

DEFENSE LOGISTICS AGENCY ENERGY



Fact Book Fiscal Year 2012

Available online at: www.energy.dla.mil

Table of Contents

DLA Energy Corporate Posture

Foreword.....	4
DLA Energy's History.....	5
Mission and Vision	6
Commander's Update.....	7
Fiscal 2012 Annual Operating Plan	9
DLA Energy Organization.....	10
DLA Energy Senior Leadership.....	11
Worldwide Locations	12
Commander's Biography.....	13
Deputy Commander's Biography.....	14
Executive Advisor's Biography	15
Organizational Missions and Functions.....	16
Civilian and Military End Strengths.....	26

Fiscal Year 2012 Facts and Statistics

Financial

Energy Summary	28
Statement of Financial Conditions	29
Statement of Sales	30
Net Sales by Category.....	31
Product Cost.....	32
Purchases by Category.....	33
Worldwide Bulk Fuel Ending Inventory.....	34

Contracts

Contract Action Data.....	36
Environmental Contracts	37
Testing Contracts.....	38
Alongside Aircraft Refueling	39

Optimization Projects	40
Into-Plane Contracts	41
Ships' Bunker Contracts	42
Posts, Camps and Stations Contracts.....	43
Energy Savings Performance Contract Awards	44
Energy Utility Services Contract Awards Summary	45
Aerospace Contracting Overview.....	46
Alternative Fuel	47
Business Unit Programs	
Defense Fuel Support Points.....	49
Storage/Distribution Services	50
Sustainment, Restoration and Modernization Program	51
Worldwide Bulk Product Transportation	52
Transportation Expenses.....	53
Demurrage Collected	54
Small Business Program Achievements	55
Worldwide Agreement Snapshot	56
Coal Program	57
Natural Gas Program.....	58
Electricity - Demand Responses Program	59
Electricity Program	60
Renewable Energy Program	61
U.S. Government AIR Card®.....	62
DoD Fleet Card.....	63
SEA Card®	64
DoD Swipe Sea Card®	65

Table of Contents (cont.)

Petroleum Quality Information System	66
Science and Technology Product Support	67
Alternative Energy Research and Development Product Support	68
Cataloging and Standardization	69
Quality Assurance/Surveillance Program	70
DoD Standard Practice (MIL-STD-3004)	71
Quality Assurance Specialist and Supervisor's Training and Certification Program	72
Green Product Team	73
Aerospace Energy Customer Profile	74
Aerospace Energy Product Line Overview	75
Major Programs Supported	76
Hazardous Material Shipments	77
Aerospace Energy Solutions for Today's Energy Challenges	78
Acronyms	79



Foreward

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 2012, 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*

DLA Energy's History

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.

Mission and Vision



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



Commander's Update

The Defense Logistics Agency Energy was marked by transition throughout fiscal year 2012 and into 2013. The Iraq drawdown, Energy Convergence, Audit Readiness and our Big Ideas initiatives – a huge part of the overall DLA goal to save the services \$10 billion in five years – along with our reorganization implementation, brought about change we haven't seen in over 15 years. Also, our DLA Energy team once more rose to the occasion and came to the aid of millions during Hurricane Sandy, which impacted the Northeast. All of this as we supported the Middle East, Europe and Africa, Americas and Pacific regions, and managed the day-to-day activities of DLA's largest supply chain – with revenue just under \$20 billion – as we head into fiscal year 2013.

We put all of this transition on our incredible workforce, one whose culture is steeped in tradition, squarely focused on mission execution. No matter how long it took or how hard the journey, we moved to the sound of the guns and answered our nation's call. We galvanized our core competencies, leveraged the best of what we do and provided a service like no other.

Here at DLA Energy, our "10-in-5" Big Idea efforts, in concert with the whole of DLA, returned \$3.2 billion – of \$10 billion total – back to the services between fiscal 2013 and 2019. By focusing on material and operational levers, such as Jet-A convergence, demand planning and infrastructure and inventory reduction, we laid the ground work to become more efficient and still provide world-class support to the warfighter.

Our Energy Convergence efforts and adoption of the Enterprise Business System helped pave the way for our customer- and supplier-facing reorganization, which aligned us closer to industry practice and placed us on par with our sister DLA primary-level field activities. Auditability requirements demanded it.

Our Virginia-based command, residing here at DLA headquarters, was responsible for nearly half of DLA's entire revenue on the backs of five percent of the entire DLA workforce. Our "get'er done" mentality has always been about customer service. From our petroleum operations, to include sustainment, restoration and modernization, to our non-petroleum product lines, our contracting workforce is the absolute best on the planet. Our command and control, or Operations Center, is the engine room of contingency operations – simply none better. Our central business units, and their ability to flex and turn on a dime to meet emergent requirements, performed minor miracles daily.

Commander's Update (cont.)

Our DLA Energy commanders and their amazing regional commands were put to the test as well. Our four regions cover the war fighting requirements across the globe. This is where the rubber met the road.

Our Middle East region was charged with the Iraqi drawdown with respect to fuel infrastructure and responsible to hold gallons of fuel well above days of supply calculations and consumption factors for Afghanistan. The operational environment of working with foreign governments on freedom of movement and freedom of access for our five suppliers and our products were extremely difficult, and we overcame those obstacles. We formalized the Northern Distribution Network when the Pakistan ground lines of communications were closed.

In Europe and Africa, the operational environment was centered on partnering with 28 NATO countries throughout the European and Central Command areas of responsibility. Africa presented itself with undeveloped transportation networks, often trucking fuel over hundreds of kilometers on dirt roadways and unsafe bridges and waterways.

In the Pacific, our regional command focused on acquiring our first DLA Energy-operated defense fuel support point. We concentrated heavily on the petroleum mission transfer from the Army's 505th Quartermaster Battalion to DLA Energy. All the while they ensured Alaska, Hawaii, Guam, Japan, Okinawa, Korea and Singapore sub-regional infrastructure and missions were capable to meet U.S. Pacific Command's operational plans requirements.

In the Americas, Hurricane Sandy culminated this region's operational environment and delivered more than 9 million gallons of fuel to New York, New Jersey and Connecticut. Pumps, generators, food and fuel were the lifeblood to this stricken area – we enabled that. Sandy bought us so much visibility and credibility with the President, the Secretary of Defense, U.S. Northern Command and the Departments of Energy and Transportation because of how quickly we responded.

On behalf of our leadership, we are proud of your efforts. This truly is a great place to work and we recognize the hard work of our people and our organization – this certainly doesn't go unnoticed. We have the experts and truly are the best in what we do.

As you look over this year's Fact Book, the first section represents DLA Energy as it stands today in 2013. Our organization chart, regional locations, biographies and our units' roles and missions are all up to date. Everything after the divider is a snapshot of DLA Energy's facts and figures for fiscal year 2012.

