



Project Profile: U.S. Coast Guard Fuel Management Guide

In November 2016, the Coast Guard Office of Energy Management, COMDT (CG-46) promulgated the U.S. Coast Guard Fuel Management Guide (FMG) CG-46 PUB 2.0, a comprehensive fuel procurement internal controls manual for Coast Guard fuel custodians in the field—airborne, afloat, and ashore. The FMG consolidated ten separate, existing Coast Guard workbooks spanning seven different fuel acquisition programs—covering three Coast Guard asset types, multiple fuel-related internal functional roles, and dozens of procurement tools—into a single repository for field fuel representatives.

Challenge

In 2013, COMDT (CG-46) launched an extensive fuel management resource effort, by funding a Coast Guard Force Readiness Command (FORCECOM) Fuel Management New Performance Planning Front End Analysis (FEA). In the fall of that year, FORCECOM suggested COMDT (CG-46) develop a guide for units to:

- develop and maintain a continuity book and/or unit profile;
- develop a performance support system to guide personnel through the overall processes of fuel management;
- establish fuel management policy, doctrine, and/or Tactics, Techniques, and Procedures (TTP) based on unit mission, location, and assets;
- establish fuel usage tracking policy, doctrine, and/or TTP;

Verus Resource Management Services

- Document strategy support
- Comprehensive document coordination
- Schedule and internal task management
- Review and approval coordination
- Graphic design, editing, word processing
- Quality assurance/ quality control

- ensure units have two methods of obtaining fuel at all times;
- and overall processes of fuel management and provide quick references for common tasks.

Project Progress

In Spring 2014, COMDT (CG-46) started working with FORCECOM to develop a Fuel Management TTP. Frequent external fuel acquisition influences necessitated the transfer through formal communication from FORCECOM ownership to COMDT (CG-46) ownership as a mutual decision between each office to improve ownership flexibility, direct access to unique Subject Matter Experts (SME) and consultation, and to expedite revisions.

Thereafter, the document was labeled as the COMDT (CG-46) Fuel Management Guide. Coast Guard SMEs representing fuel quality, fuel obligation, fuel purchasing, fuel requirements planning, help desk support, budget planning, Defense Logistics Agency (DLA) Energy activities, and communications and outreach joined together to realize the document through a series of formal workshops and reviews throughout the following year.

The Coast Guard FMG promotes fuel-related internal controls that leverage an ideal combination of mission and financial responsibility, known within the Coast Guard energy management community as *Resourceful Readiness*. Using the principles of *Resourceful Readiness*, the FMG combines mandated and prioritized purchasing programs outlined in the Coast Guard's Energy Management Policy CIM 4100.2E alongside the Service's purpose as our Nation's foremost maritime responder. The FMG instructs unique asset-types and considers purchasing availability based on mission, operating environment, and the mandated hierarchy.

The FMG guides stakeholders holistically through Coast Guard fuel management and purchasing process. Chapters define introduction to fuel purchasing, Energy Logistics Support Plans (ELSPs), fuel quality, fuel obligation, Coast Guard fuel purchasing hierarchy; purchasing from Coast Guard-owned locations, purchasing from Defense Fuel Supply Points (DFSP), purchasing with Fuel Exchange Agreements, DLA Energy purchasing programs, Department of Homeland Security (DHS) purchasing programs, and proper fuel inventory.

Beyond, tiered purchasing, the FMG reiterates thorough fuel planning. The FMG outlines the importance of formalized, routine and contingent fuel requirements based on Coast Guard ELSPs that help to establish current contractual and commercial requirements, contingent fuel needs, and identify potential partnerships with the private sector.

