



DEFENSE LOGISTICS AGENCY Energy

**Fact Book
Fiscal Year 2010**

Available online at: www.energy.dla.mil

DLA Energy Corporate Posture

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The Defense Logistics Agency Energy Fact Book contains information regarding its business operations. The fact book reflects the operational status at the end of fiscal 2010, unless otherwise indicated. The intent of this publication is for general information purposes only. The Fact Book can also be found online on the DLA Energy website at <http://www.energy.dla.mil>.

*Providing
Energy
Solutions
Worldwide*



Source: DLA Energy Public Affairs Office

The Defense Logistics Agency is America's combat support agency responsible for sourcing and providing nearly every consumable item used by our military forces worldwide. DLA Energy is a primary level field activity of DLA responsible for providing the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and efficient manner possible.

The origin of DLA Energy dates back to World War II. Originally, the organization was an entity of the Department of Interior as the Army-Navy Petroleum Board whose mission was to administer the critical petroleum requirements during World War II. In 1945, the organization was transferred to the War Department and became the Joint Army-Navy Purchasing Agency.

The organization underwent several name changes, but its mission of administering critical petroleum requirements remained essentially the same until 1962. At that time, it became a part of the consolidated military supply organization called the Defense Supply Agency. Today, that agency is known as the Defense Logistics Agency. In 1964, DLA Energy was renamed the Defense Fuel Supply Center and was designated as a single entity to purchase and manage the DoD's petroleum products and coal.

In 1973, DLA Energy progressed from a wholesale fuel central procurement activity to a more comprehensive mission as the Integrated Materiel Manager for the DoD petroleum mission. Under Phase I of IMM, DLA Energy added management of the acquisition, storage, distribution and sale of fuel with responsibility ending at the Service installation boundary. In 1991 Phase II began, which expanded the ownership of bulk petroleum products to include most bulk storage installations. This effort was divided into two parts, Phase IIA which capitalized aviation fuel and Phase IIB, which capitalized ground fuels.

In 1990, DLA Energy's mission was expanded to include the supply and management of natural gas in addition to the basic petroleum and coal products. Under this program, natural gas requirements were consolidated and centrally procured with a mission to provide direct supply natural gas to customers when determined more economical than using gas from a local distribution company.

Feb. 11, 1998, marked the beginning of a new chapter in DLA Energy's history with another name change. The DFSC became the Defense Energy Support Center. With the name change came a new mission to build an energy program aimed at moving the DoD out of the management of energy infrastructure and into the management of energy products.

The initiative to deregulate electricity in the U.S. added still another mission to DLA Energy's responsibilities. As states deregulated, DLA Energy pursued and awarded contracts for electricity services to DoD and federal civilian agency installations in the same manner as procurements for natural gas.

On Oct. 1, 2001, DLA Energy assumed a new mission from the U.S. Air Force and now serves as the DoD's IMM for space and space-related products and services, providing world-class support and business solutions to not only DoD, but other federal agencies, government contractors and academia. The new mission encompasses 92 national stock numbers with each product supporting at least one DoD major weapon system. The addition of this mission makes DLA Energy a full service provider of all energy and energy-related products.

On Aug. 11, 2004, the Secretary of Defense designated DLA as the Executive Agent for bulk petroleum. This authority was delegated to DLA Energy on Nov. 1, 2004, with the responsibility to execute Supply Chain Management for all DoD bulk petroleum, with an emphasis on improving efficiency and minimizing duplication and redundancy within the supply chain.

On Oct. 1, 2006, DLA Energy became the DoD IMM for both bulk Aviator's Breathing Oxygen (specification MIL-PRF-27210) and liquid nitrogen (specification A-A-59503). Both were previously managed by DLA Aviation.

In 2009, DLA Energy's mission continued to expand, incorporating emerging areas of renewable and alternative methods for satisfying customers' energy needs. Its mission expanded beyond the role of traditional fuel and energy support as it leveraged new technologies. As the nation continued to embrace conservation, the need for energy security and a renewed awareness of the environmental impact, DLA Energy focused on a system of solutions to meet these challenges. Its business units continued to pursue solar power, hydrogen power, synthetic fuels and other alternative fuel and renewable energy sources as new procurement, research and development initiatives materialized.

On July 19, 2010, DLA Energy adopted its current name in support of DLA's "We Are DLA" initiative. As a primary level field activity of DLA, the command changed its name to support a single-agency environment, internally and externally, building a greater sense of community and ownership for employees, creating a clearer and more definitive identity for customers and stakeholders. DLA Energy, despite changes in organization structure and an expanded mission, continues its basic mission to support the warfighter and manage the energy sources of the future.

Source: DLA Energy Public Affairs Office

Mission

To provide the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and efficient manner possible.



Vision

Our Customers' First Choice for Energy Solutions

Source: DLA Energy Public Affairs Office

As a continuously improving organization, the Defense Logistics Agency Energy accomplished a great deal in 2010 as our mission of providing outstanding warfighter support continued to expand. As a primary level field activity of DLA, America's combat support agency, DLA Energy tirelessly supported the energy needs of our military Services around the world.

Last year, DLA Energy faced new opportunities, meeting them with commitment, dedication and innovation. While the opportunities may vary from year to year, our focus on warfighter support enhancement, stewardship excellence and workforce development stays constant. By focusing on these three strategic areas, we built an even stronger foundation of energy support for the warfighter and our federal civilian customers.

DLA Energy's mission expanded during fiscal 2010 and we saw significant strides in warfighter support in many energy-related areas. Throughout the past year, each military Service developed strategic energy goals and DLA Energy welcomed the challenge that came with supporting those new requirements. Our goal is, and always has been, to support the warfighter by providing the most comprehensive energy solutions in the most effective and efficient manner possible.

The past year was pivotal as the warfighter continued to seek alternative fuel and renewable energy solutions to support their energy security, conservation and environmental stewardship goals. DLA Energy continued to leverage our energy expertise by supporting departmental alternative fuel efforts including the procurement and delivery of camelina, tallow and algae-derived biofuels in direct support of the Service's testing and certification efforts. Additionally, we executed the FY10 National Defense Authorization Act Section 334 study, a holistic analysis of the potential of renewable fuels to meet the mobility fuel requirements of the Department of Defense. This study will be of great assistance in supporting the Department's way-forward with regard to alternative fuels.

Throughout the year, we worked closely with the Federal Emergency Management Agency to support fuel requirements in response to presidentially declared emergencies and natural disasters around the world. In January 2010, we received the first request to procure 8,000 gallons of diesel fuel to mobilize relief and rescue efforts just three days after the 7.0 earthquake hit Haiti. DLA Energy procured 4,800 gallons of Jet-A fuel, 21,000 gallons of gasoline and 790,369 gallons of diesel fuel in support of Operation Unified Response.

In direct support of the U.S. Army's Operation Enduring Freedom Aerostat program, two in-country helium transfill facilities were established in Afghanistan. These facilities will dramatically reduce airlift of gaseous helium containers within the theater. The helium transfill facilities will ensure that the gaseous helium supply chain is as efficient as possible by bringing gaseous helium supplies closer to the Aerostat Forward Operating Bases.

Domestically, DLA Energy applied millions of dollars worth of American Recovery and Reinvestment Act funding into utilities privatization contracts. Five such contracts with a total value of \$616 million privatized seven systems at four installations. These contracts, allowed the new system owners to invest approximately \$22 million to correct existing utility system deficiencies and ensure the provision of safe and reliable utility services.

Renewable energy had similarly outstanding accomplishments, with approximately one million megawatt hours of renewable energy credits awarded while support for large and small scale photovoltaic projects continues.

Stewardship remains one of our key focus areas and the DLA Energy Natural Gas Program continued to excel in fiscal 2010. The program achieved over \$60 million in cost avoidance for customers last year. This represents on average a 17 percent savings as compared to local utility provider rates.

Our government fuel card office continued its great work providing the warfighter and other customers a way to easily pay for the fuel they need to complete their mission. The office obtained a Defense Federal Acquisition Regulation Supplement for AIR Card® and SEA Card® programs, enabling program warfighter support for fuel purchases up to \$150,000.

Our employees are becoming more adept at Customer Relationship Management to better suit the needs of our customers, and our work with the Enterprise Business System for Energy Convergence will further our support of the warfighter while making us good stewards of taxpayer's dollars.

Last year we embraced the 'We are DLA' initiative designed to create a unified, single-agency logistics environment for our customers, suppliers and stakeholders. We are proud to join the other field activities to provide an integrated picture for warfighters and DLA's other customers. We understand that our organization is an integral part of something bigger and that our mission to provide energy solutions to the warfighter and other customers is an element of DLA's overarching mission and focus areas of warfighter support enhancement, stewardship excellence and workforce development.

Through all of our work in fiscal 2010, we have forged a stronger, more efficient DLA Energy. With the great accomplishments made this year to provide unparalleled energy support for the warfighter, I am confident that over the next fiscal year we will become an even more effective and efficient part of DLA, America's combat support agency.

Source: DLA Energy Public Affairs Office

DESC is dedicated to providing continuous energy support to the warfighter and will strive to fulfill its mission in every way possible. Along with current business unit's mission requirements, DESC will support and play an integral part in DLA strategies and initiatives. DESC's continued support consists of the following:

- Engaging in direct support of the warfighter through planning, participating and partnering with Soldiers, Sailors, Airmen, Marines and the Coast Guard to increase readiness through numerous exercises.
- Partnering with the Federal Emergency Management Agency to provide emergency supplies of gasoline and diesel to National Logistics Staging Areas in the event of natural disaster.
- Aggressively supporting the Energy Security Integrated Product Team and DoD's basic goal to find ways to achieve energy security through assured energy supply and efficiency.
- Partnering with the Services to explore the viability or advantages of using synthetic fuel in weapons platforms.
- Engaging in research and development efforts to maintain and improve the Class IIIIB supply chain; supporting the development, test, certification and integration of alternative drop-in mobility fuels; and developing alternative/ renewable energy solutions.

Source: DLA Energy Command Administrative Support

- Maintaining operational metrics to ensure DESC is making appropriate progress on strategies and initiatives identified in the DLA Strategic Plan for fiscal 2011 through fiscal 2017.
- Merging System Analysis and Program Development Oil and GAS with EBS in fiscal 2010. The full operational capability date for DESC to be fully converged with EBS is fiscal 2014.
- Ensuring DESC's financial statements are measured internally to commercial audit standards and procedures and reflect a true picture of DESC's financial operations.
- Seeking out and continuing to implement strategic supplier / vendor alliances whenever possible.
- Supporting the Office of the Secretary of Defense to achieve its goal of privatizing on-base utility infrastructure and continue providing support, through the use of energy savings performance contracts and utility energy services contracts, the efforts of the military to meet mandated energy reduction and renewable energy usage goals.
- Aggressively pursuing Increment 2 of the Real Property effort, which will enable full termination of the SRM-E Application.
- Working diligently on the DLA Energy Convergence program with the systems integrator, DLA and all of

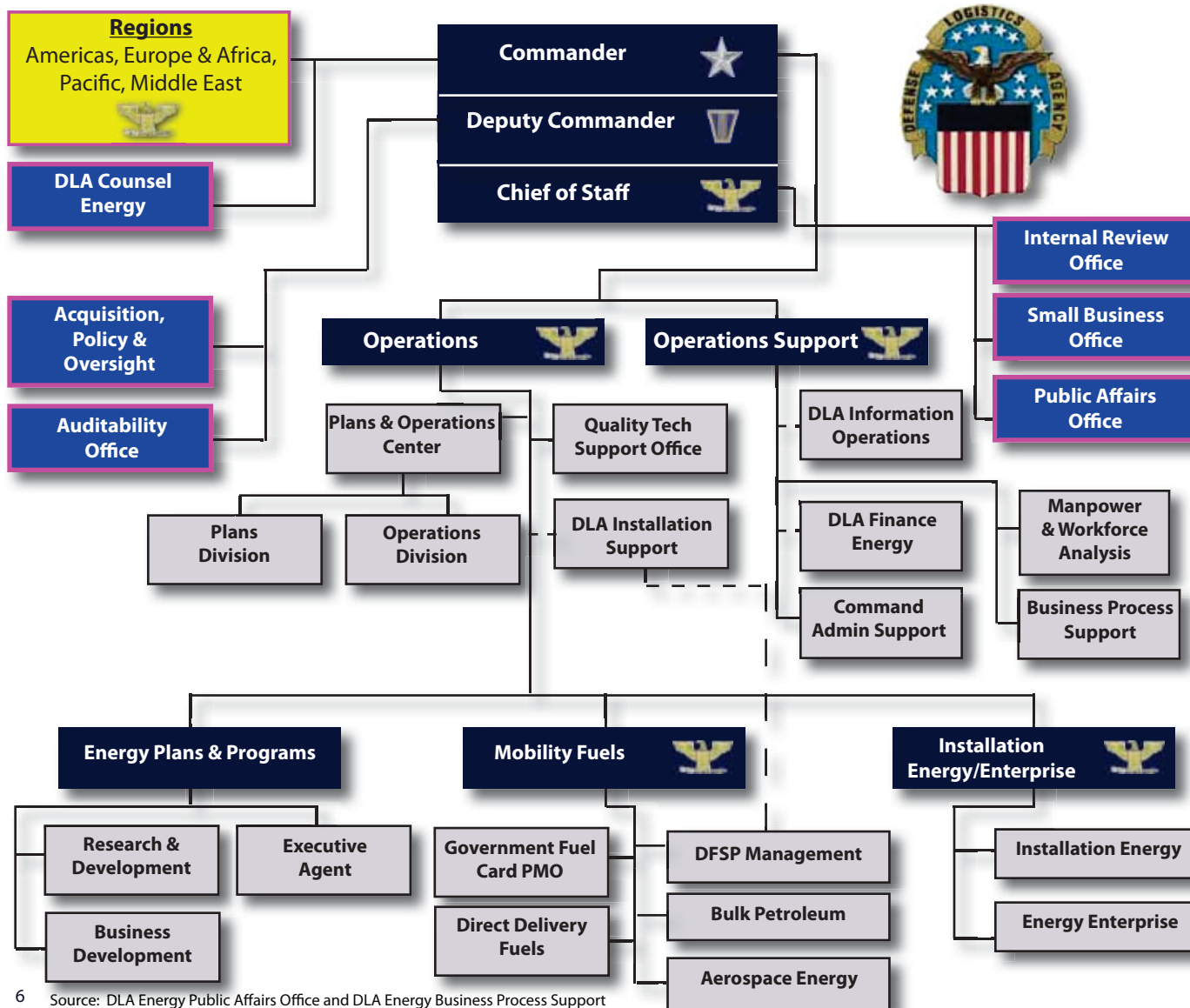
DESC to accomplish business process reengineering as needed to take full advantage of the SAP industry solutions while ensuring continual mission support.

