States and at the other end of the product lifecycle, DLA Energy is investing in woody biomass, commonly known as wood pulp, to produce energy.

“The pursuit of alternative energy is necessary to bring forth a robust and sustained domestic alternative fuels industry that will ease dependence on petroleum,” said Lindsey Hicks, the DLA Energy Readiness Program manager for research and development projects and initiatives.

One of DLA Energy’s funded projects is the Biomass to Bioproducts Pilot Plant at the University of Maine’s

Technology Research Center. The plant is working to convert cellulosic material like recycled paper and cardboard into jet fuel.

According to a UMaine news release, the plant is capable of processing up to 1 ton of woody biomass per day into chemicals that can be used to manufacture bioproducts, including biofuels, biochemicals

and advanced materials.

Efforts to turn biomass into alternative fuel at UMaine began in 2010 when the DLA Energy Readiness Program awarded the university a

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three-year contract to complete the development of its fuel conversion technology as a laboratory bench procedure, Hicks said.

Since the conclusion of the process development in 2012, UMaine has been working to expand the process to validate actual fuel production capability.

"In fiscal 2015, they received an award of \$4.5 million to initiate the upscaling development and determine viable coproducts to make commercialization more profitable," Hicks said. "The project was funded as a result of congressional funds set aside by the delegation of Maine for the innovative development of fuels and chemicals from cellulosic [woody] biomass suitable for both military and commercial usage."

In fiscal 2018, an additional \$5.8 million in congressional funding was added. UMaine intends to explore additional upscaling options, develop new strategies for producing finished fuel blends through hydrotreating, and develop additional coproduct revenue streams to improve the economics of fuel production, Hicks said.



Courtesy Photo

Naval Facilities Engineering Command Hawaii employees conduct sampling of fuel oil reclaimed.

## Certification

While UMaine has had a good start to the use of woody biomass to generate fuel, the certification process is long and complex.

"Although UMaine's process has been able to produce laboratory-scale amounts of diesel and aviation-grade specification fuel, certifications — particularly for aviation fuel specification acceptance — can take several years," Hicks said.

While ethanol and biodiesel fuels exist, they aren't yet compatible with aviation and marine diesel-grade fuels, he said.

"Acceptable alternatives must be certified to ensure that they display the same chemical, physical and operational integrity of their petroleum counterparts," he said. "Such fuels are commonly referred to as drop-in replacements."

DLA Energy is helping UMaine reach out to industry and the military to get alternative methods approved, Hicks added.

"To be accepted into commercial automotive diesel fuel specs, there are faster mechanisms that don't require the rigorous, time-consuming certification efforts necessary for U.S. Navy F-76 marine diesel," he said.

Although alternative processes are now included in commercial and military fuel specs, DLA Energy has only been able to contract with one supplier providing F-76 fuel containing a 10 to 30 percent biofuel.

"Bulk jet fuel purchases with alternative components have yet to occur," Hicks said.

As DLA Energy continues to work on renewable energy projects like this one with UMaine, DLA's R&D efforts stretch across its nine supply chains. They range from using robots to modernize distribution processes and building strategic materials to improving combat rations and making batteries lighter, longer lasting and with higher energy.

Whether investing in new sources or finding new ways to reduce waste and save taxpayer dollars, the people of DLA Energy never stop looking for new ways to build a more secure, sustainable supply for tomorrow's warfighters. 🇺🇸

The University of Maine's Biomass to Bioproducts Pilot Plant at its Technology Research Center is working to convert cellulosic material like recycled paper and cardboard into jet fuel.



University of Maine



# I AM

# DLA

**My name is:**

Latasha McGee

**I am:**

A resolution and transportation specialist for DLA Energy Pacific at Hawaii.

**Describe your job in a sentence:**

I manage fuel inventory and processing for 10 defense fuel support points; oversee processing for 33 fuel accounts distributed across the Hawaiian islands; and coordinate and schedule fuel deliveries to four military installations on Oahu.

**How long have you worked at DLA?**

I began working at DLA in November 2017.

**What is your favorite thing about working for DLA?**

It's evident that serving the warfighter is the first priority. The commitment I see from my co-workers is astounding and admirable. Working at DLA has provided a feeling that my work ethic, diligence and commitment to the warfighter is not unnoticed and is greatly appreciated.

**What are your best memories of working here?**

At my predecessor's going-away luncheon, he fought back tears as he spoke. I thought, "This must be a really good place to work if he's crying during his going-away speech."

**How do you make a difference?**

Accountability! My job supports the warfighter by ensuring the fuel needed to support their missions and exercises is well accounted for. We ensure that no negligence, fraud or theft is being done against the government. Fuel is essential to the warfighter in all modes of transportation, during wartime and peace.



*Latasha McGee*