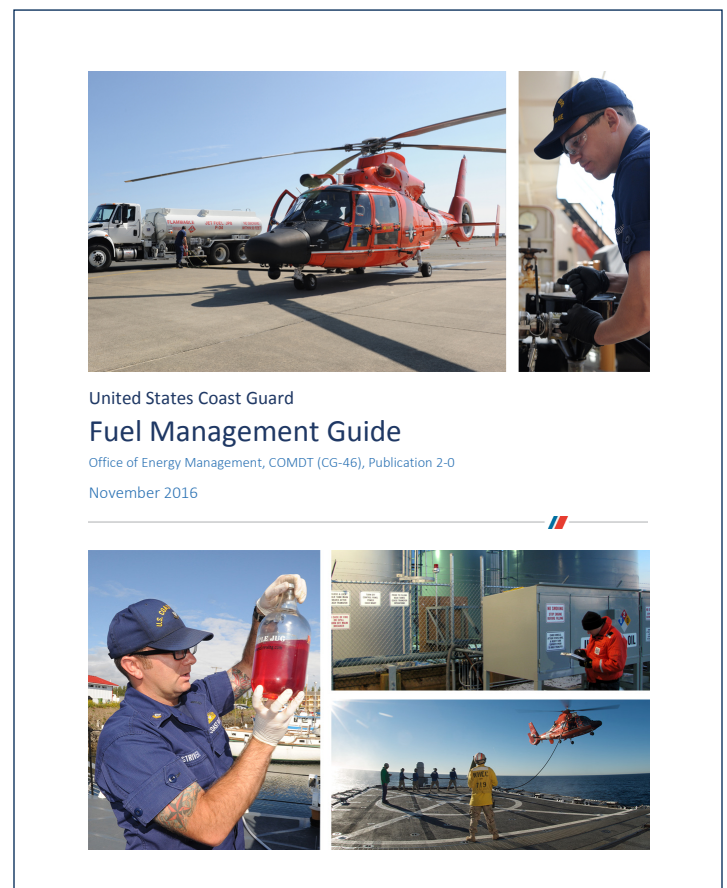


Figure 1: FMG Cover

The FMG also guides the end-user through detailed instruction on fuel purchasing procedures. The FMG relies on a combination of visual and contextual information to guide different learning styles.

Examples are used to bolster step-by-step guidelines.

Figure 2 illustrates one of dozens of decisional flowcharts housed within the FMG.

In the end, COMDT (CG-46) developed a comprehensive tool that meets all requirements of the FORCECOM FEA, while considering *Resourceful Readiness*.

Project Outcomes

The FMG helps to improve mission capabilities for both Coast Guard Energy Fusion Center (EFC) staff and fuel acquisition among the field.

- Assists field personnel consider mission and fiscal consequence for fuel purchases;
- Bridges gap between asset and appropriate acquisition procedure, while considering above;
- Improves understanding of mandated/tiered purchasing methods and tools;