- Organizing for success by decentralizing and shifting responsibilities of the Inventory Accountability mission from headquarters to the regions.
- Exploring emerging alternative energy opportunities. Continuing to improve the efficiencies of DESC's business processes through Lean Six Sigma, various Rapid Improvement Events, Customer Support Management, Voluntary Protection Program, Plant, Property and Equipment Program, and Automatic Identification Technology.



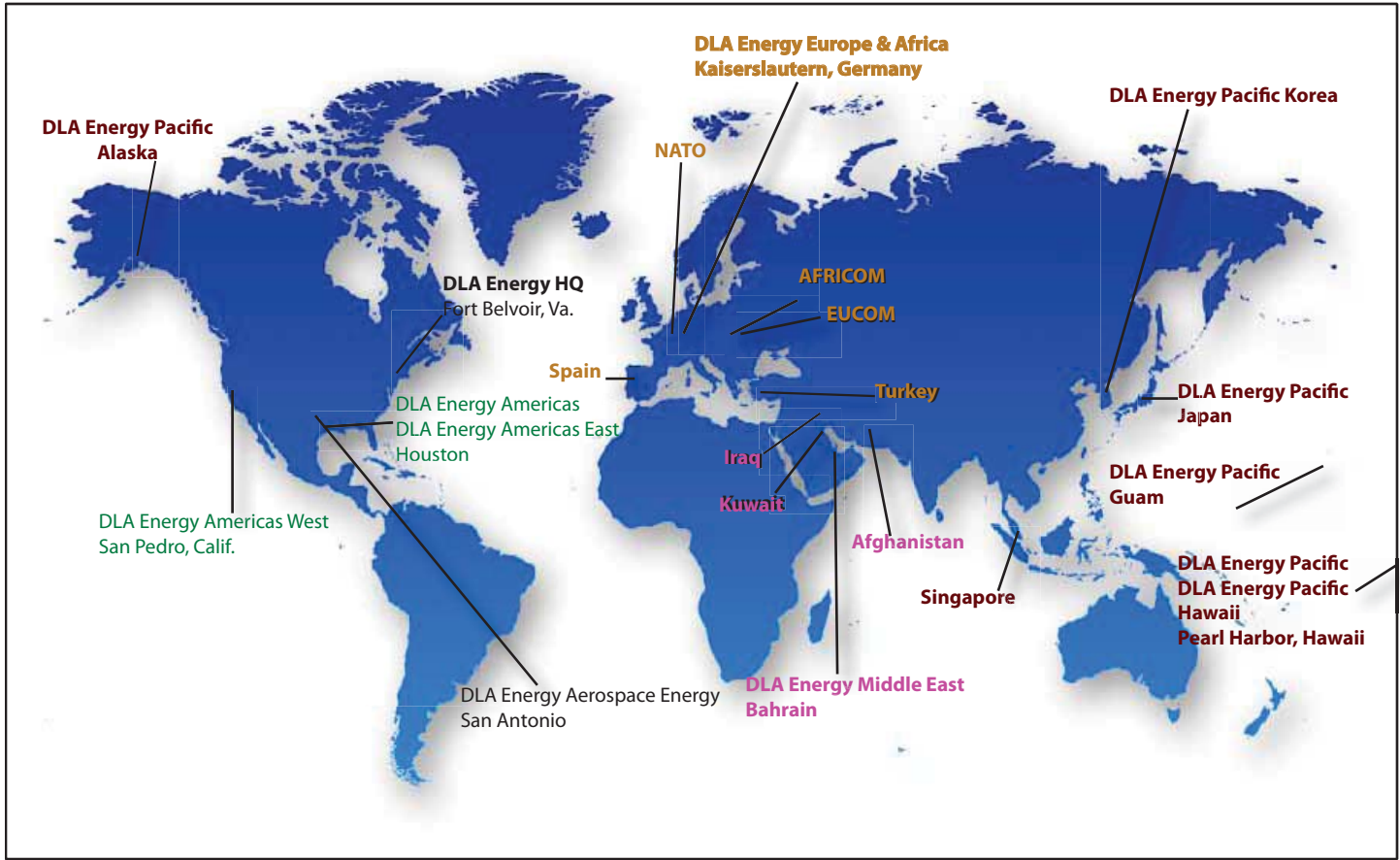
On July 19, 2010, Defense Logistics Agency Director Navy Vice Adm. Alan Thompson announced that the Defense Energy Support Center would adopt a new name, creating a clearer and more definite identity for our customers. The command renamed itself DLA Energy. Our name has changed, but our mission remains the same.

Fiscal 2010 Commander's Guidance



DLA Energy Organization

6 Source: DLA Energy Public Affairs Office and DLA Energy Business Process Support



Worldwide Locations

Source: DLA Energy Business Process Support



Rear Adm. Kurt L. Kunkel, SC, USN Commander, Defense Logistics Agency Energy

Rear Adm. Kurt Kunkel is the commander of the Defense Logistics Agency Energy, a field activity of the Defense Logistics Agency, at Fort Belvoir, Va. As commander, he is responsible for providing the Department of Defense and other government agencies with comprehensive energy solutions and ensuring continuous energy support to America's warfighters worldwide. He previously served as the chief of staff, Defense Logistics Agency, Ft. Belvoir, Va. Prior to that assignment, he served as the chief, Strategy Division, deputy director for Operational Logistics, director of Logistics (J4) on the Joint Staff and deputy for Supply, Ordnance & Logistics Operations (N41) in the Office of the Chief of Naval Operations.

Kunkel, a native of Warner Robins, Ga., graduated from the U.S. Naval Academy, Annapolis, Md., in 1982, receiving a Bachelor of Science degree (with merit) in Oceanography. He earned a Master of Science degree in Financial Management from the U.S. Naval Postgraduate School, Monterey, Calif., in 1992. He is a graduate of the U.S. Naval War College, Newport, R.I., the Joint Forces Staff College, Norfolk, Va., and completed Columbia University's Graduate School of Business Senior Executive Program.

Sea duty assignments include: supply officer, Fighter Squadron (102) embarked in USS America (CV 66); supply officer, USS McCandless (FF 1084); principal assistant for Services and assistant supply officer, USS George Washington (CVN 73); and supply officer, USS Harry S. Truman (CVN 75).

Ashore assignments include: Integrated Logistics Support, F-14 assistant program manager for Logistics, Naval Air Systems Command, Washington, D.C.; Industrial Support Branch section head and executive assistant to the commanding officer, Naval Aviation Supply Office, Philadelphia, Pa.; staff positions at the Fleet and Industrial Supply Center, Norfolk, Va., including acting officer in charge, FISC Norfolk Detachment Washington, D.C.; Regionalization and Supply Programs/Policy Branch head, director Fleet Supply/Ordnance (N41), U.S. Fleet Forces Command, Norfolk, Va.; and assistant chief of staff for Logistics and Engineering (N4), commander, U.S. Naval Forces Central Command/U.S. 5th Fleet, Manama, Bahrain.

His military decorations include the Defense Superior Service Medal, Legion of Merit (two awards), Meritorious Service Medal (three awards), Navy and Marine Corps Commendation Medal (four awards), and Navy and Marine Corps Achievement Medal. He is a qualified Naval Aviation Supply Officer, Surface Warfare Supply Corps Officer and Joint Qualified Officer. Kunkel is a member of the Department of the Navy Acquisition Corps.

Source: DLA Energy Public Affairs Office

Rear Adm. Kurt L. Kunkel, SC, USN



Patrick J. Dulin
Deputy Commander, Defense Logistics Agency Energy

Patrick J. Dulin serves as the Deputy Commander of the Defense Logistics Agency Energy, a field activity of the Defense Logistics Agency at Fort Belvoir, Va. As deputy commander, he is responsible for providing the Department of Defense and other government agencies with comprehensive energy solutions and ensuring continuous energy support to America's warfighters worldwide.

Dulin, a native of New York City, was inducted into the Senior Executive Service on June 12, 2006. He comes to the DLA Energy from his previous duties as the Director for DLA Enterprise Support.

Dulin graduated from the United States Air Force Academy, Colorado Springs, Colo., in June 1973.

Following graduation, he entered the Marine Corps. His initial assignment was with the 2nd Marine Division, Camp Lejeune, N.C.

In 1981, Dulin reported to the Naval Postgraduate School in Monterey, Calif., as a student in Electrical Engineering. Upon graduation, he reported to the Marine Corps Development Center in Quantico, Va., as an acquisition officer in the Command, Control and Communications Division. Promoted to Lt. Col. in July 1990, he assumed command of the Marine Corps Security Force Company, Kings Bay, Ga. In June 1995, he reported to the Naval War College, Newport, R.I., as a Col. (Sel). Following graduation in June 1996, Dulin reported to Camp Pendleton, Calif., as the Commanding Officer Headquarters and Support Battalion.

In December 2001, he assumed the duties of the chief of staff at the Marine Corps Systems Command. Dulin retired in July 2003 after serving 30 years in the Marine Corps. He then continued his career in the federal government as a civilian employee initially for the Marine Corps and then with DLA.

Source: DLA Energy Public Affairs Office

Mr. Patrick J. Dulin



Capt. Charles T. Race, SC, USN **Chief of Staff, Defense Logistics Agency Energy**

Capt. Charles T. Race is the chief of staff of the Defense Logistics Agency Energy, a field activity of the Defense Logistics Agency at Fort Belvoir, Va. As chief of staff, he is responsible for providing the Department of Defense and other government agencies with comprehensive energy solutions and ensuring continuous energy support to America's warfighters worldwide.

Race, a native of Courtland, N.Y., graduated from the State University of New York at Courtland in 1985 with a Bachelor of Science degree in mathematics. He was commissioned an ensign at Officer Candidate School in February 1986 and then attended Navy Supply Corps School in Athens, Ga. He holds a Master of Science degree in management from the Naval Postgraduate School. He is also a graduate of the University of North Carolina at Chapel Hill, Kenan-Flagler Business School, Executive Development Program.

Sea tours include: disbursing and sales officer, USS McNerney (FFG-8) and supply officer, USS Hawes (FFG-53).

Ashore assignments include: navy plans officer, Naval Weapons Station, Yorktown, Va.; Business Financial manager – Advanced Tactical Aircraft Protection Systems (PMA 272) Naval Air Systems Command (NAVAIR), financial advisor/contracting officer, United States Military Training Mission-Royal Saudi Naval Forces, Riyadh, Saudi Arabia; contracting director, Maritime Weapon Systems support Department, Naval Inventory Control Point; director, Weapons Systems Support Department, Naval Inventory Control Point; director, Inventory Control Department, Fleet and Industrial Supply Center, Pearl Harbor, Hawaii; executive officer, Fleet and Industrial Supply Center, Pearl Harbor, Hawaii; deputy chief, DLA Energy, Overseas Bulk Fuels Contracting; Naval Sea Systems Command, deputy executive director for Conventional Ammunition.

His military decorations include the Defense Superior Service Medal, the Defense Meritorious Service Medal (two awards), Meritorious Service Medal (two awards), Navy and Marine Corps Commendation Medal (three awards), and Navy and Marine Corps Achievement Medal. He is a qualified Surface Warfare Supply Corps Officer and DAWIA Level III qualified in both Financial Management and Contracting. Race is a member of the Department of the Navy Acquisition Corps.

Source: DLA Energy Public Affairs Office

Capt. Charles T. Race, SC, USN



Col. Francis J. Rechner, USAF
Director of Operations, Defense Logistics Agency Energy

Col . Frank Rechner was the Director of Operations, Defense Logistics Agency Energy, a primary level field activity of the Defense Logistics Agency located at Fort Belvoir, Va., until his retirement from the Air Force in December 2010.

Previous to this assignment, he was commander of the 62nd Mission Support Group, McChord Air Force Base, Wash., and responsible for base activities supporting a population of 11,000 covering 101 units and 26,000 retirees and their dependents.