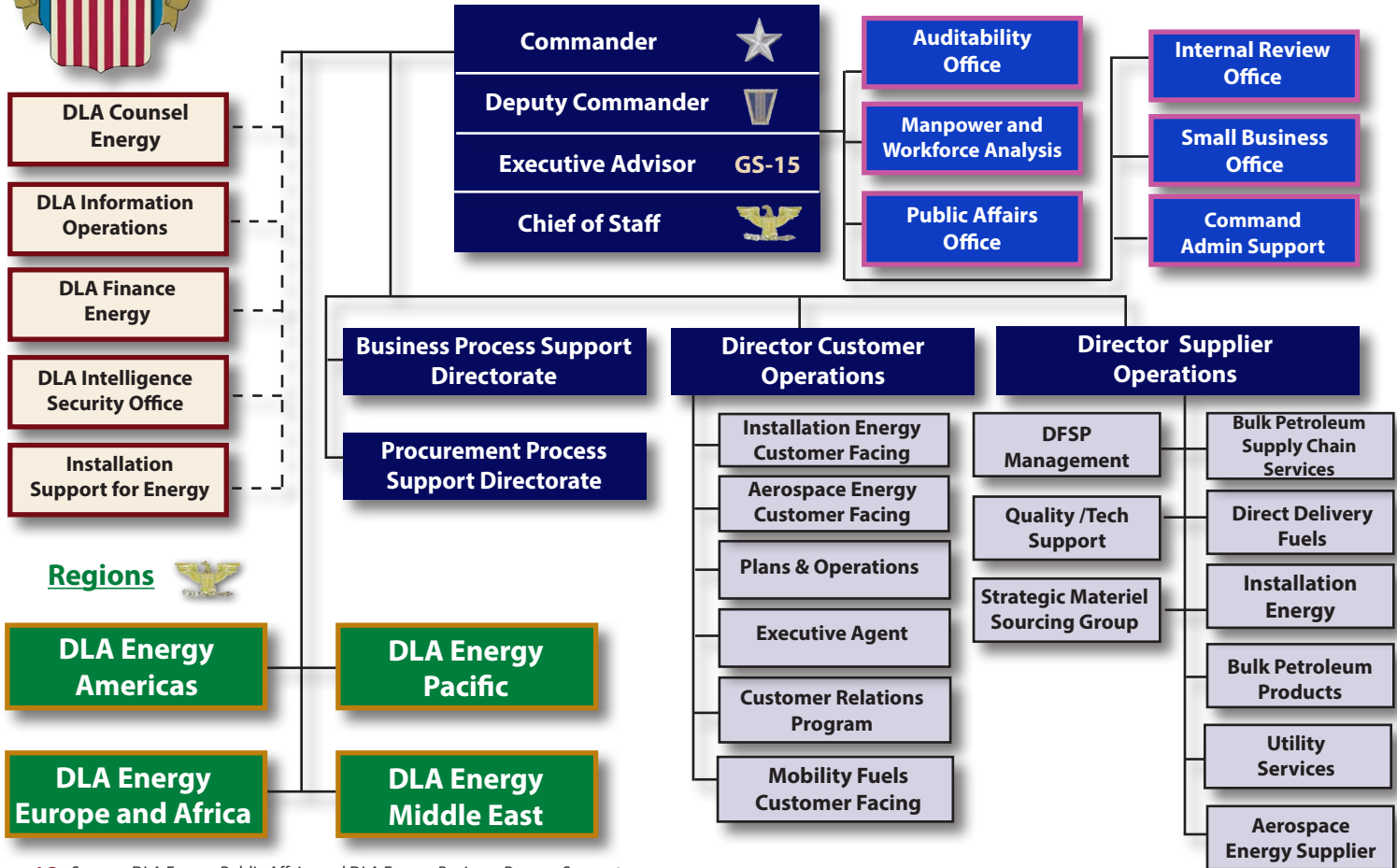
Fiscal 2013 Annual Operating Plan

DLA Energy 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 units' mission requirements, DLA Energy will support and play an integral part in DLA strategies and initiatives. DLA Energy's fiscal 2013 initiatives consist of the following:

- Align DLA Energy's mission to support DLA's "Big Ideas/10-in-5" initiatives to achieve improved efficiencies and savings across the enterprise
- Reduce the direct cost of fuel by 1-3 percent across all fuel products through the use of agile acquisition techniques, and leverage commercial supply chains without creating redundancy
- Reduce distribution and transportation costs by 25 percent and achieve 3 percent efficiency gains from personnel, automated data processing, facility maintenance and information technology
- Attack both War Reserves and Operational Inventory through better leverage of commercial infrastructure and agreements; review and adjust strategic requirements
- Engage with customers and external stakeholders to drive additional DLA Energy support improvements worldwide
- Support the Department's Operational Energy strategy
- Continue pursuit of significant price reductions across DLA's materiel and services acquisitions
- Identify and implement improved acquisition execution practices across all DLA supply chains
- Implement Energy Convergence to fully integrate the energy supply chain into Enterprise Business System and achieve DLA enterprise-wide savings and efficiencies
- Develop and execute auditability strategies to enhance management and reporting of worldwide DLA Energy inventories and infrastructure



DLA Energy Organization



DLA Energy Senior Leadership



Deputy Commander
Mr. Michael Scott



Commander
Brig. Gen. Giovanni Tuck, USAF



Chief of Staff
Col. Peter Crean, USA



Customer Operations
Col. Steve Kephart, USAF



Supplier Operations
Ms. Gabriella Earhardt



Business Process Support
Mr. Michael Broderick



Executive Advisor
Ms. Kathryn Fantasia



Procurement Process Support
Mr. Doug Smith



DLA Finance Energy
Ms. Carol O'Leary



DLA Counsel-Energy
Ms. Kathleen Murphy



**DLA Energy Americas
Commander**
Col. Ronald Ross, USA



**DLA Energy Europe and
Africa Commander**
Col. Robert Weaver, USA

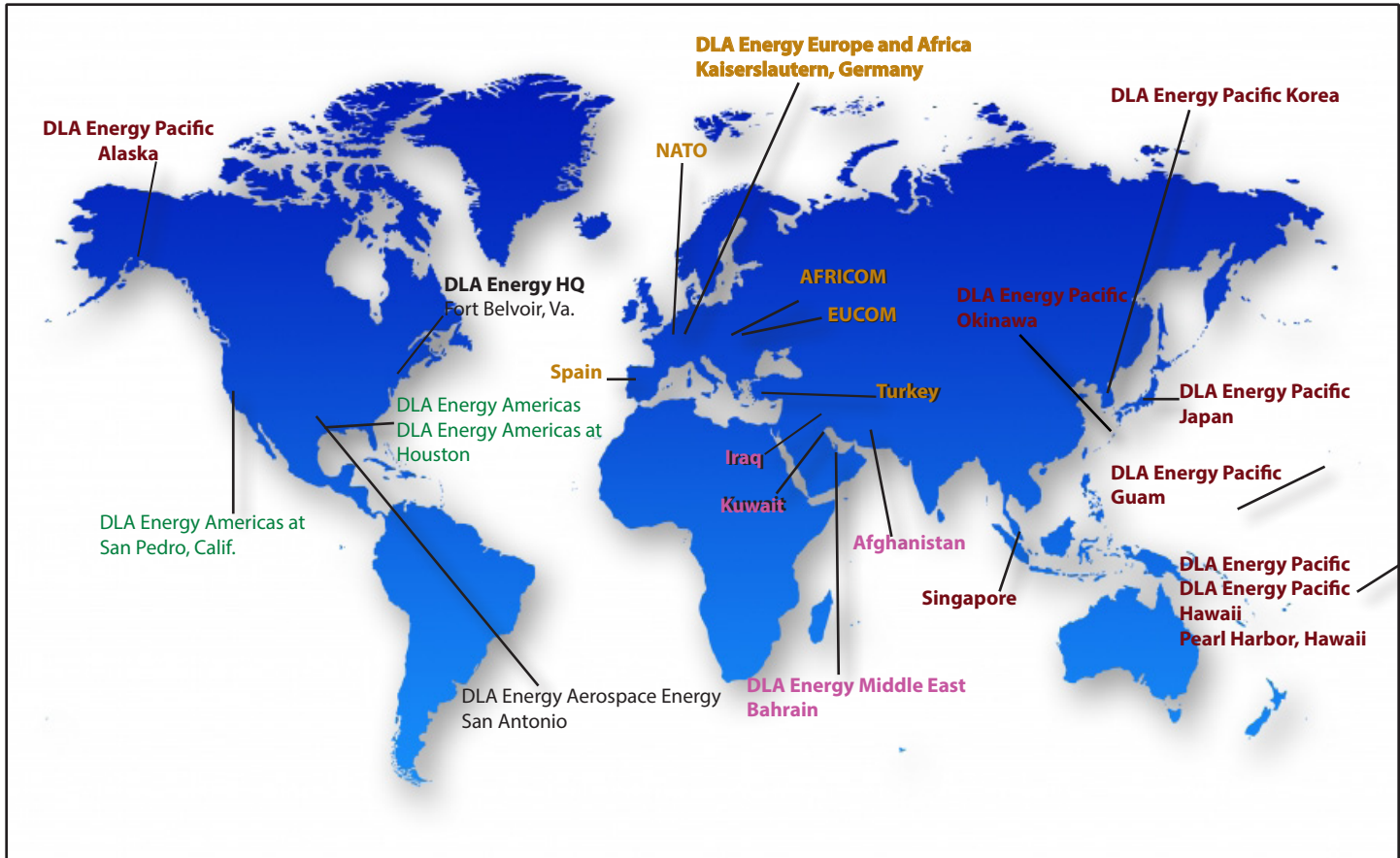


**DLA Energy Pacific
Commander**
Capt. Christopher Bower, USN



**DLA Energy Middle East
Commander**
Col. William Rush, USA

Worldwide Locations



Brig. Gen. Giovanni Tuck, USAF



Brig. Gen. Giovanni K. Tuck, USAF Commander, Defense Logistics Agency Energy

U.S. Air Force Brig. Gen. Giovanni Tuck assumed his current position as the commander of the Defense Logistics Agency Energy, a primary level field activity of the DLA at Fort Belvoir, Va., July 9. As commander, he is responsible for providing the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and efficient manner possible.

Prior to his arrival at DLA Energy, Tuck served as the commander of the 379th Air Expeditionary Wing in Southwest Asia. This composite wing includes strike; intelligence, surveillance and reconnaissance; mobility; aeromedical evacuation; and command and control assets, which supported operations New Dawn, Enduring Freedom and Combined Joint Task Force-Horn of Africa. The wing provided support to more than 11,000 Air Force, joint and coalition forces.

Tuck also served as the executive officer to the Air Force vice chief of staff where he was responsible for coordinating with Air Force headquarters, the Secretary of the Air Force staff, the Joint Staff, the DoD and other governmental agencies on the full spectrum of Air Force and joint service issues supporting 680,000 Total Force Airmen serving in the U.S. and overseas. Tuck has deployed supporting operations Iraqi Freedom and Enduring Freedom.