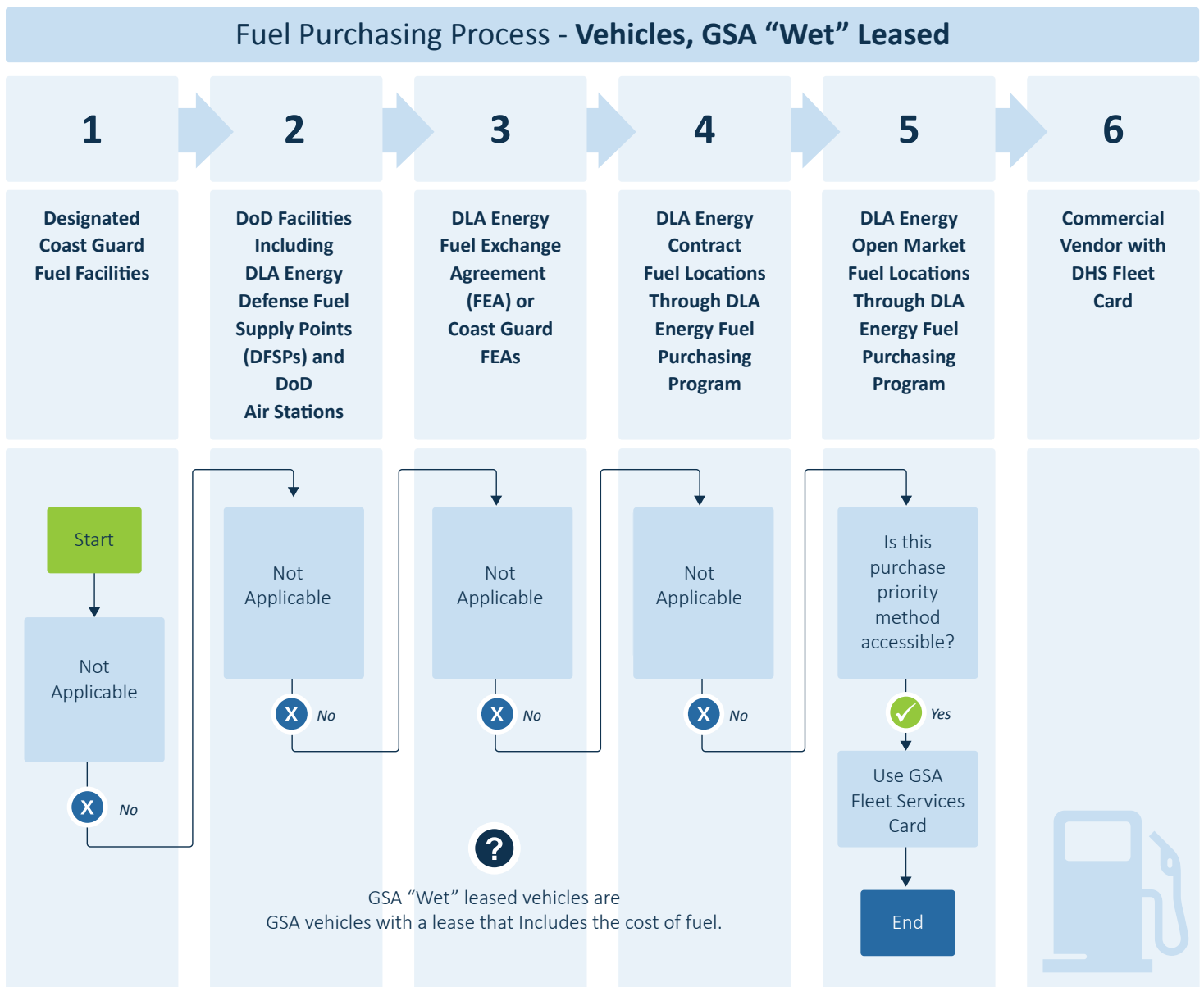


Figure 2: Decisional Flow Chart

- Reduces reliance on commercial fuel purchasing;
- Consolidates multi-program guidelines into a single repository;
- Incorporates planning requirements, quality control, obligation, and inventory guidelines;
- Incorporates robust use of electronic links for easy cross-referencing;
- Provides consistent terminology, working examples, and codified internal financial controls;
- Decreases repetitive internal revisions for EFC staff;
- Assists EFC staff with fuel requirements and DLA Energy Customer Oriented Groups (COG) contract development for the Coast Guard.

Beyond the Coast Guard

Principles used to develop the Coast Guard FMG have a very high potential for replication to other Department components and to the greater Federal Government. Department components and Federal agencies can leverage the opportunity to weigh available contractual or commercial fuel procurement options alongside asset types/fleet, mission, and operational duties. Thus, principles used to develop the Coast Guard FMG will translate easily to other components based on these internal controls that consider both mission and fiduciary responsibility.

Moreover, visual and contextual training tools used within the FMG are repeatable, regardless of mission or component/agency size. Tools outlined within a component FMG may be modified to meet specific procedures and internal policies for each component, while using universal Federal acquisition forms and procedures such as GSA forms and schedules.

To date, the Coast Guard FMG has been reviewed and incorporated exclusively by headquarters and field personnel.

Verus Resource Management Services

Throughout the lengthy development, review, and approval process, Verus Resource Management provided comprehensive coordination services, managing a team of internal stakeholders and 250+ pages of documentation. Verus Resource Management supported document strategy and flow, managed internal tasking and schedule, and provided graphic design, editing, word process, and quality control. The FMG is COMDT (CG-46)'s largest, and most complex publication to date and is the third comprehensive Coast Guard Energy Management internal controls document supported by Verus Resource Management.

Lessons Learned

Typical procedural manuals are developed by Coast Guard FORCECOM and are known as TTPs. However, routine influence and modifications stemming from DLA Energy and DHS fuel acquisition programs necessitated frequent and expedited revisions to the FMG. COMDT (CG-46) requested ownership of the FMG to provide faster access to SMEs, an abbreviated review and approval process, and prompt information to field representatives.