Rechner was born in Philadelphia, Pa. He earned his commission as a graduate of the Officer Training School, Lackland Air Force Base, Texas, in 1983. A joint specialty officer, he has commanded at the group, joint and Air Force squadron commander levels, served as a Deputy Mission Support Group Commander, and on the Joint Staff as Chief, Petroleum and Water Branch, serving as principal advisor for all bulk fuel and water matters within the Logistics Directorate.

Source: DLA Energy Public Affairs Office



Col. Evelyn M. Torres, USA
Director, Operations Support, Defense Logistics Agency Energy

Col. Evelyn Torres assumed the position of Director of Operations Support for the Defense Logistics Agency Energy, a field activity of the Defense Logistics Agency at Fort Belvoir, Va., in July 2010.

Torres is a 1987 graduate of Sacred Heart University, Fairfield, Conn. She holds a Bachelor's of Science in accounting and was commissioned through the Reserve Officer Training Corps program as a 2nd Lt., Ordnance Corps. Torres holds a Master of Science degree in Logistics Management from the Florida Institute of Technology.

Torres' military education includes the Ordnance Officer Basic and Advanced Courses, Combined Arms Services Staff School, Logistics Executive Development Course and the Command and General Staff College. She was selected to attend the Senior Service College.

Torres participated in numerous operational deployments, including Desert Shield, Desert Storm, Desert Thunder, Operation Enduring Freedom and Operation Iraqi Freedom III as the Battalion Commander of 68th Corps Support Battalion.

Her awards and decorations include the Legion of Merit, Bronze Star Medal, Defense Meritorious Service Medal, Meritorious Service Medal three oak leaf clusters, Joint Service Commendation Medal, Army Commendation Medal one oak leaf cluster, National Defense Service Medal one oak leaf cluster, Armed Forces Expeditionary Medal, South West Asia Service Medal (two BS), Iraqi Campaign Medal, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, Korea Defense Service Medal, Saudi Arabia Kuwait Liberation Medal, Kuwait Liberation Medal, Valorous Unit Award, Meritorious Unit Citation and Army Superior Unit Award.

Source: DLA Energy Public Affairs Office

Col. Evelyn M. Torres, USA

Business Units

DLA Energy Aerospace Energy manages the worldwide acquisition and integrated material management of liquid propellants, bulk cryogenics, chemicals and compressed and liquefied gases in support of DoD, federal civilian and commercial space and launch programs. Aerospace Energy supports federal academic research programs, as requested. It provides centralized customer requirements aggregation, contracting support, product distribution and transportation and inventory management of all assigned products. It also provides services in support of customer requirements, as requested, as well as support during the research and development phase of customers' space and launch programs. The division awards and administers bulk hypergol transportation contracts and drafts and executes sales contracts with commercial space and launch companies under the authority of the Commercial Space Launch Act it also provides technical support for the safe transportation of assigned products as well as other hazardous materials. It hosts technical forums for the exchange of ideas within customer groups and industry to optimize support. Aerospace Energy serves as the Accountable Officer for all Defense Working Capital Fund-owned product stored and distributed from 17 Defense Fuel Support Points worldwide. Manages Property, Plant and Equipment in support of assigned commodities procured on an FOB origin basis and serves as the Accountable Property Officer and Property Administrator for commodity-related, DLA-owned PP&E. POC: (210) 925-4455.

DLA Energy Bulk Petroleum provides contract support for the entire bulk petroleum supply chain, including worldwide bulk fuels requirements, additives, alternative fuels and lube oils along with worldwide acquisition of fuel-related services such as contractor-operated defense fuel support points, alongside-aircraft fuel delivery, lab testing, and environmental compliance, assessment and remediation. Bulk Petroleum is also the single source for drafting, negotiating, concluding and amending international fuel agreements with foreign governments supporting worldwide Defense Department operations. POC: (703) 767-3541.

DLA Energy Defense Fuel Support Point Management provides enterprise level management for both DFSP operations and the DLA-owned bulk petroleum inventory. It is responsible for managerial oversight and technical expertise in the development of quantitative and qualitative requirements to support acquisition programs for bulk petroleum products. The division provides distribution, transportation and inventory management for bulk fuels, additives, specialty fuels and lube oils worldwide for DoD and other federal government customers. It also plans, programs, budgets, manages and executes the DLA Energy Sustainment, Restoration and Maintenance program. DLA Energy DFSP Management performs short and long range research, analysis, planning and development functions to determine, establish and maintain optimal DoD storage and transportation infrastructure required for distribution of petroleum products to the military Services and other authorized customers. It plans, programs, budgets, and provides oversight for fuel storage facilities and operations while providing base level application support for retail activity support within the DLA Energy supply chain. POC: (703) 767-9531.

DLA Energy Direct Delivery Fuels provides worldwide acquisition and integrated material management of commercial fuels delivered directly to military and federal civilian customers. This includes the procurement of commercial specification aviation fuel at commercial airports, commercial ship propulsion fuels at commercial seaports and commercial ground fuels (diesel, gasoline and "green" products) at posts, camps and stations worldwide. In addition, the business unit supports short-notice provisioning of fuel to the warfighter for worldwide contingency operations and humanitarian relief efforts; provides the full range of contract administration activities and technical support utilizing automated information systems; and provides information technology and fuel card acquisition and support services. POC: (703) 767-8500.

DLA Energy Energy Enterprise manages utility systems privatization. It provides pre and post award contracting and technical expertise for Service customers privatizing Government owned utility distribution systems (water, wastewater, electric, natural gas) under authority of 10 U.S.C. 2688. Acts as the procurement, program management, and technical liaison with the Deputy Under Secretary of Defense (Installations & Environment) for utility systems privatization. POC: (703) 767-5168.

DLA Energy Fuel Card Program Office performs overall program management responsibilities for Aviation Into-plane Reimbursement (AIR) Card®, Ships' bunkers Easy Acquisition (SEA) Card® and the DoD Fleet Card programs. Specific responsibilities are as follows: Serves as the catalyst for implementing and integrating GFC initiatives, guidance and oversight, electronic enterprise integration efforts and making DLA Energy Fuel Card processes more efficient and effective. It serves as the GFC advocate and coordinates extensively within DoD, federal civilian agencies, state/local law enforcement agencies and with authorized foreign government card users. DLA Energy Fuel Card Program Office develops overarching policy, procedures and training for the GFC programs. It also works directly with the DoD Purchase and Travel Card Program Management Offices, the GSA SmartPay®2 Contracting Office, the Office of Management and Budget representatives and the Inspector General officials to coordinate all government-wide charge card guidance. It provides direct customer support to over 70,000 card holding customers, accountable officials and component program managers. POC: (703) 767-2487.

DLA Energy Installation Energy provides acquisition support for facility energy commodities and services including coal, natural gas, electricity and renewable energy, energy savings performance contracts and long term renewable energy project development. Coordinator and facilitator for DoD's participation in electricity demand response programs. It is the centralized program manager for DoD's Natural Gas Program. POCs: (703) 767-8572 or (703) 767-8238.

DLA Energy Mobility Fuels provides command and control of the Bulk Petroleum, Direct Delivery Fuels, Government Fuel Card Program Management Office, Aerospace Energy and Defense Fuel Support Point Management business units. The directorate is responsible for executing all operations associated with DLA Energy Mobility Fuels commodity business units. POC: (703) 767-9363.

Staff Functions

DLA Energy Acquisition Policy and Oversight Office advises the commander and the acquisition community on all procurement-related matters. It provides oversight for all procurement functions managed within each business unit to ensure the quality and integrity of procurement functions. It also oversees the Procurement Planning and Support Division, EProcurement Division, Procurement Process and Support Division, Acquisition Workforce Development and Intern Center. Implements contracting plans, procedures and instructions; assesses impact of proposed legislation affecting DLA Energy and recommends position; leads Acquisition Review Boards and Acquisition Strategy Review Boards; directs the DLA Energy Federal Procurement Data System and Purchase Card Program; ensures all of DLA Energy's procurement requirements are fully reflected in the DLA EProcurement system and in the system emerging from convergence of the DLA Enterprise Business System and System, Applications and Products in Data Processing industry solution Oil and Gas; responsible for the DLA Training Center Intern Program and Student Career Experience Program for the Contracting, Quality and Supplies series. POC: (703) 767-8505.

DLA Energy Business Process Support is responsible to maximize the efficiency and effectiveness of DLA Energy's business processes and cycles, providing best value support to DLA Energy's customers. It partners with DLA Energy Headquarters/Enterprise Process Owners, Process Leads, Sub-Process Owners and liaisons throughout DLA Energy and the rest of DLA ensuring the enterprise business system and existing legacy systems provide a coherent, integrated business solution for all of DLA Energy's supply chains. The division provides liaison to the DLA Energy information technology service providers in DLA Information Operations, ensuring a responsive framework to DLA Energy's business endeavors and provides policy and procedural support for all supply chain business processes. It is responsible for the design, test, evaluation and implementation of the EBS automated systems and related business process reengineering. Also, the office prepares, oversees and administers training on new systems and conducts change management activities to educate employees and promote their acceptance of and commitment to EBS. The division is responsible for maintaining and retiring Legacy systems over the course of the transition to EBS and providing business process analytical support to end users of both the EBS and Legacy systems. It also conducts studies on complex operational changes affecting any of the energy supply chain's performance, and provide recommendations, suggest business process improvements, and develop plans for implementing recommended improvements. POC: (703) 767-2157.

DLA Energy Command Administrative Support is responsible for administrative support for the DLA Energy leadership to include coordination of the DLA Energy Worldwide Energy Conference. The Command Administrative Support office is also responsible for the collection and presentation of DLA Energy operational metrics, which include all metric data transmitted to DLA Headquarters in support of the DLA Alignment Group, the DLA Executive Board and the DLA Strategy Council along with providing administrative support for the semi-annual Primary Level Field Activity Review. It is also responsible for collection and presentation of metrics internal to DLA Energy such as the Monthly Management Review. The Command Administrative Support office represents DLA Energy at DLA working groups that support DLA sponsored initiatives such as the DLA Strategy Council, DLA Culture Survey Integrated Process Team and the DLA Continuous Process Improvement Board. The directorate is also the program manager for the DLA Energy CPI Program and develops and assists the commander in monitoring the DLA Energy Commander's fiscal CPI Guidance as well as being responsible for providing DLA Energy level guidance to ensure DLA Energy is compliant with all federal, DoD and DLA records management requirements. POC: (703) 767-2945.

DLA Counsel-Energy provides the full range of legal support services to the commander. The Chief Counsel serves as DLA Energy's Deputy Designated Agency Ethics Official. DLA Counsel-Energy represents the agency before the Armed Services Board of Contract Appeals, the Government Accountability Office, and the Merit Systems Protection Board. It serves as DLA-Energy's Alternative Dispute Resolution Specialist. It also manages DLA-Energy's legislative affairs programs and is the DLA-Energy contact for congressional inquiries. It manages the DLA Energy's Freedom of Information Act and Privacy Act program as well as the DLA-Energy's fraud, waste and abuse program. POC: (703) 767-5020.

DLA Installation Support for Energy provides engineering technical support and construction quality assurance; environmental program management; property, plant and equipment accountability; safety and occupational health support; and physical security related services for DLA Energy and its facilities. POC: (703) 767-9284.

DLA Energy Energy Plans and Programs integrates a multitude of DLA Energy functions associated with bulk petroleum, alternative fuels and renewable energy and energy conservation. The directorate is composed of the DLA Energy Executive Agent Office; the Research and Development Office responsible for bridging the gap between AFRE proof of concept and commercial production capability, thereby providing a pathway for technologies of value to DLA Energy and its customers to meet the wide-ranging energy needs of DoD (FY 2010 accomplishments include: conducting R&D studies to advance the state of knowledge involving the intricacies of AFRE development and the potential for operational usage); and the Business Development Office, which is the lead agent for all business development efforts. The Business Development office captures new requirements and assists with identifying and developing AFRE opportunities within the federal Government, DoD and commercial activities (Fiscal 2010 accomplishments include: executed the congressionally mandated fiscal 2010 NDAA Section 334 Study, a comprehensive assessment on the potential of renewable fuels to support the mobility fuel requirements of the DoD and hosted a DoD Alternative Fuels Forum attended by OSD, Service Energy Offices and the Service Control Points with the focus of synching the department's efforts on alternative fuels). POC: (703) 767-8606.

DLA Energy Executive Agent is responsible for the implementation of the DoD Executive Agent Program for bulk petroleum. The Executive Agent Office, through its team of project managers, develops, coordinates and manages Executive Agent initiatives associated with improving the bulk petroleum supply chain. Fiscal year 2010 accomplishments include: expanding the Terminal Operation Service Toolkit to retail operations, designing the Bulk Petroleum Common Operating Picture for implementation on the DLA Fusion Center's platform, rewriting Joint Publication 4-03 (Joint Bulk Petroleum & Water Doctrine) and implementing a consolidated DLA Energy training opportunity webpage. POC: (703) 767-9355.

DLA Finance Energy is responsible for obtaining and allocating resources, analyzing execution, providing fiscal guidance and advice to support the energy business area in accomplishing its mission in a manner which provides the best return on investment to the taxpayer. It is done through a highly motivated team of dedicated financial professionals who are innovative, well-trained and committed to uncompromising customer support. POC: (703) 767-9450/9484.