Tuck graduated from Southwest Texas State University in 1987 with a Bachelor of Science degree. He is a command pilot with more than 4,600 flying hours and has served in numerous supervisory and leadership positions to include the aide to the U. S. Transportation Command deputy commander; commander of the 905th Air Refueling Squadron at Grand Forks Air Force Base, N.D.; and commander of the 15th Airlift Wing at Hickam Air Force Base, Hawaii.

His major awards and decorations include the Legion of Merit award, Defense Meritorious Service Medal, Air Force Meritorious Service Medal with three oak leaf clusters, Air Medal, Aerial Achievement Medal, Air Force Commendation Medal with oak leaf cluster, Air Force Outstanding Unit Award with "V" device, Air Force Organizational Excellence Award, Combat Readiness Medal, National Defense Service Medal, Armed Forces Expeditionary Medal, Southwest Asia Service Medal with two bronze service stars and Kuwaiti Liberation Medal.

Michael D. Scott



Michael D. Scott

Deputy Commander, Defense Logistics Agency Energy

Michael Scott serves as deputy commander of the Defense Logistics Agency Energy, a field activity of DLA at Fort Belvoir, Va., and is responsible for providing the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and efficient manner possible.

Prior to his current position, Scott was detailed as executive director for DLA Energy from February 2011 to January 2013. Scott served as executive director for the Materiel Policy, Process and Assessment Directorate (J33), for DLA Logistics Operations (J3) from September 2008 to February 2011. Scott's management responsibility included the development and application of DLA logistics policy, plans, programs and operations for all classes of supplies managed by DLA. He was also responsible for order management, demand and supply planning requirements, inventory management, retail integration, logistics research and development, operations research and the technical and quality processes across the DLA enterprise.

Scott has worked at DLA since 1985, both at the DLA headquarters and DLA Land and Maritime. His previous positions include deputy director and director for Strategic Planning and Enterprise Transformation (J5), Business Systems Modernization Organizational Alignment chief, DLA Demand and Supply Planning Process owner, DLA Demand and Supply Planning Process lead and Headquarters DLA requirements team chief. At DLA Land and Maritime, his positions included: deputy director of Enterprise Business Systems, Acquisition and Materiel Management chief, Program Support Unit chief, Logistics Programs division branch chief, Systems Development team chief, distribution systems analyst, requirements systems analyst, and item management specialist.

Scott holds a Bachelor of Science degree in marketing from the Ohio State University, graduated from the United States Air Force's Air War College and completed the Harvard University Kennedy School of Government Executive Leadership Series.

Over his career, Scott has received many awards, including the DLA Director's Award for Organizational Excellence, DLA Scissors Award, Federal Executive Association Reinvention Recognition Award, Joint Meritorious Unit Award, DoD Honorary Value Engineering Achievement Award, DLA Productivity Achievement Award, Finalist/Nominee for President's Council on Management Improvement Award, Defense Superior Management Award and the Interagency Committee on Information Resource Management Award, as well as 17 Special Act or Service Awards and 10 Sustained Superior Performance Awards.

Kathryn M. Fantasia



Kathryn M. Fantasia **Executive Advisor, Defense Logistics Agency Energy**

Kathryn Fantasia serves as the executive advisor of the Defense Logistics Agency Energy, a field activity of DLA at Fort Belvoir, Va., responsible for providing the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and efficient manner possible.

Prior to her current position, Fantasia was the director of DLA Energy's Direct Delivery Fuels business unit from April 2007 to January 2013. In this assignment, Fantasia was responsible for managing acquisition programs that support military and federal civilian agency ground fuel requirements around the world, exceeding \$2 billion in annual sales. In addition, Fantasia also provided oversight and management of acquisition programs in support of U.S. and coalition forces in Operation Enduring Freedom and Operation Iraqi Freedom.

Prior to that assignment, Fantasia served as DLA Energy's Direct Delivery Fuels deputy director from June 2006 to April 2007. From 2000 through 2006, she served as a division chief and contracting officer in the Direct Delivery Fuels. In this capacity, Fantasia engaged in acquisition support for posts, camps and stations; commercial aviation and marine bunker fuel in support of military customers around the world. She was actively engaged in supporting contingency fuel requirements to support OEF and awarding primary support contracts in support of OEF requirements. Additionally, from November 2008 through July 2009, Fantasia served as the contracting director of the Bulk Petroleum business unit.

Fantasia began her career at DLA Energy in 1991, re-entering the workforce after a nine-year hiatus. She is certified in Contracting at Level III as of April 2000 under the Defense Acquisition Workforce Improvement Act and is a member of the Defense Acquisition Corps since October 2001.

Organizational Missions and Functions

Director of Supplier Operations Functions

DLA Energy Aerospace Energy Supplier Division

manages the worldwide acquisition of liquid propellants, bulk cryogenics, chemicals and compressed/liquefied gases and associated services in support of DoD, federal civilian and commercial space and launch programs, as well as federal academic research programs. It executes sales contracts with commercial space and launch companies under the authority of the Commercial Space Launch Act and/or Federal Acquisition Regulation Part 51. It provides centralized contracting support via aggregation and award of government contracts for supplies and services of all assigned products. The division performs post-award contract administration functions of all awarded contracts. It also awards and administers bulk hypergols transportation contracts, as required, as well as contracts in support of DLA Energy's building in San Antonio. It hosts industry forums to optimize support and participates in technical conferences for the exchange of ideas within customer and industry groups. Point of contact: (210) 925-4455.

DLA Energy Bulk Petroleum Products provides contract support for the bulk petroleum supply chain, including worldwide bulk fuels requirements (JAA, JP8, JP5, F76). These fuels are acquired through four major purchase programs: Inland East Gulf Coast (IEG); Rocky Mountain/West Coast (RMW); Atlantic, European, Mediterranean (AEM); and Western Pacific (WESTPAC). Bulk Petroleum Products is also responsible for the purchase of bulk FSII (drummed FSII is handled by DLA Aviation

in Richmond, VA), bulk lubricants and alternative fuels, such as HRJ8, for testing and certification purposes, and other petroleum related products. POC: (703) 767-8572.

DLA Energy Bulk Petroleum

Supply Chain Services provides contract support for the bulk petroleum supply chain including 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 DoD 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.



Organizational Missions and Functions

It also provides distribution, transportation and inventory management for bulk fuels, additives, specialty fuels and lube oils worldwide for DoD and other federal government customers. It plans, programs, budgets, manages and executes the DLA Energy Sustainment, Restoration and Modernization Program. The division 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. POC: (703) 767-9531.

DLA Energy Direct Delivery Fuels provides worldwide acquisition and integrated materiel 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 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. The business unit also serves as coordinator and facilitator for DoD’s participation in electricity demand response programs and the centralized program manager for DoD’s Natural Gas Program. POCs: (703) 767-9404 or (703) 767-8238.

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. It serves as the lead standardization activity for Federal Supply Classes 91GP, 9110, 9130 and 9140. It also represents DLA Energy on quality and technical-related issues with military service technical offices, customers, suppliers and national and international industry standardization organizations and regulatory agencies. The office is responsible for quality and technical policy, procedures, guidance and information systems related to the acquisition, storage and distribution of DLA Energy-managed products. Additionally, it provides technical expertise for alternative fuels and renewable energy and science and technology projects. POCs: (703) 767-8363 or (703) 767-8736.

DLA Energy Strategic Materiel Sourcing Group focuses on strategic sourcing efforts associated with monitoring, development and integration of suppliers and DLA Energy business units across the Class III bulk fuels supply chain. This integration includes current products as well as innovative products specific to alternative fuels and renewable energy. It

Organizational Missions and Functions



acts as a bridging function between supplier and customer relationship management functions. It also assists in identifying and resolving existing gaps between supply side and customer side ac-

tivities. Additionally, it acts as the focal point within DLA Energy for strategic outreach to provider and supplier engagement for energy supply chains to include the addition of alternative fuels and renewable energy. It attends and actively participates (when appropriate) in working groups, conferences, forums and classes that could influence/impact the DLA Energy's AFRE activities, roles or capabilities. The group ensures dissemination of information and contacts to proper business units. POC: (703) 767-9747.

DLA Energy Utility Services manages the utility services contracting mission supporting the utility privatization programs of service partners. It provides pre- and post-award contracting and technical expertise for service partners privatizing government-owned utility distribution systems (water, wastewater, electric and natural gas) under authority of 10 U.S.C. 2688. It acts as the procurement, program management and technical

liaison with the Deputy Under Secretary of Defense Installations and Environment for utility services contracting done in conjunction with the privatization of utility systems. POC: (703) 767-5168.