For More Information

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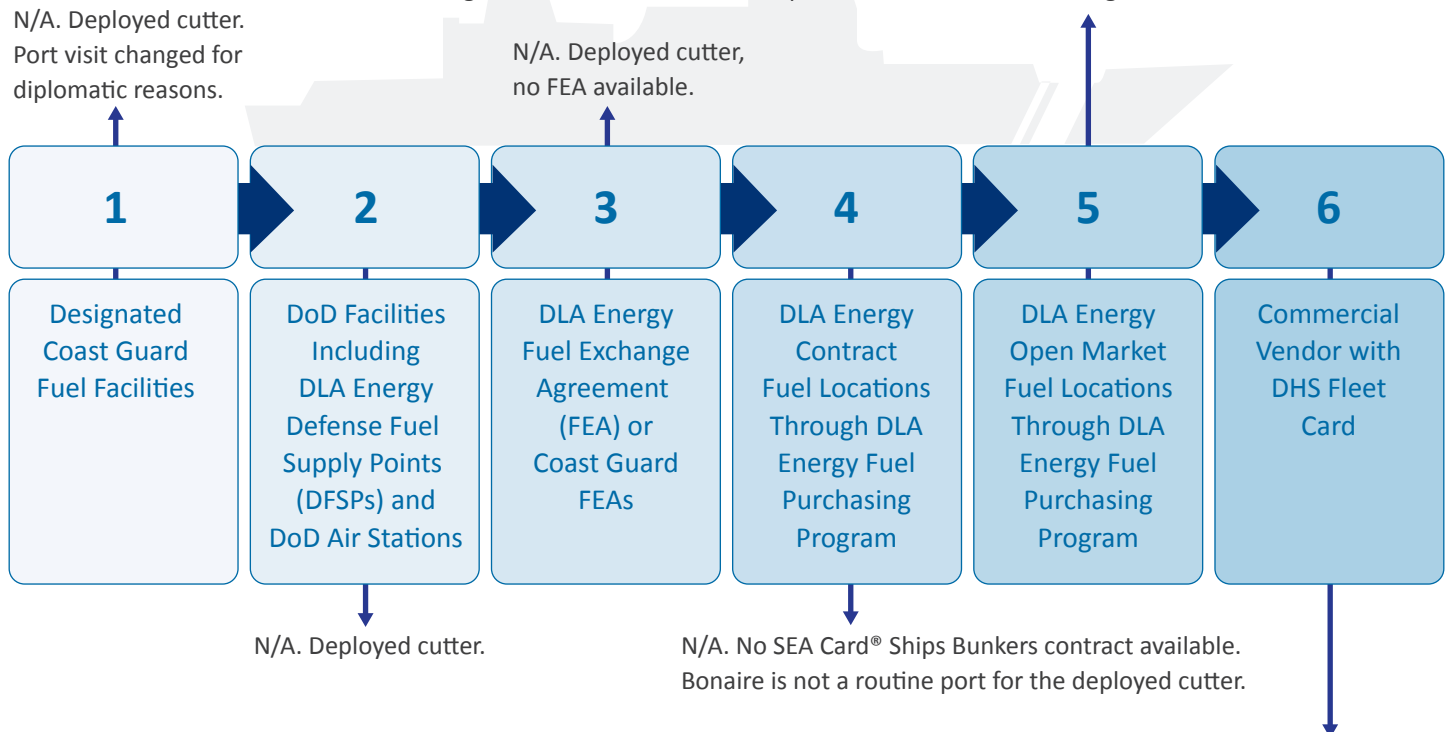
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Application of FMG Best Practices: Cutter Tampa Fueling Evolution

Figure 3 illustrates application of FMG best practices. The Coast Guard Cutter Tampa refueled 40,000 gallons in Bonaire, a small, remote Caribbean island just north of Venezuela, using a DHS Fleet Card. While this procurement type is the last available funding option for Coast Guard activities, several scenarios necessitated that the Cutter Tampa bypass preceding purchase options and use a commercial vendor. The Cutter Tampa Supply Officer worked with the Surface Forces Logistics Center and the EFC to ensure all procurement requirements were met and properly documented.

Coast Guard Fuel Procurement Hierarchy

The Cutter Tampa worked through the Surface Forces Logistics Center – Oakland to arrange a SEA Card® Open Market procurement for the port visit in Bonaire on Sunday, January 25. On Friday, January 23, the Bonaire harbor master switched the Cutter Tampa's pier assignment to accommodate a cruise ship. Due to fuel truck weight limits on the new pier, the existing vendor canceled its bid 48 hours prior to arrival. The SEA Card® Open Market contract was cancelled. On Saturday, January 24, the Cutter Tampa negotiated temporary berth at the cruise ship pier to facilitate its fueling evolution. However, there was not enough time to facilitate another Open Market solicitation through SEA Card®.



The Cutter Tampa Supply Officer used the Bonaire Husbanding Agent to secure a last-minute Open Market contract to be paid with the cutter's Fleet Fuel Card. The fuel was delivered. The Energy Fusion Center (EFC) reached out to the Cutter Tampa Supply Officer to obtain a copy of the Contracting Officer (KO) warrant and SF 1449 to support the credit card transaction. The EFC received a signed DHS Fleet Card Change Request from the Cutter Tampa to increase the single purchase limit of the DHS Fleet Card to cover the cost of fuel. The fuel card single purchase limit was raised from \$100K to \$200K to cover \$158K Open Market fuel purchase. The EFC reached out to unit to obtain a copy of the fuel delivery ticket with a third party receipt. The EFC generated a file in support of the DHS Fleet Card Post Payment Audit, which includes e-mail correspondence of the events, KO warrants, the SF 1149, invoice, and third-party signature on the delivery ticket and invoice. The DHS Fleet card was returned to the previous spending limit.

Figure 3: Application of Coast Guard Fuel Procurement Hierarchy