DLA Energy Internal Review Office serves as the principal advisor for all internal reviews, external audits, inspection matters, and related internal and external follow-up work. It serves as a central office of record for the Hotline Referral and the Command Complaint programs. It provides an independent appraisal of organizational operations, and the effectiveness of internal controls. POC: (703) 767-6133.

DLA Energy Manpower & Workforce Analysis provides centralized manpower analysis, training and career development support to the commander, staff, business units and region offices. It acts as the control point for all personnel actions and issues between DLA Energy and DLA Human Resources Service – New Cumberland. It also administers the DLA Energy military personnel program which includes active duty and reservist assigned to DLA Energy. POC: (703) 767-9474.

DLA Energy Operations Center provides seamless “end to end” planning and operations support for DoD wide bulk petroleum and other energy support to the Office of the Secretary of Defense, Department of Homeland Security, Joint Chiefs of Staff, Combatant Commands, military Services’ missions, DLA Contingency Support Teams and DoD exercises. POC: (703) 767-1617.

DLA Energy Public Affairs serves as principal advisor to the commander regarding public affairs matters. The PAO is responsible for media relations, public information programs and public affairs policy development. The office develops and publishes informational products including the quarterly magazine, Energy Source, strategic communication plans and internal and corporate tri folds. The office is responsible for the DLA Energy public website and its content. It also researches, writes and posts articles highlighting the efforts of DLA Energy’s workforce on the headquarters’ intranet as well as reviews and edits briefings, presentations and publications intended for public distribution using the Associated Press style of journalism, in accordance with DoD regulations. POC: (703) 767-4108.

DLA Energy Quality and Technical Support provides quality assurance, quality surveillance, product technology, measurement, cataloging, standardization and laboratory support for all products managed by DLA Energy. The office serves as the Lead Standardization Activity (LSA) for Federal Supply Classes 91GP, 9110, 9130 and 9140. It represents DLA Energy on quality/technical related issues with military Service technical offices, customers, suppliers, and national and international industry standardization organizations and regulatory agencies. It is also responsible for quality/technical policy, procedures, guidance and information systems related to the acquisition, storage and distribution of DLA Energy-managed products. The office also provides technical expertise for AFRE and Research & Development projects. POC: (703) 767-8363 or (703) 767-8736.

DLA Energy Small Business Office is responsible to the DLA Energy Commander for the management and administration of small business programs. The Small Business Office assists the DLA Energy Contracting workforce in an effort to meet small business contracting goals established by HQ DLA. DLA Energy’s Small Business Office also manages the Subcontracting Plan Review Program, ensuring that applicable large businesses comply with their plan’s efforts to subcontract to small businesses. POC: (703) 767-9465.

DLA Intelligence for Energy Security Office serves as the principal advisor for the administration and development of security policies, procedures and implementation of the Information, Operations, Personnel, and Industrial security programs, as well as Foreign Disclosure/ Visits. The office develops, evaluates, promulgates and ensures implementation of specific security plans and policies throughout DLA Energy. The office conducts the Agency’s Security Assist Visits, assessments, surveys, Security Program Reviews, Security Awareness Training and pre/annual self-inspection programs. POC: (703) 767-6717.

Field Offices

DLA Energy Americas provides DoD, federal civilian and other customers comprehensive energy support in the most effective and efficient manner possible. It supports the warfighter by executing total energy distribution, inventory and quality assurance functions. Total energy support includes bulk fuel (aviation), bunkers (marine), direct delivery fuels (ground and installation), into-plane (aviation), missile/cryogenic, lube oil and coal. Bulk fuel storage and distribution support includes contract administration, inventory accountability, facilities maintenance, and real property management - Plant, Property and Equipment. DLA Energy Americas supports four Unified Combat Commands: U.S. Northern Command, U.S. Southern Command, U.S. Strategic Command and U.S. Transportation Command. It partners with Federal Emergency Management Agency and contingency contractors in support of natural or manmade disasters.



The area of responsibility includes the continental United States, Canada, Caribbean, Central and South America. POCs: Commander, DLA Energy Americas, (713) 718-3883, x-101, Commander, DLA Energy Americas East, (713) 718.3770, x-102, Commander, DLA Energy Americas West, (310) 241.2800, x-101.

DLA Energy Europe and Africa provides the Department of Defense and other government agencies in the U.S. European Command and U.S. African Command areas of responsibility with comprehensive energy solutions in the most effective and efficient manner possible. POC: 011-49-631-411-5355.

DLA Energy Middle East provides world class fuel management support to the U.S. Central Command area of responsibility. The Middle East Office leverages a robust petroleum network and synchronizes support to enable commanders to execute Combatant Command-directed theater operations and engagement strategies. DLA Energy Middle East employees are instrumental to the successful movement of forces and equipment in support of Operations Iraqi Freedom, Enduring Freedom and New Dawn and the surrounding countries during the largest and longest deployment of U.S. forces in the history of the United States. The headquarters for DLA Energy Middle East is located in the Kingdom of Bahrain, with additional offices in Kuwait, the Netherlands, Iraq, Afghanistan and at CENTCOM Headquarters in Tampa, Fla. POCs: 011-973-1785-4661 or 011-973-1785-4654.

DLA Energy Pacific is DLA Energy's largest geographical fuel region. DLA Energy Pacific maintains constant supervision over product inventory, provides theater contingency and exercise support, monitors product quality throughout the region, and coordinates unique alternative fuels and renewable energy requirements. The office provides support to every military agency in the Pacific and to a host of foreign countries in the region. Spanning such a large portion of the world, DLA Energy Pacific has offices located in Alaska, Guam, Hawaii, Japan and Korea to provide first-class energy support 24 hours a day, seven days a week. POCs: (808) 473-4312 or (808) 473-4292.

Organizational Missions and Functions

Civilian and Military End Strengths

Fiscal Year	Civilian	Military
	Onboard	Onboard
FY10	1148	63
FY09	1033	63
FY08	920	59
FY07	880	60
FY06	760	69
FY05	722	62
FY04	743	61
FY03	731	67
FY02	689	68
FY01	599	61

Source: DLA Finance Energy

Fiscal 2010 Facts and Statistics



Financial Results

(U.S. Dollars in Millions)

	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>
Purchases at Cost	\$19,362.7	\$12,141.1	\$14,927.4 (1)
Net Sales	\$17,762.5	\$12,116.0	\$15,361.6 (2)
Ending Inventory	\$8,694.3	\$4,469.6	\$5,576.3 (3)

(1) Includes expenses for petroleum, natural gas, aerospace energy, federal excise tax, transportation, facilities, DLA Energy operations and headquarters.

(2) Includes net sales for petroleum, natural gas and aerospace energy.

(3) Includes petroleum and aerospace energy inventory.

Source: DLA Finance Energy

Operations Program (Non-Fuel Costs)

	FY08	FY09	FY10
Civilian Pay	\$99.1	\$117.7	\$134.6
Military Pay	\$8.9	\$10.3	\$10.5
Non-Labor	\$184.6	\$206.9	\$240.3
Total	\$292.6	\$334.9	\$385.4
Average Annual Salary Rate (\$ actual)			
	\$103,199	\$109,759	\$125,203

Source: DLA Finance Energy

Statement of Financial Conditions

Petroleum, Natural Gas & Aerospace Energy (U.S. Dollars in Millions)

Assets	FY08	FY09	FY10
Accounts Receivable	\$842.9	\$417.5	\$576.7
Inventories	\$8,694.3	\$4,469.6	\$5,576.3
Fund Balance with Treasury	\$425.3	\$1,288.6	\$2,715.9
Other Assets	\$124.9	\$124.9	\$124.9
Total Assets	\$10,087.4	\$6,300.6	\$8,993.8
Liabilities	FY08	FY09	FY10
Accounts Payable	\$2,170.9	\$1,452.7	\$1,752.8
Advances from Others	\$15.6	\$5.6	\$3.5
Custodial Liabilities	\$0.0	\$0.1	\$0.0
Other Liabilities	\$0.0	\$0.1	\$0.0
Estimated Cleanup Cost	\$91.5	\$71.0	\$59.1
Total Liabilities	\$2,278.0	\$1,529.5	\$1,815.4
NET POSITION	FY08	FY09	FY10
Accumulated Operating Results	\$7,809.4	\$4,771.1	\$7,178.3
Total Capital	\$7,809.4	\$4,771.1	\$7,178.3
Total Liabilities and Capital	\$10,087.4	\$6,300.6	\$8,993.8

Source: DLA Finance Energy

Statement of Sales

Petroleum, Natural Gas & Aerospace Energy (U.S. Dollars in Millions)

Customer	FY08	FY09	FY10
U.S. Army	\$3,110.7	\$2,153.0	\$3,013.0
U.S. Navy	\$4,751.8	\$3,155.3	\$3,725.5
U.S. Air Force	\$8,500.3	\$5,857.3	\$7,608.5
U.S. Marine Corps	\$220.5	\$145.9	\$87.2
Other DoD	\$73.8	\$109.3	\$53.2
Total DoD	\$16,657.0	\$11,420.8	\$14,487.4
Other Government Agencies	\$478.5	\$332.7	\$390.4
Subtotal	\$17,135.5	\$11,753.5	\$14,877.8
Foreign Government	\$750.2	\$424.9	\$473.1
State Government	\$1.4	\$1.0	\$1.1
Local Government	\$3.7	\$2.9	\$3.1
Commercial	\$766.3	\$543.0	\$680.7
MWR	\$13.3	\$8.1	\$9.1
Total Gross Sales	\$18,670.5	\$12,733.4	\$16,044.9
Less:			
Price Reduction of Sales	\$0.0	\$0.0	\$0.0
Material Returns Credits Applied	\$907.9	\$617.4	\$683.3
Allowance for Retail Stock Loss	\$0.0	\$0.0	\$0.0
Total Net Sales	\$17,762.5	\$12,116.0	\$15,361.6

Source: DLA Finance Energy

Petroleum, Natural Gas & Aerospace Energy

Category	FY08	FY09	FY10
Petroleum (Thousands of Barrels)			
Bulk and Posts, Camps & Stations:			
AVGAS	29	26	31
Distillates & Diesel	24,350	21,003	20,545
Gasohol	42	90	242
JP4, JAB, JAA & JA1	4,094	4,727	8,712
JP5	10,906	10,799	10,985
JP8, JPTS	80,452	78,952	74,309
Lube Oils	24	25	25
Motor Gasoline, Leaded and Unleaded	1,955	1,963	1,656
Residuals	577	428	425
Subtotals	122,428	118,013	116,929
Into-Plane	4,504	4,674	5,517
Bunkers	3,352	3,140	2,248
Local Purchase	2,244	3,138	5,811
Total Petroleum	132,527	128,965	130,505
Natural Gas (Millions of Dekatherms)	19.8	22.1	23.0
Aerospace Energy (Millions of Dollars)	\$54.0	\$79.6	\$69.6

Source: DLA Finance Energy

Petroleum, Natural Gas & Aerospace Energy

Product	FY08	FY09	FY10
Petroleum (U.S. Dollars in Millions)			
Bulk and Posts, Camps & Stations:			
AVGAS	\$7.1	\$7.3	\$9.8
Distillates & Diesel	\$3,267.6	\$1,655.6	\$1,815.5
Gasohol	\$5.6	\$8.8	\$26.9
JP4, JAB, JAA & JA1	\$2,514.3	\$2,009.9	\$2,884.4
JP5	\$1,595.7	\$1,005.8	\$1,174.5
JP8, JPTS	\$8,741.3	\$4,395.1	\$5,200.8
Lube Oils	\$5.6	\$6.5	\$5.7
Motor Gasoline, Leaded and Unleaded	\$253.4	\$156.3	\$174.1
Residuals	\$54.6	\$24.4	\$22.4
Bulk Subtotals	\$16,445.3	\$9,269.7	\$11,314.1
Into-Plane	\$710.1	\$493.6	\$704.9
Bunkers	\$427.2	\$293.1	\$224.8
Local Purchase	\$361.1	\$457.3	\$1,159.2
Total Petroleum	\$17,943.8	\$10,513.7	\$13,403.0
Natural Gas	\$164.2	\$146.8	\$128.0
Aerospace Energy	\$21.3	\$32.0	\$28.8

Source: DLA Finance Energy

Petroleum & Natural Gas

Category	FY08	FY09	FY10
Petroleum (U.S. Dollars in Millions)			
Bulk and Posts, Camps & Stations:			
AVGAS	28	27	30
Distillates & Diesel	24,533	21,159	19,183
Gasohol	41	96	261
JP4, JAB, JAA & JA1	23,105	25,825	29,742
JP5	12,121	13,615	12,900
JP8, JPTS	62,469	57,616	54,677
Lube Oils	23	26	25
Motor Gasoline, Leaded and Unleaded	1,962	1,863	1,684
Residuals	615	423	285
Subtotals	124,896	120,650	118,787
Into-Plane	4,548	4,747	5,575
Bunkers	3,352	3,140	2,248
Local Purchase	2,080	3,014	5,396
Total Petroleum	134,876	131,551	132,006
Natural Gas (Millions of Dekatherms)	19.8	22.1	23.0

Source: DLA Finance Energy

Worldwide Bulk Fuel Ending Inventory

(Millions of Barrels & U.S. Dollars)

Product	FY08		FY09		FY10	
	Barrels	Dollars	Barrels	Dollars	Barrels	Dollars
AVGAS	0.003	\$0.636	0.003	\$0.707	0.002	\$0.507
Distillates & Diesel	10.387	\$1,506.653	10.887	\$743.849	9.802	\$883.477
JP4 (JP4, JAB, JAA & JA1)	7.840	\$1,041.459	5.357	\$419.524	8.523	\$770.791
JP5	13.010	\$1,659.078	14.580	\$1,113.054	14.960	\$1,362.852
JP8, JPTS	27.680	\$4,417.901	28.190	\$2,141.001	26.148	\$2,506.881
Lube Oils	0.019	\$2.588	0.010	\$2.134	0.010	\$2.340
Motor Gasoline and Gasohol (Leaded and Unleaded)	0.211	\$30.174	0.187	\$17.945	0.204	\$21.039
Residuals	0.298	\$8.412	0.345	\$9.828	0.266	\$7.599
Additives	0.026	\$7.699	0.032	\$6.447	0.032	\$6.801
Total On-Hand & In Transit	59.475	\$8,674.600	59.591	\$4,454.489	59.947	\$5,562.287
Aerospace Energy		\$19.700		\$15.153		\$13.991

Source: DLA Finance Energy

Fiscal 2010 Facts and Statistics



Contracts

(U.S. Dollars in Billions)

	Total Business Unit Award Dollars	Contract Actions
Bulk Fuel Division	\$9.2	754
Bulk Facilities and Distribution Management Division	\$0.4	1,080
Ground Fuels Division	\$2.6	2,503
Mobility Fuels	\$0.8	671
Installation Energy	\$0.7	345
Energy Enterprise	\$1.3	445
Aerospace Energy	\$0.08	1,657
Total	\$15.08	7,455

Note: Dollar values include all fiscal year 2010 awards and modifications.