Director of Customer Operations Functions

DLA Energy Aerospace Energy Customer Division

supports DoD, federal civilian and commercial space and launch programs worldwide with liquid propellants, bulk cryogenics, chemicals, compressed and liquefied gases and associated services. It supports federal academic research programs, as requested. The division provides centralized customer requirements aggregation, 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. It drafts sales contracts with commercial space and launch companies under the authority of the Commercial Space Launch Act. The division provides technical support for the safe transportation of assigned products as well as other hazardous materials. It hosts technical conferences for the exchange of ideas within customer groups and participates in industry forums to optimize support. It serves as the accountable officer for all Defense Working Capital Fund-owned product stored and distributed from 17 defense fuel support points worldwide. The division manages property,

Organizational Missions and Functions

plant and equipment in support of assigned commodities procured on a free on board 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 Customer Relationship Management Division supports DoD, federal civilian and commercial energy programs to ensure customer requirements and service agreements are met. It collaborates with other business units on customer value-added service and supply chain management. The division implements improvements to marketing strategies, customer relations, business development and customer demand profiles. It works with service program managers on special programs and manages requirements of customers in specific customer segments, such as operating forces, service-level agreements, and performance-based agreements with customers at the command level. POC: (703) 767-1608.

DLA Energy Executive Agent Office is responsible for implementing DoD's Executive Agent Program for the Class IIIB bulk petroleum supply chain. The office works with the military services, combatant commands, Joint Staff, several Offices of the Secretary of Defense and business units within DLA Energy to improve the efficiency and effectiveness of supply chain activities. The EA Vision 2021 for the supply chain focuses on gaps/seams/duplications of effort that restrict full accomplishment of capabilities in the areas of planning, operations, equipment and facilities, product standards and quality, resources and training and education. Major initiatives for 2012 included:

- 1) pursuing finalization of the fielding of a community-wide

- 2) introducing the Defense Acquisition University Acquisition Requirements Roadmap Tool for standardizing performance work statements for Defense Fuel Support Points;
- 3) revising MIL-PRF-32233 for collapsible fuel tanks;
- 4) initiating a bulk petroleum community skill set study;
- 5) reinvigorating usage of the Joint Lessons-Learned Information System for major exercises/operations;
- 6) instituting a DoD Energy Crosstalk forum; and
- 7) improving aviation gasoline logistics planning and operations.

POC: (703) 767-9355.

Mobility Fuels Customer Division provides a wide variety of customer support functions for DoD, federal civilian and other authorized foreign government customers in the area of customer account management, demand planning and Fuel Card program management. The focus is, as customer advocate and liaison, to solve or coordinate the resolution of customer order/support problems, integration, customer service improvements and implementing guidance. Customer Account Management is the primary customer-facing point of contact for customer order fulfillment of mobility fuels. Demand planning includes statistical forecasting for short and long range demand to support requirement aggregation, supply planning and acquisition. The Government Fuel Card Program office performs overall program management responsibilities, training and support for DLA's customer purchasing tools used worldwide: Aviation Into-plane Reimbursement Card®, Ships' Bunkers Easy Acquisition Card Order Management System®, Swipe SEA Card® and the DoD Fleet Card. The card program office works directly with the DoD Purchase Card program officials, General Services

Organizational Missions and Functions

Administration SmartPay®2 Program Office, GSA Contracting Office, Office of Management and Budget and the Inspector General officials to coordinate all government-wide charge card guidance and support to more than 70,000 card holding customers and their component program managers. POC: (703) 767-9303.

DLA Energy Plans and Operations 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.

Staff Functions

DLA Energy Auditability and Sustainment Office serves as the DLA Energy lead to provide oversight and maintenance of DLA Energy’s financial officer’s certification of auditability and maintains the currency of the associated OSD assertion requirements, as well as all associated business processes. Additionally, oversees, manages and periodically tests DLA Energy’s supply chain in accordance with Office of Management and Budget Circular A-123, Federal Information Systems Controls Audit Manual and headquarters DLA guidance. The office manages the DLA Energy central office for coordinating responses with regard to audit readiness and the DLA Energy Management Control Program. It oversees DLA Energy corrective actions that

result from the above mentioned audit findings. It is responsible for the identification of any deficiencies that preclude DLA Energy’s ability to become and remain fully capable of receiving an unqualified audit opinion and to initiate appropriate corrective actions to correct identified auditability impediments. The program involves conducting internal reviews/assessments of DLA Energy’s business processes/process flows and management control programs with regard to DLA/DLA Energy’s financial officer’s certification of auditability. Additionally, the office oversees the testing and identification of deficiencies of DLA Energy’s business processes in accordance with OSD, OMB Circular A-123, the FISCAM and headquarters DLA guidance. The office will effectively exercise program management responsibility over all related processes from the actual business event to the reflection of that event on financial statements. The office serves as the authority in DLA Energy for these responsibilities and represents the organization across DoD. POC: (703) 767-8317

DLA Energy Business Process Support is responsible for maximizing the efficiency and effectiveness of DLA Energy’s business processes and business cycles, thereby providing best value support to DLA Energy’s customers. The Business Process Support directorate partners with the headquarters/enterprise process owners, process leads, sub-process owners and sub-process liaisons throughout DLA Energy and the rest of DLA to ensure that the enterprise business system and DLA Energy’s existing legacy systems provide a coherent, integrated business solutions for all of DLA Energy’s supply chains. The directorate provides liaison to the DLA Energy information technology

Organizational Missions and Functions



service providers in DLA Information Operations to ensure a responsive framework to DLA Energy business endeavors and will provide policy and procedural support for all supply chain business system processes. These processes include order

fulfillment to include inventory management, order management and customer support management; demand and supply planning; technical/quality; procurement and finance and related real property processes pertaining to DLA Energy's sales and distribution network. While not all DLA Energy process owners reside within the directorate, the directorate has the mission and role to fully integrate all the processes to ensure a coherent, end-to-end business process solution. The directorate is responsible for the design, test, evaluation and implementation of EBS automated systems and related business process reengineering. It prepares, oversees and administers training on new systems and conduct change management activities to educate employees and promote their acceptance of and commitment to EBS. It is also responsible for maintaining and retiring legacy systems over the course of the transition to EBS, and provide business process analyst support to end users of both the EBS and legacy systems. The directorate pro-

vides research, review and analysis of operational procedures, systems and performance. It 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. The directorate's analysts extract data, run reports and monitor metrics and key performance indicators for all energy supply chains, tracking and analyzing trends and underlying data. This directorate maintains fully trained EBS business process analysts.

POC: (703) 275-5724.

DLA Energy Command Administration Support is responsible for administrative support for the DLA Energy leadership. It 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. The directorate is also responsible for collection and presentation of metrics internal to DLA Energy, such as the Monthly Management Review. It also 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. This 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 year CPI Guidance. It is responsible

Organizational Missions and Functions

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 Energy Procurement Process and Support 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 quality and integrity of procurement functions. It oversees the Procurement Planning and Support division, EProcurement division, Procurement Functional Support division, Acquisition Support division and Acquisition Workforce Development, and is responsible for employees in the Pathways Recent Graduate and Intern programs for the contracting, quality and supplies series. The unit 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; implements Energy Convergence for procurement to integrate the energy supply chain into DLA's Enterprise Business System; provides functional support to the vendor direct and supply chain commodities and is responsible for employees in the Pathways Recent Graduate and Intern programs for the contracting, quality and supplies series. POC: (703) 767-8505.

DLA Finance Energy is responsible for obtaining and allocating resources, analyzing execution and providing fiscal guidance and advice to support the DLA Energy business area in

accomplishing its mission in a manner that provides the best return on investment to the taxpayer. It does so through a highly motivated team of dedicated financial professionals who are innovative, well-trained and committed to uncompromising customer support. POCs: (703) 767-9450 or (703) 767-9484.

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 also provides independent appraisals of organizational operations and the effectiveness of internal controls. POC: (703) 767-6133.

DLA Energy Public Affairs Office serves as principal advisor to the commander regarding public affairs matters. The office 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. The office also researches, writes and posts articles highlighting the efforts of DLA Energy's workforce on the headquarters' intranet. It reviews and edits briefings, presentations and publications in-



Organizational Missions and Functions

tended for public distribution using the Associated Press style of journalism, in accordance with DoD regulations. POC: (703) 767-4108.

DLA Energy Manpower and 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 directorates, staff, business units, region offices and Human Resources Office – New Cumberland in liaison with DLA, specified and unified commands, military service components and government agencies. It develops and manages a comprehensive DLA Energy Human Capital Management program to include personnel forecast, recruiting strategy, employee development, workforce representation, mentor/protégé opportunities, surveys tools and leadership enhancement. POC: (703) 767-9474.

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 DLA headquarters. 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 Counsel-Energy provides the full range of legal support services to the commander. The Chief Counsel is 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, the Equal Employment Opportunity Commission, and the Merit Systems Protection Board. It serves as DLA Energy's Alternative Dispute Resolution specialist. It is responsible for DLA Energy's legislative affairs programs and is the DLA Energy contact for congressional inquiries. It manages DLA Energy's Freedom of Information Act and Privacy Act programs, as well as 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.