Source: DLA Energy Acquisitions & Oversight Office (FPDS-NG) and input from the business units

Locations

- Seventeen specific
- Two multiple

\$ 9.8 million (approximate annual value to date)

Active multi-year contract data as of Sept. 30, 2010

Source: DLA Energy Bulk Petroleum

Fiscal 2010 Testing Contracts



Source: DLA Energy Bulk Petroleum



26 locations

- 28 contracts
- \$222.0 million award amount

\$35.4 million approximate annual value

Active multi-year contract data as of
Sept. 30, 2010

Source: DLA Energy Bulk Petroleum



Alongside Aircraft Refueling



22 locations

Type:

- Contractor-owned contractor-operated
- Government-owned contractor-operated

\$96.7 million projected savings over contract period approximate annual value

Active multi-year contract data as of
Sept. 30, 2010

Optimization Projects

Source: DLA Energy DFSP Management



Domestic

350 locations supported
346 contracts
\$1.2 billion contract value
9.8 million barrels

Overseas

156 locations supported in 96 countries
38 contracts
\$1.0 billion contract value
10.7 million barrels

Active multi-year contract data as of Sept. 30, 2010

Source: DLA Energy Direct Delivery Fuels

Ships' Bunkers Contracts



Domestic

131 ports supported
42 contracts
\$500.5 million contract value
5.8 million barrels

Overseas

99 ports supported in 50 countries
27 contracts
\$1.0 billion contract value
11.5 million barrels

Active multi-year contract data as of Sept. 30, 2010

Source: DLA Energy Direct Delivery Fuels

Domestic

219 contracts
1742 activities supported
\$2.4 billion contract value
24.5 million barrels

Overseas

69 contracts, 37 countries
281 activities supported
\$3.7 billion contract value
28.8 million barrels



Active multi-year contract data as of Sept. 30, 2010

Source: DLA Energy Direct Delivery Fuels

Five locations supported

- Energy conservation measures
 - Lighting
 - Ground source heating pumps
 - Energy management control system
 - Solar thermal water heating
 - Direct digital controls
 - Heating ventilation and air conditioning
 - Vending machine controls
 - Cooling towers
 - Utility monitoring control system
 - Cogeneration preparation/feasibility
 - Utility monitoring control system upgrade
 - Geothermal heat pumps
- \$173.2 million total award amounts
- Fiscal 2010 award: Fort Hood, Delivery Order #3 valued at \$33.46 million

Active multi-year contract data as of Sept. 30, 2010

Source: DLA Energy Installation Energy

Energy Enterprise Contract Awards

	System(s)	Total Value
Fiscal Year 2010		
MacDill Air Force Base, Fla.	Water/Wastewater	\$200,716,544
Fort Polk, La.	Electric	\$185,099,545
Tinker Air Force Base, Okla.	Electric	\$98,707,679
Tyndall Air Force Base, Fla.	Gas	\$14,336,000
Tyndall Air Force Base, Fla.	Electric/Water	\$117,426,007
Total		\$616,285,775

Source: DLA Energy Enterprise

42 locations supported

- 90 systems
- Types of contracted support
 - Water
 - Wastewater
 - Electric
 - Central heat and power plant
 - Natural gas
 - Water plant
 - Wastewater plant
 - Gas
 - Storm water
- \$9.56 billion contract value through fiscal 2010
- \$21.7 million planned initial system deficiency corrections for fiscal 2010

Active multi-year contract data as of Sept. 30, 2010

Source: DLA Energy Energy Enterprise



- 92 national stock numbers
 - 29 different products
 - Three product classes - liquid propellants, cryogenics and compressed gases
- 149 active contracts; 4,868 contract line item numbers
 - 95 percent requirements-type contracts
 - Normally multi-year three to five years
 - Both free on board origin and destination
- “Cradle to grave” - pre-award to contract closeout
- Every product supports a DoD major weapon system or DoD space application

Source: DLA Energy Aerospace Energy

Product Type	Feedstock	Source	Quantity (USG)	Procurement Date	Option Quantity
HRJ5	Algae-derived	Solazyme	1,500	August 2009	No
HRJ5	Camelina	Sustainable Oils LLC	40,000	August 2009	150,000 (Exercised June 2010)
HRF76	Algae-derived	Solazyme	20,000	August 2009	No
HRJ8	Camelina	Sustainable Oils LLC	100,000	September 2009	100,000 (Exercised August 2010)
HRJ8	Tallow	UOP	100,000	September 2009	100,000 (Exercised August 2010)
FT-IPD (marine diesel)	Natural Gas	PM Group International	20,000	September 2009	No
HRJ8	Camelina	Sustainable Oils	35,400	July 2010	No



Source: DLA Energy Energy Plans and Programs

Fiscal 2010 Facts and Statistics



Business Unit Programs

Defense Fuel Support Points

Type Of Operation	Army	Navy	Air Force	DLA	Total
Government-Owned, Government-Operated	142	41	114	2	299
Government-Owned, Contractor-Operated	24	32	40	71	167
Contractor-Owned, Contractor-Operated	0	0	0	41	41
North Atlantic Treaty Organization	0	0	0	6	6
Commercial Pipeline	0	0	0	37	37
Floating Storage	0	66	0	0	66
Foreign Government	0	0	4	8	12
Total	166	139	158	165	628

Source: DLA Energy DFSP Management

Storage and Distribution Services GOGO/GOCO/COCO/FG/NATO

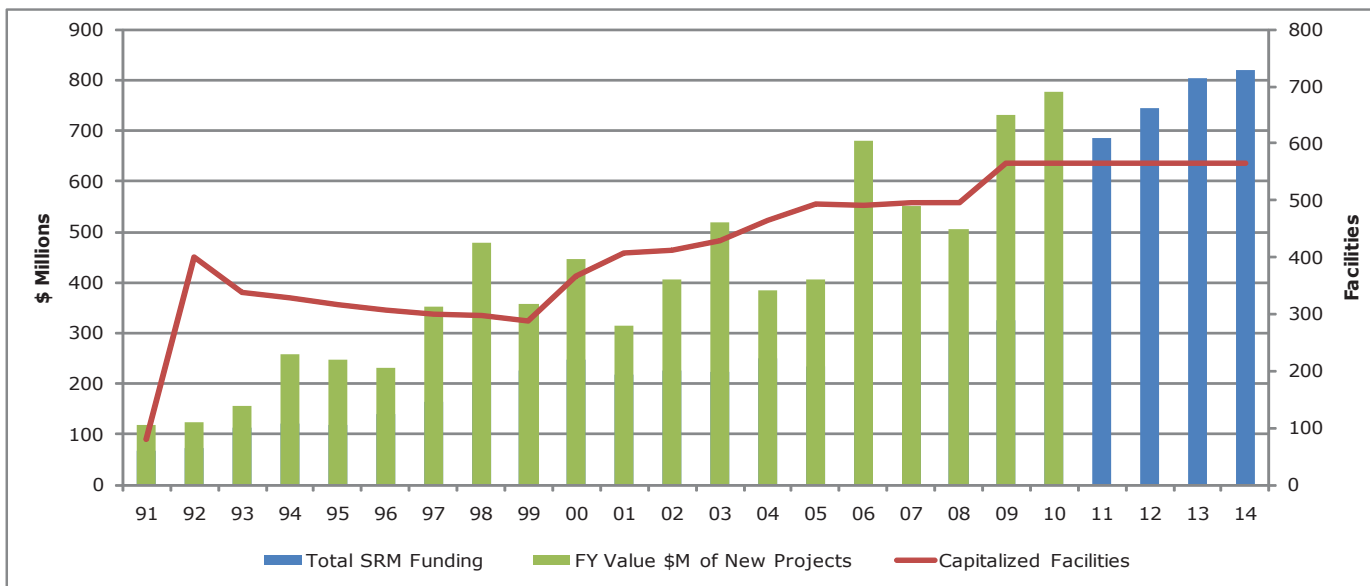
DLA Energy funded terminal operations worldwide: **179**

Expenditures: **\$363.729 million**



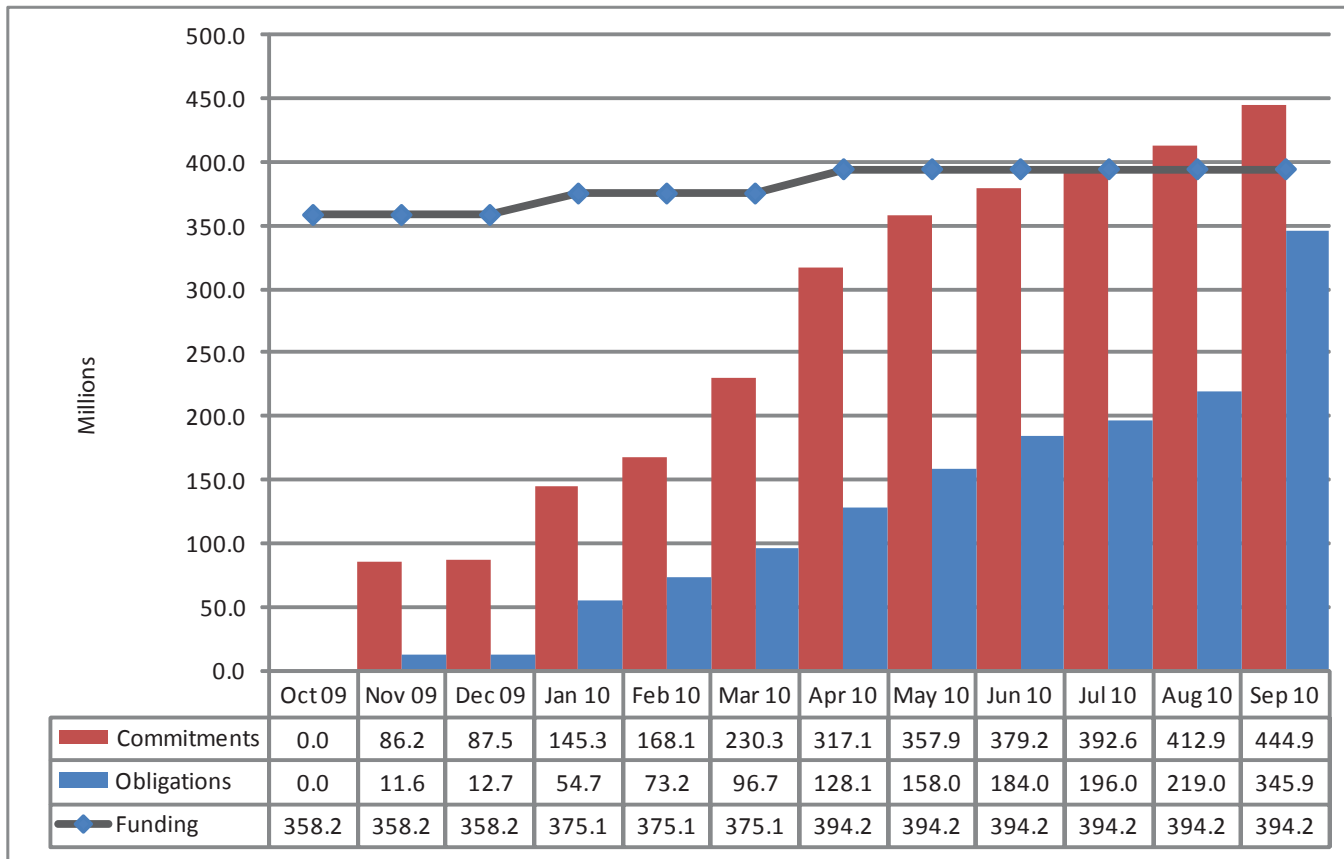
Source: DLA Energy DFSP Management

Sustainment, Restoration and Modernization



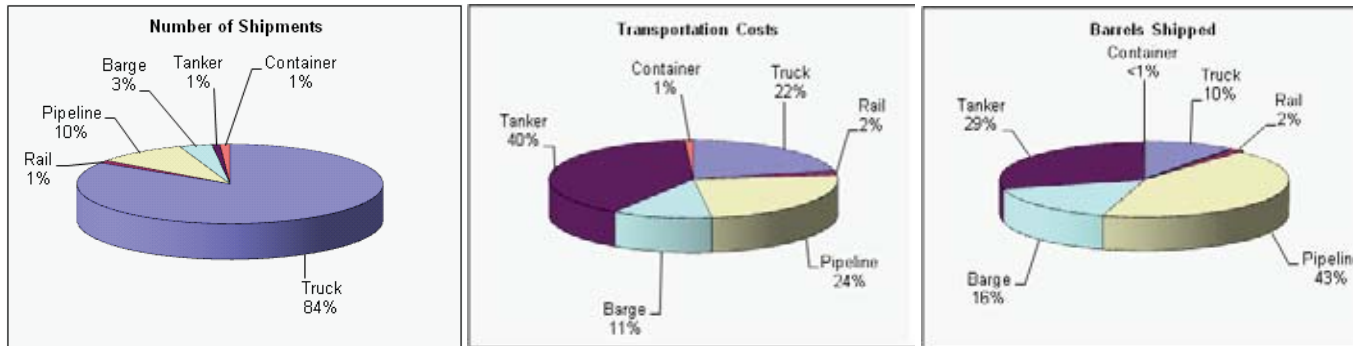
Source: DLA Energy DFSP Management

SRM Commitments and Obligations



Source: DLA Energy DFSP Management

(Frequency - Cost - Volume)



		Truck	Rail	*Pipeline	Barge	** Tanker	Seavan	Total
CONUS	Shipments	17,318	263	2,346	1,011	108	-	21,046
	Cost (\$ millions)	38.8	3.6	82.2	36.4	43.2	-	204.2
	Barrels (millions)	10.8	1.6	46.5	20.2	15.8	-	94.9
OCONUS	Shipments	11,536	149	954	175	175	367	13,356
	Cost (\$ millions)	33.1	2.6	-	1.0	90.1	3.3	130.1
	Barrels (millions)	2.2	0.4	9.1	1.2	21.4	0.1	34.4
TOTAL	Shipments	28,854	412	3,300	1,186	283	367	34,402
	Cost (\$ millions)	71.9	6.2	82.2	37.4	133.3	3.3	334.3
	Barrels (millions)	13.0	2.0	55.6	21.4	37.2	0.1	129.3

* Costs associated with OCONUS pipeline shipments are funded under International Agreement and have been excluded to avoid duplication of information.

** Costs associated with OCONUS tankers include funding provided to the Military Sealift Command for support of offshore petroleum discharge system.

Source: DLA Energy DFSP Management

Transportation Expenses

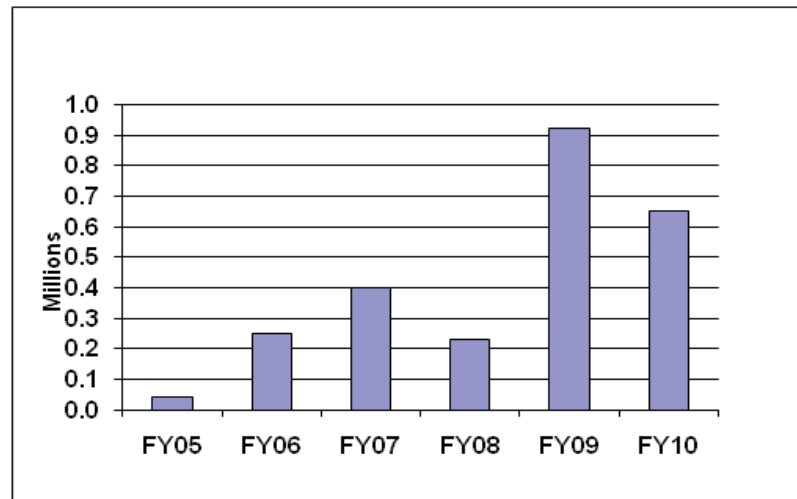
(U.S. Dollars in Millions)

Worldwide Petroleum Fuel	FY08	FY09	FY10
AVGAS	\$0.1	\$0.1	\$0.1
Distillates & Diesel	\$111.5	\$80.8	\$77.8
JP4, JAB, JAA & JA1	\$105.0	\$98.6	\$120.6
JP5	\$55.1	\$52.0	\$52.3
JP8, JPTS	\$283.8	\$215.9	\$221.6
Lube Oils	\$0.1	\$0.1	\$0.1
Motor Gasoline Leaded and Unleaded	\$8.9	\$7.5	\$7.9
Residuals	\$2.8	\$1.6	\$1.2
Total	\$567.3	\$456.6	\$481.5
Worldwide Aerospace Energy	\$6.3	\$4.6	\$2.8

Source: DLA Finance Energy

(U.S. Dollars in Millions)

Fiscal Year	Total
2010	\$0.65
2009	\$0.92
2008	\$0.23
2007	\$0.40
2006	\$0.25
2005	\$0.04



Note: Demurrage is a charge assessed for holding a conveyance beyond the “free time” or “allowable laytime.” Demurrage collected is from ocean tanker and barge modes of supply.

Source: DLA Energy DFSP Management

Small Business Program Achievements

	FY08			FY09			FY10		
Small Business Preference Program	Targets	Performance	Dollars	Targets	Performance	Dollars	Targets	Performance	Dollars
Small Business Awards	24%	18.9%	\$1.45B	19%	22.96%	\$1.94B	20%	35.26%	\$1.52B
Small Disadvantaged Business Awards	4.2%	.25%	\$18.85M	1.5%	.89%	\$74.94M	1%	1.35%	\$58.12M
Section (8)a (Subset of SDB – no separate target)	N/A	0%	\$0	N/A	.64%	\$54.26M	N/A	.69%	\$29.56M
Woman-Owned Small Business Awards	1.9%	1.45%	\$111.36M	1.5%	.61%	\$51.2M	1%	1.52%	\$65.49M
Hubzone Small Business Awards	1.5%	1.37%	\$104.73M	1.5%	8.8%	\$741.58M	4%	2.03%	\$87.41M
Service-Disabled Veteran-Owned Small Business Awards	3%	.18%	\$13.76M	3%	.06%	\$5.38M	3%	.17%	\$7.5M
Total Eligible Dollars			\$7.7B			\$8.4B			\$4.3B

Source: DLA Energy Small Business Office

NORTHCOM (2)

Canada
 Air Force FEA
 Navy FEA

SOUTHCOM (3)

Argentina
 Navy FEA
Chile
 Navy FEA
Peru
 Navy FEA

CENTCOM (3)

Pakistan
 Navy FEA
Egypt
 Product Agreement
Oman
 Product/Service Agreement

PACOM (10)

Japan
 Air Force FEA – 2
 Navy FEA – 1
Korea
 Kunsan Pier
 South North P/L
 Joint FEA
India
 Navy FEA
Indonesia
 Navy FEA
Singapore
 Senoko Depot (UK)
Australia
 Joint FEA

EUCOM (23)

NATO
 Central European P/L System
 United Kingdom
 GPSS P/L System
 Air Force FEA
 Navy FEA
Italy
 Navy FEA
 Air Force FEA
 Northern Italian P/L system
 Sigonella P/L
 Augusta Depot
 Gaeta Depot
Germany
 Joint FEA
Poland
 Navy FEA
France
 Navy FEA

Greece

Air Force FEA
 Souda Depot

Portugal

Lajes Storage

Spain

Navy FEA
 Rotaza FEA
 Spanish P/L System

Turkey

Air Force FEA
 Navy FEA
 Turkish NATO P/L System

Fuel Exchange Agreement Pipeline**Agreement Type**

Fuel Support Agreements (Product/Service Costs)
 Fuel Exchange Agreements (Exchange/Sales)
 Source: DLA Energy Bulk Petroleum

Agreements

15
 25

Financial

\$190 million
 \$302 million

Source: DLA Energy Bulk Petroleum

Customers: Eleven DoD and one federal civilian

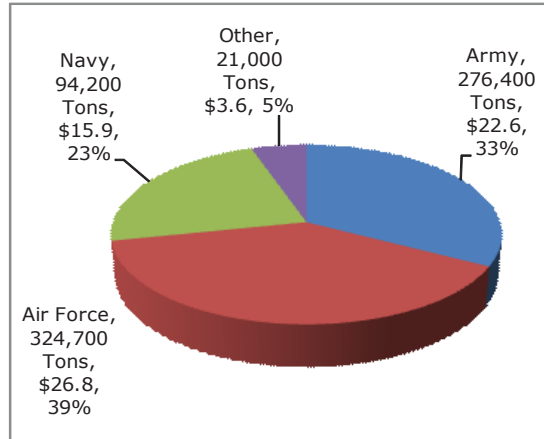
Bituminous Coal

Capitol Power Plant, Washington, D.C.; NAVFAC Washington, Indian Head, Md.; Marine Corps Base, Camp Lejeune, N.C.; Marine Corps Air Station, Cherry Point, N.C.; Joint Systems Manufacturing Center, Lima, Ohio; Wright-Patterson Air Force Base, Ohio; Rock Island Arsenal, Ill., Red River Army Depot, Texarkana, Texas; Malmstrom Air Force Base, Mont.

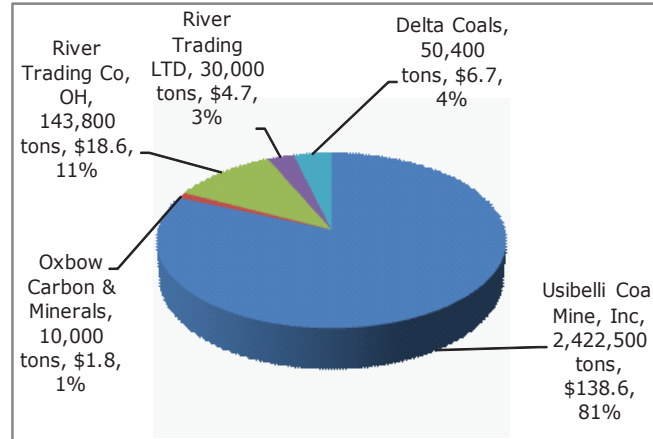
Sub-Bituminous Coal

Fort Wainwright, Alaska; Eielson Air Force Base, Alaska; Clear Air Force Station, Alaska

**Fiscal Year 2010 Summary of Procurements
(Dollars in Million)**

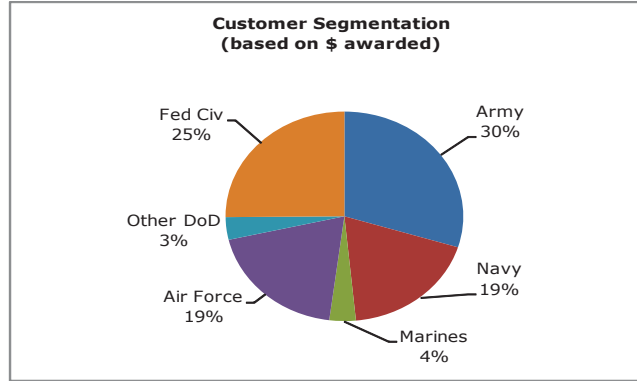


**Coal Contractors
(Dollars in Million)**



Source: DLA Energy Installation Energy

DLA Energy is actively managing over 129 million dekatherms of natural gas valued at over \$1.19 billion under multi-year contracts



Contract coverage in 38 states (including Alaska) and the District of Columbia

Fiscal Year 2010 Awards:

FY10 Acquisitions	Awarded Qty (in dekatherms)	Awarded \$ value
Nationwide procurement	9,029,770	\$491,820,141
VA Tidewater Monthly buy	2,785,007	\$ 15,984,637
Total	11,814,777	\$507,804,778

Natural Gas Program Summary

200+ DoD & federal civilian customers
 50 million + dekatherms delivered, annually
 \$30 million + cost savings, annually

Source: DLA Energy Installation Energy

Cost Avoidance Summary

Component	Customers per Component	FY10 Dths Delivered (Million)	FY10 Expenditures* (Million)	FY10 Cost Avoidance** (Million)	FY10 Percent Savings vs. Utility	FY91-FY10 Cost Avoidance (Million)
Army	48	14.6	\$86.5	\$14.9	17%	\$232.8
Navy/Marines	48	14.0	\$80.9	\$22.7	23%	\$213.5
Air Force	36	10.2	\$56.5	\$8.1	15%	\$130.8
Other DoD	14	1.5	\$9.5	\$2.5	21%	\$29.0
Federal Civilian	66	12.6	\$69.0	\$14.1	20%	\$184.4
TOTAL	212	52.9	\$302.4	\$62.3	19%	\$790.5

*Includes commodity and distribution costs to the burnertip

**Represents cost avoidance at DLA Energy indexed contract rates

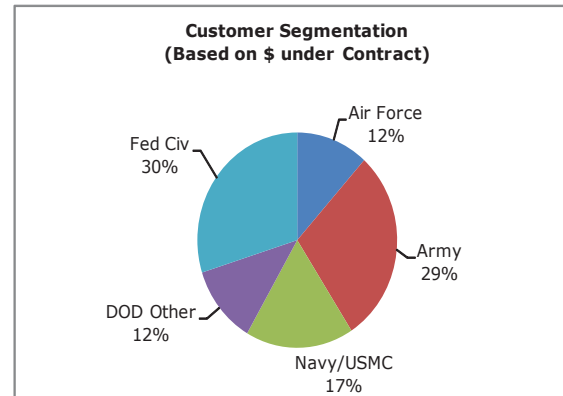
Source: DLA Energy Installation Energy

DLA Energy is actively managing over 14.6 million megawatt hours of electricity valued at over \$1.2 billion under multi-year contracts.