Organizational Missions and Functions

Regional Offices

DLA Energy Americas provides comprehensive energy support and solutions to DoD, federal civilian and other customers in the most effective and efficient manner possible. The geographical area of responsibility includes 16,632,233 square miles, covering 42 countries and 30 territories in the continental United States, Canada, Caribbean and Central and South America. Fuel management and strategic energy support includes distribution, inventory and quality assurance functions of bulk fuel (aviation), bunkers (marine), direct delivery fuels (ground and installation), into-plane (aviation), missile/cryogenic, lube oil and coal. The region supports alternative fuels and renewable energy initiatives. Bulk fuel storage and distribution support includes inventory accountability, facilities and maintenance. It supports four Unified Combatant Commands: U.S. Northern Command, U.S. Southern Command, U.S. Strategic Command and U.S. Transportation Command. The region partners with the Federal Emergency Management Agency and contingency contractors in support of natural or manmade disasters. POCs: DLA Energy Americas commander, (713) 718-3883, x-101, DLA Energy Americas at Houston commander, (713) 718.3770, x-102, DLA Energy Americas at San Pedro commander, (310) 241-2801.

DLA Energy Europe and Africa provides comprehensive energy solutions in the U.S. European Command and U.S. Africa Command areas of responsibility, as well as into Northern

Iraq with U.S. Central Command in order to ensure uninterrupted sustainment of the energy requirements in the regions support area of operations. The office

serves as the theater item manager for bulk fuel distribution and storage in Europe and Africa, as well as additional forces supported by DLA Energy Europe and Africa to include NATO, former Soviet Bloc nations and most forces operating in the former Yugoslavia, including those operating under the auspices of the United Nations. This geographic responsibility includes 55.8 million square miles, covering 103 nations in all of Europe and Africa, parts of Asia and North America, and extends from 500 miles off the Atlantic coast of the United States to the Pacific coast of Russia. It includes two-thirds of the Earth's coastlines, spanning 18 time zones. DLA Energy Europe and Africa is the first choice for energy solutions to all warfighters operating within the USEUCOM and USAFRICOM areas of responsibility, and will continue to provide fuel for today's fighting forces and energy solutions for tomorrow's missions. POC: 011-49-631-411-5352/5354.



Organizational Missions and Functions

DLA Energy Middle East provides world-class fuel management support to U.S. Central Command and other government activities through a robust petroleum network, the employment of strategically dispersed bulk petroleum facilities and synchronization and maintenance of multiple support arrangements that enable component commanders to execute combatant command-directed combat operations and theater engagement with comprehensive energy solutions in the most wartime effective and peacetime efficient manner possible.

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 region 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, Korea and Okinawa to provide first-class energy support 24 hours a day, seven days a week.

POCs: (808) 473-4312 or (808) 473-4292.



Civilian and Military End Strengths

Fiscal Year	Civilian	Military
	Onboard	Onboard
2012	1,339*	71
2011	1,202*	63
2010	1,148	63
2009	1,033	63
2008	920	59
2007	880	60
2006	760	69
2005	722	62
2004	743	61
2003	731	67
2002	689	68

* Includes 250 transformed employees from DLA Finance, Installation Support and Information Operations

Fiscal 2012 Facts and Statistics



Financial Results

Energy Summary

U.S. dollars in millions

	FY10	FY11	FY12
Energy Expenses	\$14,927.4	\$19,823.3 (1)	\$20,366.0 (1)
Net Sales	\$15,361.6	\$19,282.8 (2)	\$18,778.3 (2)
Ending Inventory	\$5,576.3	\$7,573.3 (3)	\$7,681.9 (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.

Statement of Financial Conditions

**Petroleum,
Natural Gas
and
Aerospace Energy
(U.S. dollars
in millions)**

Assets	FY10	FY11	FY12
Accounts Receivable	\$576.7	\$968.0	\$474.6
Inventories	\$5,576.3	\$7,579.4	\$7681.9
Fund Balance with Treasury	\$2,715.9	\$3,013.3	\$2,674.9
Other Assets	\$124.9	\$124.9	\$124.9
Total Assets	\$8,993.8	\$11,685.6	\$10,956.3
Liabilities	FY10	FY11	FY12
Accounts Payable	\$1,752.8	\$2,359.1	\$1,265.9
Advances from Others	\$3.5	\$0.0	\$0.0
Custodial Liabilities	\$0.0	\$0.2	\$0.2
Other Liabilities	\$0.0	\$0.04	\$0.04
Estimated Cleanup Cost	\$59.1	\$86.3	\$195.0
Total Liabilities	\$1,815.4	\$2,445.6	\$1,461.1
Net Position	FY10	FY11	FY12
Accumulated Operating Results	\$7,178.3	\$9,240.0	\$9,495.2
Total Capital	\$7,178.3	\$9,240.0	\$9,495.2
Total Liabilities and Capital	\$8,993.8	\$11,685.6	\$10,965.3

Statement of Sales

**Petroleum
Natural Gas
and
Aerospace Energy
(U.S. dollars in millions)**

Customer	FY10	FY11	FY12
U.S. Army	\$3,013.0	\$4,090.8	\$3,671.1
U.S. Navy	\$3,725.5	\$4,769.6	\$4,813.4
U.S. Air Force	\$7,608.5	\$9,352.4	\$8,812.6
U.S. Marine Corps	\$87.2	\$70.7	\$64.0
Other DoD	\$53.2	\$110.5	\$43.7
Total DoD	\$14,487.4	\$18,394.0	\$17,404.8
Other Government Agencies	\$390.4	\$450.0	\$740.3
Subtotal	\$14,877.8	\$18,844.0	\$18,145.1
Foreign Government	\$473.1	\$642.5	\$444.7
State Government	\$1.1	\$1.6	\$1.1
Local Government	\$3.1	\$4.4	\$8.4
Commercial	\$680.7	\$769.7	\$698.3
MWR	\$9.1	\$11.0	\$54.0
Total Gross Sales	\$16,044.9	\$20,273.2	\$19,351.6
Less:			
Price Reduction of Sales	\$0.0	\$0.0	\$0.0
Material Returns Credits Applied	\$683.3	\$990.3	\$573.3
Allowance for Retail Stock Loss	\$0.0	\$0.0	\$0.0
Total Net Sales	\$15,361.6	\$19,282.9	\$18,778.3

Net Sales by Category

Petroleum, Natural Gas and Aerospace Energy

Category	FY10	FY11	FY12
Petroleum (thousands of barrels)			
Bulk and Posts, Camps and Stations:			
AVGAS	31	31	12
Distillates and Diesel	20,545	21,408	20,391
Gasohol	242	423	403
JP4, JAB, JAA and JA1	8,712	10,228	10,733
JP5	10,985	11,384	10,901
JP8, JPTS	74,309	68,724	60,608
Lube Oils	25	25	23
Motor Gasoline, Leaded and Unleaded	1,656	1,401	1,141
Residuals	425	409	366
Subtotals	116,929	114,033	104,579
Into-Plane	5,517	5,574	4,757
Bunkers	2,248	2,118	2,066
Local Purchase	5,811	7,806	8,671
Total Petroleum	130,505	129,531	120,073
Natural Gas (millions of dekatherms)	23.0	23.2	18.8
Aerospace Energy (millions of dollars)	\$69.6	\$61.1	\$47.1

Product Cost

Petroleum, Natural Gas and Aerospace Energy

Product	FY10	FY11	FY12
Petroleum (U.S. dollars in millions)			
Bulk and Posts, Camps and Stations:			
AVGAS	\$9.8	\$12.6	\$3.5
Distillates and Diesel	\$1,815.5	\$2,589.6	\$2,763.6
Gasohol	\$26.9	\$55.1	\$53.6
JP4, JAB, JAA and JA1	\$2,884.4	\$4,032.0	\$3,469.7
JP5	\$1,174.5	\$1,571.6	\$1,675.0
JP8, JPTS	\$5,200.8	\$6,477.8	\$6,697.7
Lube Oils	\$5.7	\$7.1	\$6.3
Motor Gasoline, Leaded and Unleaded	\$174.1	\$186.6	\$169.7
Residuals	\$22.4	\$40.6	\$22.0
Bulk Subtotals	\$11,314.1	\$14,973.0	\$14,861.1
Into-Plane	\$704.9	\$905.2	\$960.7
Bunkers	\$224.8	\$290.2	\$304.6
Local Purchase	\$1,159.2	\$1,981.9	\$2,671.9
Total Petroleum	\$13,403.0	\$18,150.3	\$18,598.3
Natural Gas	\$128.0	\$114.4	\$75.2
Aerospace Energy	\$28.8	\$33.3	\$47.3

Purchases by Category

Petroleum and Natural Gas

Category	FY10	FY11	FY12
Petroleum (thousands of barrels)			
Bulk and Posts, Camps and Stations:			
AVGAS	30	34	11
Distillates and Diesel	19,183	20,856	20,594
Gasohol	261	424	394
JP4, JAB, JAA and JA1	29,742	29,664	23,629
JP5	12,900	12,603	12,534
JP8, JPTS	54,677	49,491	47,670
Lube Oils	25	25	23
Motor Gasoline, Leaded and Unleaded	1,684	1,405	1,167
Residuals	285	410	181
Subtotals	118,787	114,912	106,203
Into-Plane	5,575	5,628	4,757
Bunkers	2,248	2,118	2,066
Local Purchase	5,396	7,806	8,374
Total Petroleum	132,006	130,464	112,400
Natural Gas (millions of dekatherms)	23.0	23.2	18.8