DLA Energy has experience in all states in which deregulation/restructuring has occurred and in which requirements have been received.



- Retail access implemented, DLA Energy award contracts
- Retail access implemented, DLA Energy solicited, no awards
- Retail access pending, DLA Energy monitoring market



Fiscal Year 2010 Awards:

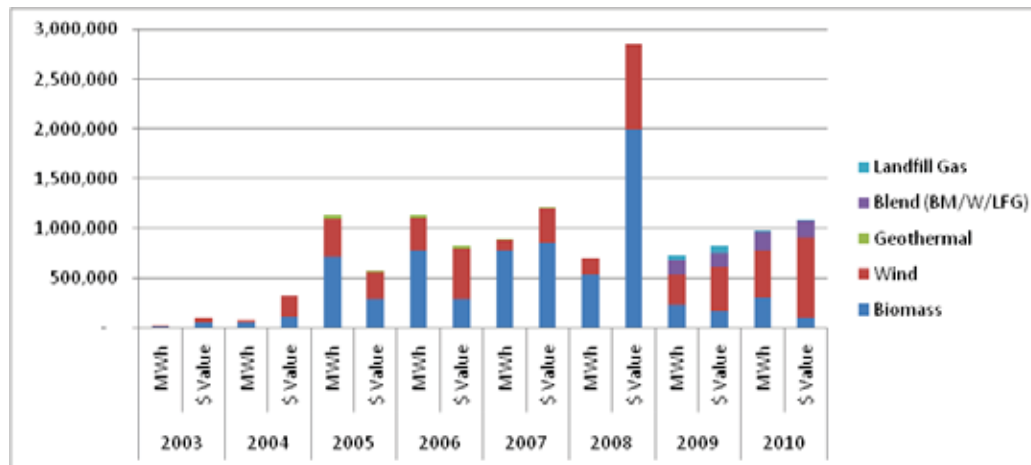
Program	kWh Awarded	Contract Value
SPR/ERCOT	49,394,884	\$2,868,361
Fermi	162,259,821	\$11,628,230
NE	41,650,000	\$3,074,419
MISO	299,220,278	\$12,946,556
PJM/PP&L	71,808,000	\$5,997,923
Total	624,332,983	\$36,515,487

Source: DLA Energy Installation Energy

Renewable Power: Any source of energy that is continually available or that can be renewed or replaced.

Renewable Energy Certificates: A renewable energy certificate is a tradable, non-tangible energy commodity in the United States that represents proof that one MWh of electricity was generated from an eligible renewable energy (solar, wind, biomass, ocean, geothermal, municipal solid waste or “new” hydroelectric generation) resource.

Summary of DLA Energy Renewable Power Purchases (2004-2010)



Energy Policy Act 2005 Renewable Energy Goals increased from 3% to 5% in FY 2010

Source: DLA Energy Installation Energy

- **Warfighter Benefits**

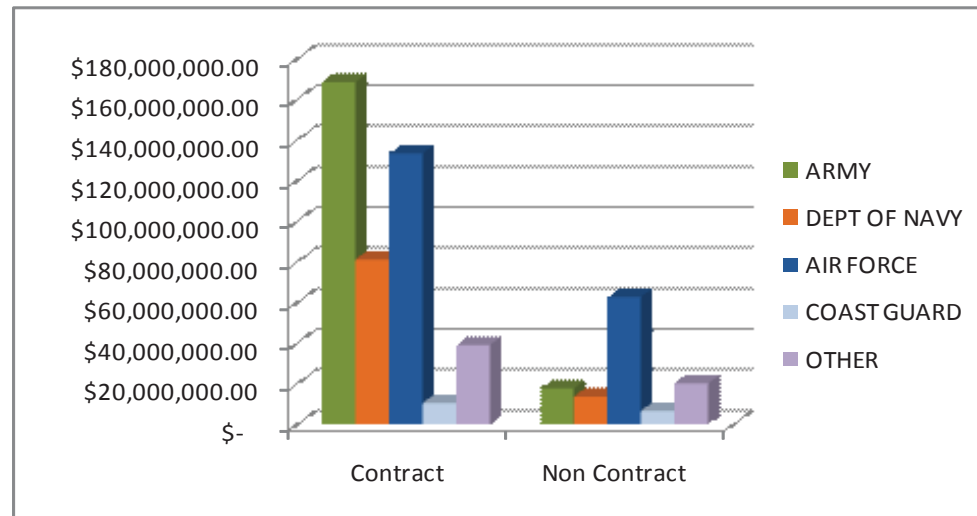
- Supports DLA Energy into-plane contract refueling at over 500 locations
- Accepted at over 7,000 non-contract locations worldwide in 190 countries

- **Fiscal Stewardship**

- Non-contract discount: \$15 million in savings from posted airport price in fiscal 2010

- **Fiscal 2010 Sales Data**

- \$439 million contract fuel
 - 145 million gallons
 - 158,800 transactions
- \$122 million non-contract fuel
 - 32 million gallons
 - 53,600 transactions



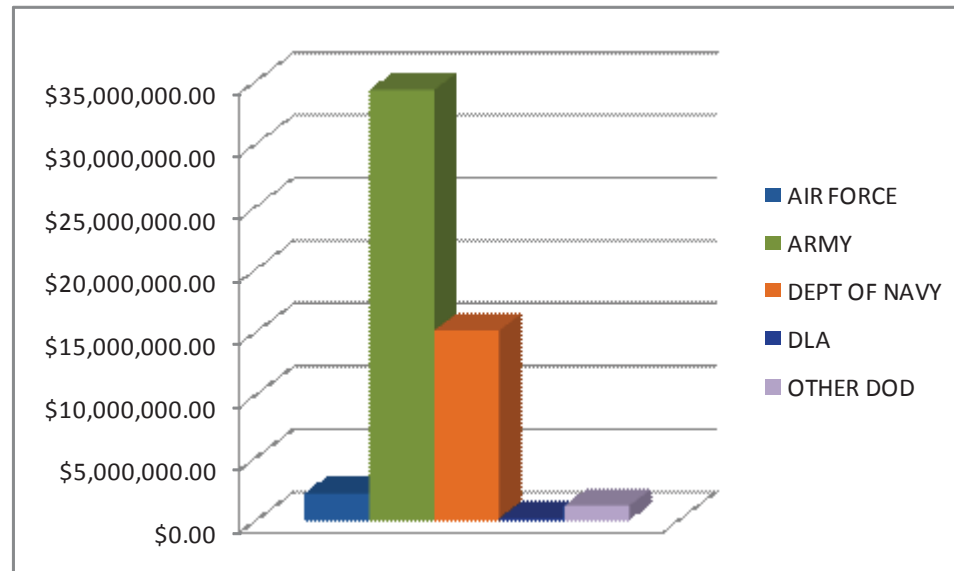
Source: DLA Energy Government Fuel Card Program Management Office

- **Warfighter Benefits**

- Supports over 587,000 vehicle fueling transactions annually
- Provides minor maintenance and road-side assistance support
- Accepted at over 200,000 commercial locations
- Not a credit card – enables standard unit pricing
- \$638,633 in rebates in fiscal 2010 and \$80,949 in tax refunds

- **Fiscal 2010 Sales Data**

- \$53.6 million non-contract fuel
 - 17 million gallons
 - 676,000 transactions



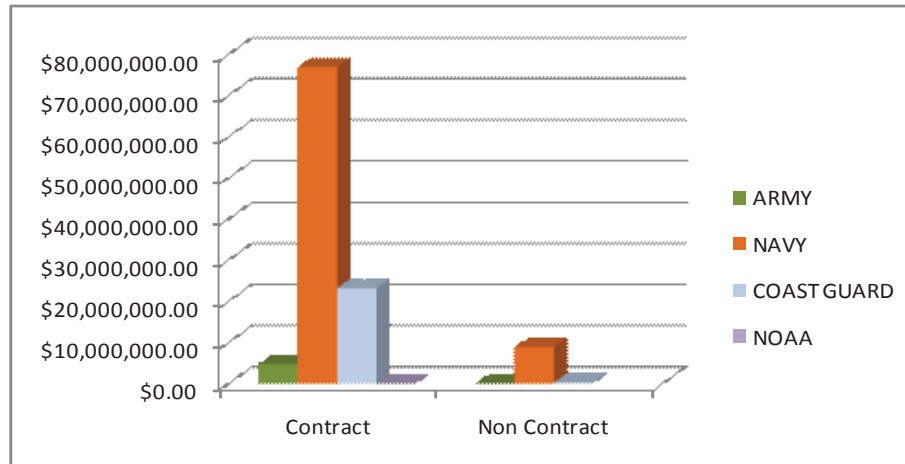
Source: DLA Energy Government Fuel Card Program Management Office

- **Warfighter Benefits**

- Total online order management system supporting ship's bunker refueling
- Electronically connects DLA Energy bunkers merchant to vessel ordering officers
 - Eliminates inefficient manual paper process
- Global Support
 - 640 DoD vessels registered
 - 24/7 fuel ordering/customer service support
 - Contract support at 260+ bunker contract ports
 - Open Market support at 2,400 non-contract ports

- **Fiscal 2010 Sales Data**

- \$107.4 million contract fuel
 - 42 million gallons
 - 1,400 transactions
- \$91.1 million non-contract fuel
 - 3 million gallons
 - 50 transactions



Source: DLA Energy Government Fuel Card Program Management Office



Source: DLA Energy Quality/Technical Support Office

- Purpose: Implemented Office of the Secretary of Defense 1989 directive to facilitate the collection and dissemination of standardized fuel quality data
- Allows for a proactive approach in identifying and monitoring product quality trends across a wide spectrum
- Largest publication of fuel quality information worldwide
- Used by customers and commercial industry (TWA 800, GE engine development, trends, etc.)
- Publication includes data from United Kingdom Ministry of Defense Jet A1 purchases

PQIS Publication includes quality data for aviation fuel (JP4, JP5, JP8, JA1, JPTS, TS1) and marine fuel (F76, marine gas oil)



Source: DLA Energy Quality/Technical Support

- Program manager for DLA Energy-funded projects
- Establishes and implements long-term projects and studies to resolve petroleum-product and additive related issues
- Partner with commercial industry, military Services and federal agencies
- Projects include:
 - JP8 +100 additive study
 - Biodiesel additive study
 - Congressional study section 334 of National Defense Authorization Act
 - Fatty Acid Methyl contamination of jet fuel

Alternative Fuel Initiatives



- **Synthetic Fuels**
 - Supporting the Air Force Fischer-Tropsch synthetic fuels certification program
- **Waste Energy**
 - Evaluating technologies to convert waste to fuel at forward operating bases to reduce the strain on the logistical chain
- **Algae Oil to Fuel**
 - Partnering with the Navy to certify platforms on JP5 and F76 fuel derived from algae
- **Hydrogen**
 - Partnering with Army on hydrogen demonstration programs
- **Biofuel**
 - Procurement of HRJ5 and HRJ8, which are biofuel drop in replacements for JP5 and JP8 to support the military Services' certification programs

Source: DLA Energy Quality/Technical Support

- Lead standardization activity for Federal Supply Group for fuels, lubricants, oils and waxes
- LSA for liquid propellant fuels
- Market research and specification analysis
- Work with DLA Standardization Executive Agency
- Responsible for the creation, deletion and maintenance of national stock numbers
- Manages and maintains DESCH 4120.1, "Reference List of Commodities, Specifications and Standards"

Source: DLA Energy Quality/Technical Support

- Provides quality related support and direction to Bulk Petroleum, Direct Delivery Fuels and Aerospace Energy business units
 - Develops and recommends appropriate quality requirements for DLA Energy solicitations/contracts
 - Evaluates and recommends acceptability of contractor exceptions, deviations and waivers to quality requirements
 - Evaluates and recommends acceptability of prospective contractors quality and technical capability prior to contract award
- Develops and implements quality assurance/surveillance policy for DLA Energy headquarters and regions
- Acceptability team on source selection teams
- Investigates and resolves customer/depot complaints involving product quality
- Provides disposition instructions for off-specification fuel in concert with DFSP Management and DLA Finance Energy
- Maintains quality metrics
- Manages the commercial laboratory program

Source: DLA Energy Quality/Technical Support

- DLA Energy's Quality/Technical directorate develops and assures implementation of MIL-STD-3004B "DoD Standard Practice – Quality Assurance/Surveillance for Fuels, Lubricants and Related Products"
- The standard provides DoD policy and minimum procedures to be used by the military Services and DLA, worldwide, in performing quality assurance/surveillance of fuels, lubricants and related products purchased by the U.S. government
- This standard only covers quality assurance, where applicable (e.g., direct delivery to customers, destination acceptance, etc.)
- This standard includes policy and responsibilities derived from Executive Agency, Directive 5101.8, "DoD Executive Agent for Bulk Petroleum," Aug. 11, 2004, which designates the Director of DLA as the DoD Executive Agent for Bulk Petroleum for the DoD, with authority to re-delegate to DLA Energy
- This standard also contains intra-governmental receipt limits for U.S. government-owned fuels

Source: DLA Energy Quality/Technical Support

Quality Assurance Specialist and Quality Assurance Specialist Supervisor's Training and Certification Program

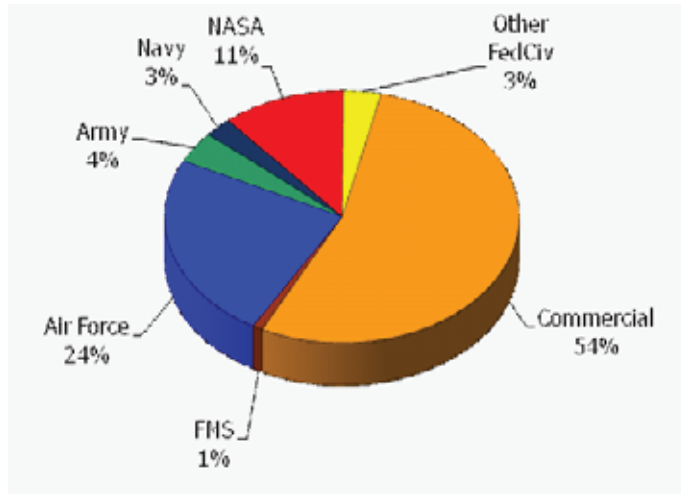
- DLA Energy's Quality/Technical directorate develops and implements the QAS and QAS Supervisor's Training and Certification Program for DLA Energy
- The Regulation outlines the DLA Energy QAS and QAS Supervisor's Training and Certification Program as required per DLAM 8220..4, DLAD/DLAI 4155.7, DoD 5000.52-M, and DLA Instruction 7518
- This program includes the development, implementation, and instruction by DLA Energy staff of specific commodity-related certification courses, including:
 - J07: Quality Assurance of Into-Plane Servicing Contracts
 - J08: Quality Assurance of Coal
 - XX: Coal Sampler
 - J20: Petroleum In-Plant Quality Assurance
- The basis for the DLA Energy QAS DLA Corporate Intern Program - two-year training program based in Houston to develop career QAS personnel

Source: DLA Energy Quality/Technical Support

- DLA Energy liaison to DLA Green Product Team
- Promote the procurement and use of “green” products as classified below:
 - Recovered or recycled content
 - Environmentally preferable
 - Energy efficient
 - Biobased
 - Alternative fuels/alternative fueled vehicles
- DLA Energy strives to go “green” in the procurement of E85, biodiesel, hydrotreated renewable jet fuel from various feedstocks (camelina, algae and tallow) and synthetic fuels
- Educate users on environmentally preferable alternative fuels

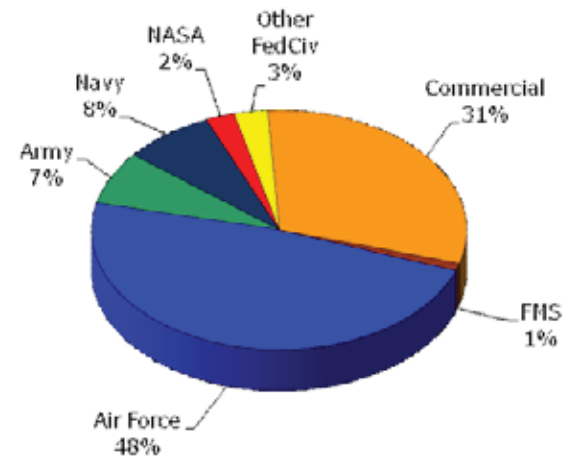
Source: DLA Energy Quality/Technical Support

Aerospace Energy Customer Profile



By Total Sales \$69.6 Million

By Number of Customers 485



Source: DLA Energy Aerospace Energy

Compressed Gases

Helium
Nitrogen
Argon
Hydrogen
Deuterium
Nitrogen trifluoride
Fluorine
Xenon
Krypton
Neon

Propellants

Hypergolic

Hydrazine fuels - seven grades
Dinitrogen tetroxide - five grades
Inhibited red fuming nitric acid

Non-Hypergolic

Rocket propellant - grades one and two
Isopropyl alcohol
Hydrogen peroxide
JP10
Priming fluid
Methanol

Cryogenic

Liquid oxygen
Liquid hydrogen
Liquid methane

Non-Propellant Cryogenics

Aviator's breathing oxygen
Liquid nitrogen
Liquid air
Liquid argon
Liquid helium
Liquid carbon dioxide



Source: DLA Energy Aerospace Energy



- U.S. Air Force Delta and Atlas
- Commercial Evolved Expendable Launch Vehicle - Lockheed Martin Atlas V and Boeing Delta IV
- F16 Emergency power unit
- F15/F16 Air intercept missile, Avenger, Sidewinder
- Cruise missiles - Navy Tomahawk, Harpoon and United States Air Force Air launched cruise missile/Air cruise missile
- AIM-9 and Stinger missiles
- Research and development programs
- Army Terminal High Altitude Area Defense
- DoD Aircraft Life Support & Maintenance
- U.S. Air Force and Army aerostat programs
- Military and commercial satellites
- International Space Station
- Drug Enforcement Agency Drug Interdiction
- DoD laser programs
- NASA space shuttle
- National Oceanic and Atmospheric Administration
- National Weather Service
- U.S. Department of Energy



Source: DLA Energy Aerospace Energy

Hazardous Material Shipments

Product	Cylinders/Drums	Bulk
Helium	1302	659
Argon	1458	
Hydrazine	277	2
JP10/PF1	104	35
Dinitrogen Tetroxide (N2O4)	261	2
RP1	36	34
Inhibited Red Fuming Nitric Acid	2	
Deuterium	32	
Total	3472	732



Source: DLA Energy Aerospace Energy

Aerospace Energy Solutions

Customer	Challenge	DLA Energy Solutions
Aberdeen Test Center	Streamline acquisition of aerospace energy products and unique, specialty mixture gases and provide single manager support of both products and services to diverse test facilities.	Developed innovative acquisition strategy to procure the bulk and containerized products in lots, where the customer defines the orders and contractor deliveries and container service activities are optimized.
Tinker Air Force Base	Provide high-specification energy products including special grade hydrogen, and remote inventory monitoring in support of plasma spray operations for the Oklahoma City Air Logistics Center.	Executed successful acquisition plan to obtain the specialized products, as well as match with industry "best practices" to provide telemetry monitoring in support of the customer's desire for an "autofill" product ordering system.
USCENTCOM Aerostat Programs	Transform the helium supply chain outside the continental United States in support of surge operations in Operation Enduring Freedom.	Proactively pre-positioned additional helium containers in Afghanistan in support of newly arriving aerostat systems, while simultaneously developing a strategic supply chain transformation strategy which included significant builds to the helium container fleet through new acquisitions, and establishing the first-of-its-kind production of gaseous helium in-country.

Source: DLA Energy Aerospace Energy

ACM.....	Air Cruise Missile
ACSA	Acquisition and Cross Servicing Agreement
AFRE	Alternative Fuel Renewable Energy
AIM	Air-to-Air Missile (Sidewinder)
AIT	Automatic Identification Technology
ALCM	Air-Launched Cruise Missile
ANG	Air National Guard
AOR.....	Area of Responsibility
AVGAS.....	Aviation Gasoline
B.....	Billion
BCS3-NM	Battle Command Sustainment Support System-Node Management
BPCOP	Bulk Petroleum Common Operating Picture
BSM-E	Business Systems Modernization-Energy
BU.....	Business Unit
CDC	Customer/Depot Complaint
CES	Constellation Energy Source
CHPP	Central Heat and Power
COCO	Contractor-Owned Contractor-Operated
COCOM.....	Combatant Command
CONUS	Continental United States
CSM	Customer Support Management
DESC	Defense Energy Support Center
DES.....	DLA Enterprise Support
DFSC	Defense Fuel Supply Center
DFSP	Defense Fuel Support Point
DLA	Defense Logistics Agency
DoD	Department of Defense
DoD-SCOMS	DoD-SEA Card Order Management System
DPK.....	Dual Purpose Kerosene
DSCR	Defense Supply Center Richmond
Dths.....	Dekatherms
DWCF	Defense Working Capital Fund
DWT.....	Dead Weight Ton

Acronyms

EA	Executive Agent
EBS	Enterprise Business Systems
ECM	Energy Conservation Measures
EELV	Evolved Expandable Launch Vehicle
EPS	Energy Performance Services
ESC	Expeditionary Sustainment Command
ESCO	Energy Service Company
ESOH	Environmental Safety and Occupational Health
FAME	Fatty Acid Methyl Ester
FEA	Fuel Exchange Agreement
FEMA	Federal Emergency Management Agency
FES	Fuels Enterprise System
FG	Foreign Government
FISC	Fleet and Industrial Supply Center
FMS	Foreign Military Sales
FOB	Free on Board
FPDS-NG	Federal Procurement Data System-Next Generation
FY	Fiscal Year
GHP	Geothermal Heat Pump
GIA	Guam International Airport
GOCO	Government-Owned Contractor-Operated
GOGO	Government-Owned Government-Operated
GSHP	Ground Source Heat Pump
HRJ	Hydrotreated Renewable Jet
HVAC	Heating, Ventilating and Air Conditioning
IA	Inventory Accountability
IMM	Integrated Material Management
IRFNA	Inhibited Red Fuming Nitric Acid
ISR/SSR	Individual Contracts/Summary Subcontract Report
IT	Information Technology
JIATF-S	Joint Interagency Task Force - South
JP	Jet Petroleum (JP4, JP5, JP8, JP10, Jet A1, Jet B, etc.)
JPO	Joint Petroleum Office

Acronyms

JQO	Joint Qualified Officer
K	Thousands
LNO	Liaison Officer
LSA	Lead Standardization Activity
LSS	Lean Six Sigma
M	Million
MGO	Marine Gas Oil
MND	Ministry of National Defense
MOA	Memorandum of Agreement
MOGAS	Motor Gasoline
MOU	Memorandum of Understanding
MSC	Military Sealift Command
MSCA	Military Support to Civilian Agencies
MWh	Megawatt Hour
NASA	National Aeronautics and Space Administration
NATO	North Atlantic Treaty Organization
NAVAIR	Naval Air Systems Command
NAVEUR	Naval Command Europe
NAVFAC	Naval Facilities Engineering Command
NDAA	National Defense Authorization Act
NLSA	National Logistics Staging Area
NPV	Net Present Value
NSN	National Stock Number
OCONUS	Outside Continental United States
OEF	Operation Enduring Freedom
OIF	Operation Iraqi Freedom
OPA-90	Oil Pollution Act of 1990
OPDS	Offshore Petroleum Discharge System
OPLAN	Operational Plans
OSD	Office of the Secretary of Defense
P/L	Pipeline
PATSA	Petro America Terminal, SA
PC&S	Posts, Camps and Stations Contract

POL	Petroleum, Oil and Lubricants
POM.....	Program Objective Memorandum
POTUS.....	President of the United States
PP&E.....	Plant, Property and Equipment
PQDR.....	Product Quality Deficiency Report
PQIS.....	Petroleum Quality Information System
QA	Quality Assurance
QAR.....	Quality Assurance Representative
QAS.....	Quality Assurance Specialist
QLLEX.....	Quartermaster Liquid Logistics Exercise
QS.....	Quality Surveillance
R&D.....	Research and Development
REC.....	Renewable Energy Certificate
RIE	Rapid Improvement Event
ROK.....	Republic of Korea
RP	Rocket Propellant
RSC.....	Regional Support Command
SAP.....	System Analysis and Program Development
SBS	Small Business Specialist
SEA.....	Ships' Bunkers' Easy Acquisition
SK.....	South Korean
SOAR	Subcontracting Orientation and Assistant Review
SRM.....	Sustainment, Restoration and Modernization
SRM-E.....	Sustainment, Restoration and Modernization Energy
STS	Ship-to-Ship
TACM.....	Temperature and API Correcting Meter
U.S.	United States
UESC.....	Utility Energy Service Contracts
UFG.....	Ulchi Freedom Guardian
UK MOD	United Kingdom Ministry of Defense
UMCS	Utility Monitoring Control System
USA	United States Army
USAF.....	United States Air Force

Acronyms

USAFE United States Air Force Europe
 USAR United States Army Reserve
 USCENTCOM U.S. Central Command
 USEUCOM..... U.S. Europe Command
 USFK U.S. Forces Korea
 USMC United States Marine Corps
 USPACOM U.S. Pacific Command
 USSOCOM U.S. Special Operations Command
 USSOUTHCOM..... U.S. Southern Command
 USTRANSCOM..... U.S. Transportation Command
 VFD Variable Frequency Drives
 VPP..... Voluntary Protection Program





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