Worldwide Bulk Fuel Ending Inventory

Millions of barrels and U.S. dollars

Product	FY10		FY11		FY12	
	Barrels	Dollars	Barrels	Dollars	Barrels	Dollars
AVGAS	0.002	\$0.507	0.005	\$1.746	0.002	\$0.540
Distillates and Diesel	9.802	\$883.477	9.794	\$1,258.813	10.503	\$1,371.420
JP4 (JP4, JAB, JAA and JA1)	8.523	\$770.791	9.300	\$1,241.584	9.580	\$1,272.100
JP5	14.960	\$1,362.852	14.667	\$1,759.396	14.617	\$1,947.960
JP8, JPTS	26.148	\$2,506.881	23.561	\$3,248.224	22.565	\$3,036.881
Lube Oils	0.010	\$2.340	0.010	\$2.828	0.009	\$2.560
Motor Gasoline and Gasohol (leaded and unleaded)	0.204	\$21.039	0.192	\$27.069	0.202	\$29.590
Residuals	0.266	\$7.599	0.321	\$22.304	0.181	\$12.640
Additives	0.032	\$6.801	0.034	\$7.596	0.037	\$8.229
Total On-Hand and In Transit	59.947	\$5,562.287	57.884	\$7,569.560	57.696	\$7,681.920
Aerospace Energy		\$13.991		\$9.848		\$16.922

Fiscal 2012 Facts and Statistics



Contracts

Contract Action Data

U.S. dollars in billions

	Total Business Unit Award Dollars	Contract Actions
Bulk Petroleum Products	\$16.2	731
Bulk Petroleum Supply Chain Services	\$0.2	908
Ground Fuels Division	\$4.2	1,804
Mobility Fuels	\$0.8	545
Installation Energy	\$0.4	823
Utility Services	\$0.3	450
Aerospace Energy	\$0.04	2,963
Total	\$22.14	8,224

Note: Dollar values include all fiscal year 2012 awards and modifications.

Environmental Contracts

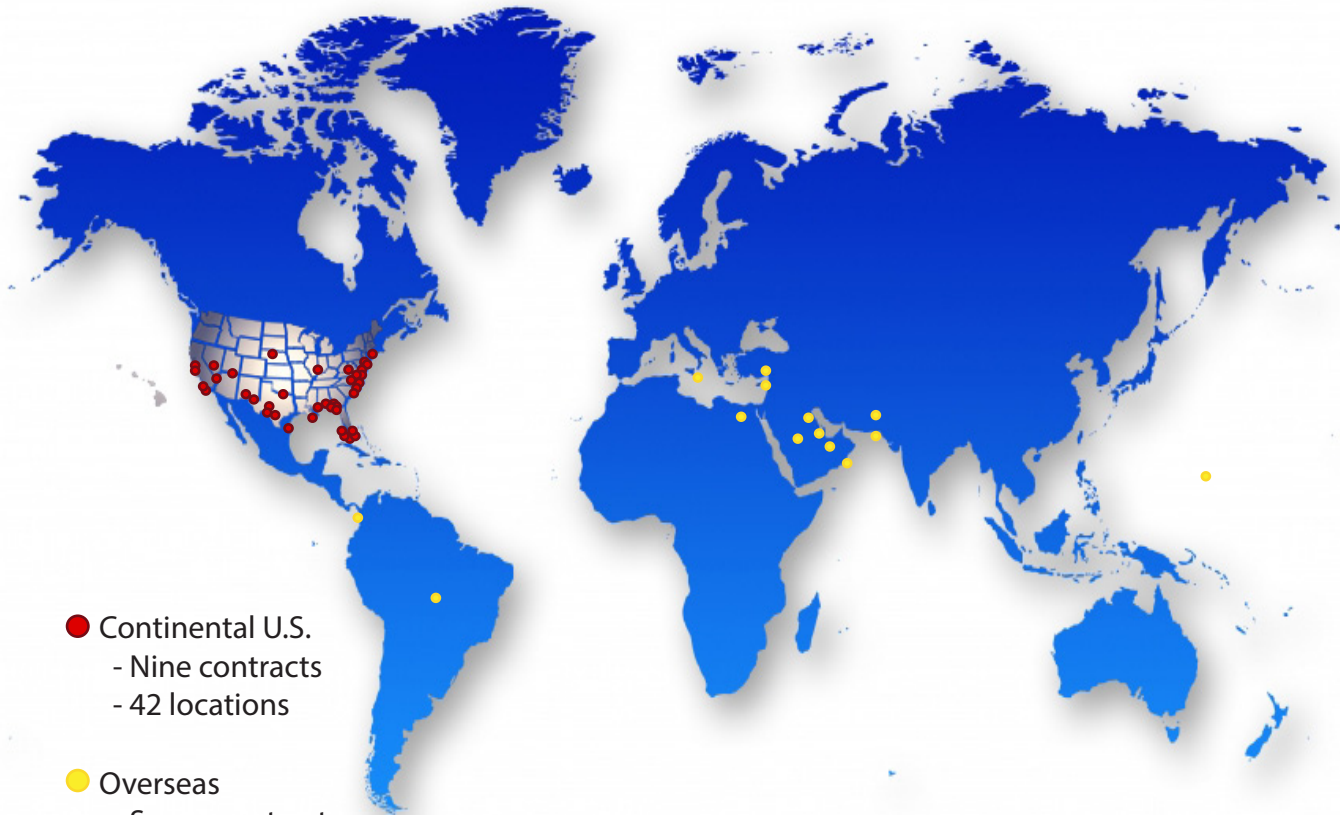
Locations

- 19 specific
- Two multiple

\$17.3 million (approximate annual value to date)

Active multi-year contract data as of Sept. 30, 2012

Fiscal 2012 Testing Contracts



Alongside Aircraft Refueling



26 locations

- 26 contracts
- \$220 million award amount

\$47.7 million approximate annual value

Active multi-year contract data as of
Sept. 30, 2012



Optimization Projects



23 locations

Type:

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

\$75.8 million projected savings over contract period

Active multi-year contract data as of
Sept. 30, 2012

Into-Plane Contracts

Domestic

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

Overseas

157 locations supported in 96 countries
31 contracts
\$1.0 billion contract value
8.5 million barrels

Active multi-year contract data as of Sept. 30, 2012



Ships' Bunkers Contracts



Domestic

60 ports supported

28 contracts

\$250 million contract value

2.5 million barrels

Overseas

71 ports supported in 50 countries

29 contracts

\$683 million contract value

15.9 million barrels

Active multi-year contract data as of Sept. 30, 2012

Posts, Camps and Stations Contracts

Domestic

200 contracts

1,478 activities supported

\$2.3 billion contract value

21.6 million barrels

Overseas

100 contracts, 41 countries

239 activities supported

\$2.4 billion contract value

45.3 million barrels



Active multi-year contract data as of Sept. 30, 2012

Energy Savings Performance Contract Awards

- Administered contracts valued at \$113 million in support of Aberdeen Proving Grounds, Fort Hood (three separate awards), Fort Hamilton and Carlisle Barracks.
- Took on new ESPC project efforts with an estimated value of \$945 million: Fort Jackson, 99th Reserve Support Command, Defense Intelligence Agency, Defense Commissary Agency, Fort Sill, Kwajalein Atol, Dugway Proving Ground, Fort Hamilton and Fort Meade
- Technical categories of energy conservation measures include:
 - Boiler/chiller plant improvements
 - Building automated systems/energy management control
 - Heating, ventilating and air conditioning
 - Lighting improvements
 - Building envelope modifications
 - Chilled water, hot water and steam distribution systems
 - Electric motors and drives
 - Refrigeration
 - Distributed generation
 - Renewable energy systems
 - Energy/utility distribution systems
 - Water and sewer conservation systems
 - Electrical peak shaving/load shifting
 - Energy cost reduction through rate adjustments
 - Energy related process improvements
 - Commissioning and advanced metering systems

Utility Services Contract Award Summary

46 locations supported

- 97 systems
- Types of contracted support
 - Water distribution
 - Wastewater collection
 - Electric distribution
 - Central heat and power plant
 - Natural gas distribution
 - Water plant
 - Wastewater plant
 - Storm water
- \$10.61 billion contract value through fiscal 2012

Active multi-year contract data as of Sept. 30, 2012

Utility Services Contract Awards

	System(s)	Total Value
Fiscal Year 2012		
Creech AFB, Nev.	Electric	\$19,201,824
Columbus AFB, Miss.	Electric	\$23,651,988
Total		\$42,853,812



Aerospace Energy Contracting Overview



- 122 national stock numbers
 - 29 different products
 - Three product classes - liquid propellants, cryogenics and compressed gases
- 126 active contracts; 3,393 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

Alternative Fuel

Alternative fuel contracts in support of the military services' testing and certification efforts:

Product Type	Feedstock	Source	Quantity (USG)	Procurement Date	Option Quantity
HRD76	Waste cooking oil/ algal oil blend	Dynamic	350,000	Nov. 2011	No
HRJ5	Waste cooking oil/ algal oil blend	Dynamic	100,000	Nov. 2011	No
HRJ8	Used and inedible cooking oil	UOP	4,500	May 2012	No
DSH76	Fermented sugars	Amyris	15,000	Sept. 2012	2,000 – 25,000
ATJ8	Alcohol	Gevo	30,000	Sept. 2012	15,000 (Exercised Sept. 2012)

Fiscal 2012 Facts and Statistics



Business Unit Programs

Defense Fuel Support Points

Type Of Operation	Army	Navy	Air Force	DLA	Total
Government-Owned, Government-Operated	96	45	106	2	249
Government-Owned, Contractor-Operated	23	8	36	127	194
Contractor-Owned, Contractor-Operated	0	0	0	40	40
North Atlantic Treaty Organization	0	0	0	6	6
Commercial Pipeline	0	0	0	37	37
Floating Storage	0	62	0	0	62
Foreign Government	0	0	4	8	12
Total	121	113	149	220	603

Storage/Distribution Services

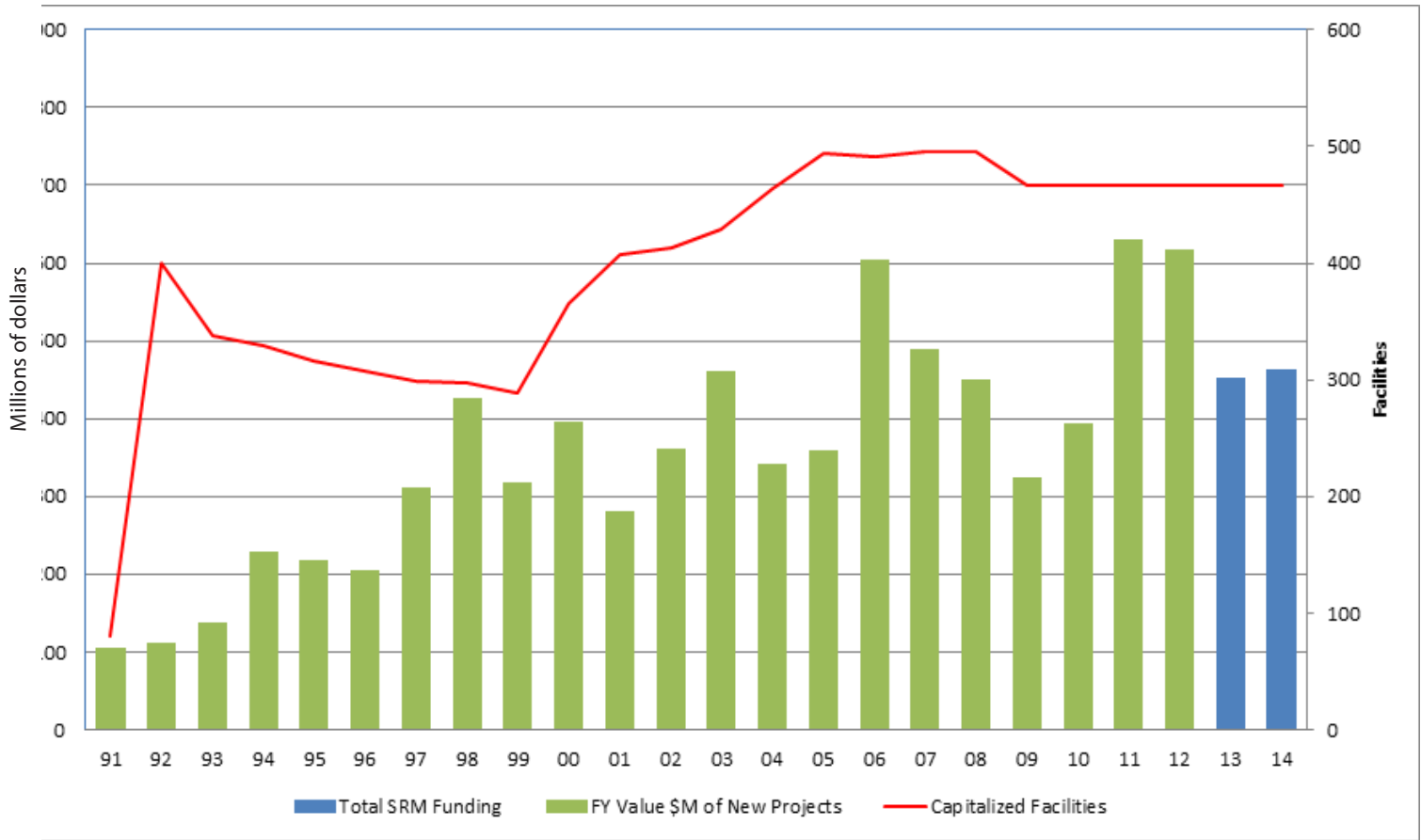
Storage and Distribution Services
GOGO/GOCO/COCO/FG/NATO



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

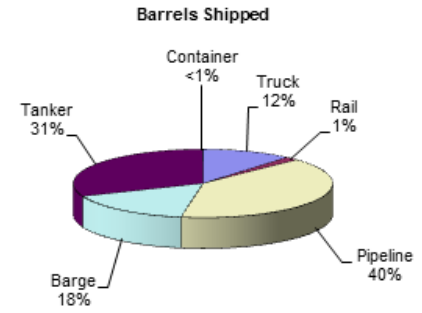
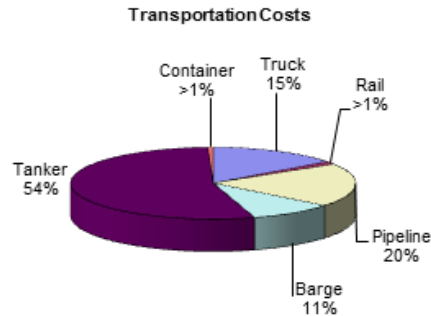
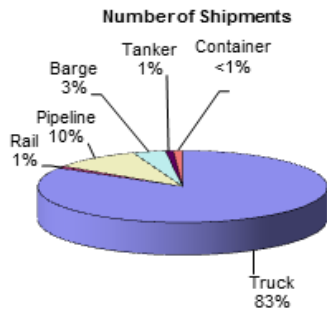
Expenditures: **\$259 million**

Sustainment, Restoration and Modernization



Worldwide Bulk Product Transportation

Frequency - Cost - Volume



		Truck	Rail	*Pipeline	Barge	** Tanker	Seavan	Total
Within the Continental United States	Shipments	19,801	102	1,939	980	91	-	22,913
	Cost (\$ millions)	54.9	1.9	79.0	37.8	97.1	-	270.7
	Barrels (millions)	12.2	0.6	39.9	19.7	14.7	-	87.1
Outside the Continental United States	Shipments	2,131	115	696	126	159	330	3,557
	Cost (\$ millions)	4.3	3.5	-	0.6	119.9	2.5	130.8
	Barrels (millions)	1.2	0.3	5.8	0.9	18.2	0.1	26.5
TOTAL	Shipments	21,932	217	2,635	1,106	250	330	26,470
	Cost (\$ millions)	59.2	5.4	79.0	38.4	217.0	2.5	401.5
	Barrels (millions)	13.4	0.9	45.7	20.6	32.9	0.1	113.6

* Costs associated with OCONUS pipeline shipments are funded under an international agreement and have been excluded to avoid duplicate information.

** Costs associated with OCONUS tankers include funding provided to Military Sealift Command for support of the Offshore Petroleum Discharge System.

Transportation Expenses

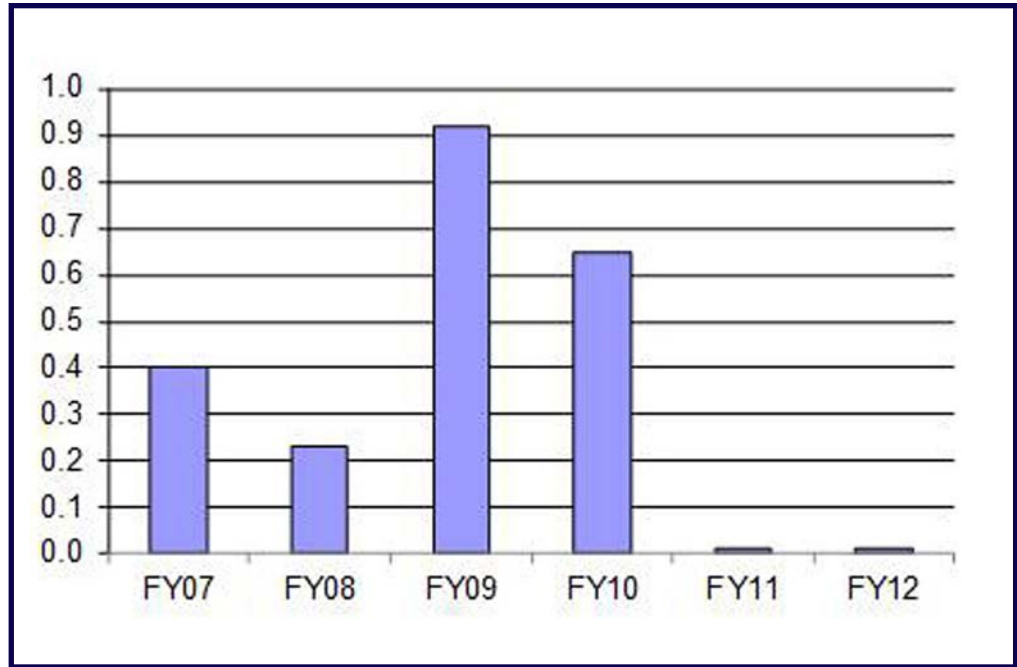
U.S. dollars in millions

Worldwide Petroleum Fuel	FY10	FY11	FY12
AVGAS	\$0.1	\$0.1	\$0.0
Distillates and Diesel	\$77.8	\$71.3	\$95.2
JP4, JAB, JAA and JA1	\$120.6	\$101.4	\$109.4
JP5	\$52.3	\$43.1	\$58.0
JP8, JPTS	\$221.6	\$169.2	\$220.8
Lube Oils	\$0.1	\$0.1	\$0.1
Motor Gasoline (leaded and unleaded)	\$7.9	\$6.3	\$7.2
Residuals	\$1.2	\$1.4	\$0.8
Total	\$481.5	\$392.9	\$491.7
Worldwide Aerospace Energy	\$2.8	\$11.4	\$1.6

Demurrage Collected

U.S. dollars in millions

Fiscal Year	Total
2012	\$0.01
2011	\$0.01
2010	\$0.65
2009	\$0.92
2008	\$0.23
2007	\$0.40



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.

Small Business Program Achievements

	FY10			FY11			FY12		
Small Business Preference Program	Targets	Performance	Dollars	Targets	Performance	Dollars	Targets	Performance	Dollars
Small Business Awards	20%	35.26%	\$1.52B	26.5%	26.3%	\$1.58B	26.5%	13.7%	\$1.7B
Small Disadvantaged Business Awards	1%	1.35%	\$58.12M	1%	1%	\$62.18M	1%	0.4%	\$53.5M
Section (8)a (Subset of SDB – no separate target)	N/A	.69%	\$29.56M	N/A	N/A	\$1.21M	N/A	0.2	\$31.4M
Woman-Owned Small Business Awards	1%	1.52%	\$65.49M	2.4%	2.5%	\$150.58M	2.4%	2.0%	\$23.1M
Hubzone Small Business Awards	4%	2.03%	\$87.41M	1.5%	0.7%	\$42.22M	1.5%	0.2%	\$25.7M
Service-Disabled Veteran-Owned Small Business Awards	3%	.17%	\$7.5M	0.5%	.20%	\$10.7M	3.0%	0.3%	\$38.8M
Total Eligible Dollars			\$4.3B			\$6.02B			\$12.7B

Worldwide Agreements Snapshot

U.S. Northern Command (2)

Canada

Air Force FEA
Navy FEA

U.S. Southern Command (4)

Argentina

Navy FEA

Chile

Navy FEA

Peru

Navy FEA

Honduras

Air Force FEA

U.S. Central Command (4)

Pakistan

Navy FEA

Oman

FSA - Product/Service Agreement

Bahrain

FSA - Product Agreement

United Arab Emirates

Joint FEA

U.S. Pacific Command (10)

Japan

Air Force FEA – 2
Navy FEA – 1

Korea

FSA - Kunsan Pier
FSA - South North P/L

Joint FEA

India

Navy FEA

Indonesia

Navy FEA

Singapore

FSA - Senoko Depot (UK)

Australia

Joint FEA

New Zealand

Joint FEA

U.S. European Command (21)

NATO

FSA - Central European P/L System

United Kingdom

FSA - GPSS P/L System

Air Force FEA

Navy FEA

Italy

Navy FEA

Air Force FEA

FSA - Northern Italian P/L system

FSA - Sigonella P/L

FSA - Augusta Depot/Gaeta Depot

Germany

Joint FEA

Poland

Navy FEA

France

Navy FEA

Greece

Air Force FEA

FSA - Souda Depot

Portugal

Lajes Storage

Spain

Navy FEA

Rotaza FEA

FSA - Spanish P/L System

Turkey

Air Force FEA

Navy FEA

FSA - Turkish NATO P/L System

Agreement Type

Fuel Support Agreements (product/service costs)

Fuel Exchange Agreements (exchange/sales)

Agreements

14

29

Financial

\$306 million

\$310 million

Coal Program

Customers

Eleven DoD and one federal civilian

Bituminous Coal

Capitol Power Plant, Washington, D.C.; Naval Facilities Engineering Command 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.

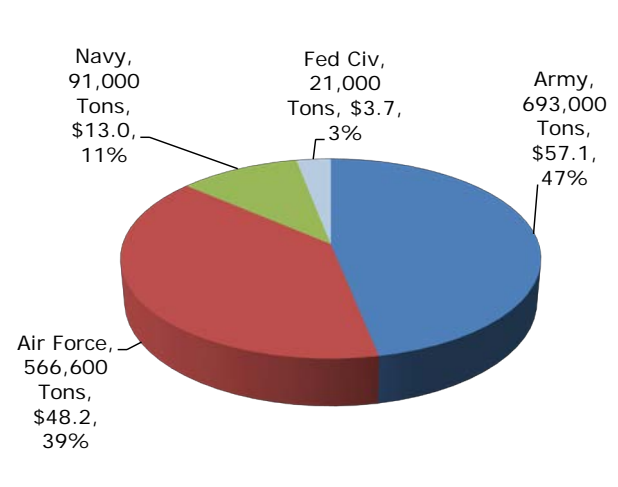
Sub-Bituminous Coal

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

Fiscal 2012 Awards

1,370,600 tons for various locations in the U.S. valued at \$121,942,146.

**Fiscal Year 2012 Summary of Procurements
(Dollars in millions)**



Natural Gas Program

Fiscal 2012 Program Summary

Component	Customers per Component	FY12 Dekatherms Delivered (millions)	FY12 Expenditures* (millions)	FY12 Cost Avoidance** (millions)	FY12 Percent Savings vs. Utility	FY91 - FY12 Cost Avoidance (millions)
Army	48	11.5	\$45.1	\$16.9	32%	\$262.6
Navy/Marines	46	12.2	\$48.9	\$23.4	33%	\$261.4
Air Force	36	7.0	\$25.6	\$10.3	31%	\$150.9
Other DoD	14	1.3	\$5.3	\$3.1	37%	\$34.9
Federal Civilian	70	12.4	\$45.3	\$19.7	34%	\$221.8
TOTAL	214	44.4	\$170.2	\$73.4	33%	\$931.6

* Includes deliveries to the utility and deliveries directly off the pipeline.

** Represents cost avoidance at DLA Energy indexed contract rates.

Electricity - Demand Responses Program

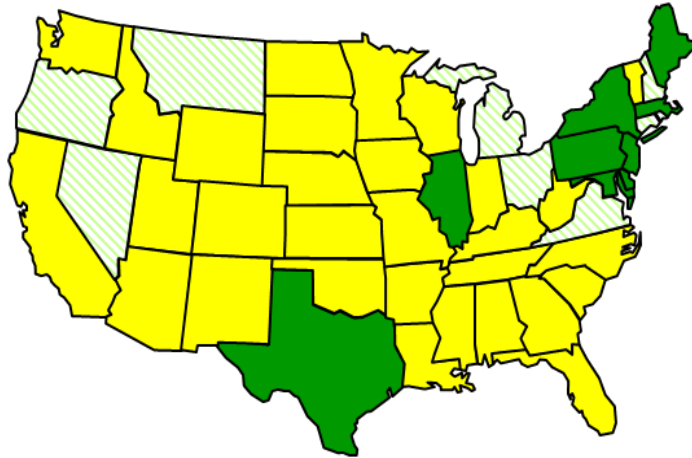
Programs which provide incentives to curtail demand and reduce load during peak periods in response to system reliability or market conditions.

Fiscal 2012 Program Overview:

	Number of DR Installations FY12	States (Current Enrollment)	KW Enrolled in FY12	Savings in FY12 *	Since Inception FY08 - FY12
Air Force	12	CA, DE, ID, MA, MD, OH, NY, TX, VA	29,950	\$326,635	\$1,165,387
Army	11	AZ, MD, NJ, NY, PA, TX, VA	32,610	\$239,006	\$1,942,181
Navy /USMC	16	CA, DC, ME, MD, PA, VA	75,739	\$2,013,488	\$ 7,028,627
Other DoD	8	DC, MD, PA, VA	38,500	\$473,438	\$3,224,672
Fed Civ	30	AZ, CA, CO, DC, MA, MD, NJ, NY, VA, WV	56,585	\$206,711	\$ 1,081,187
Total	76		231,384	\$3,259,278	\$14,442,054

*Additional savings from fiscal 2012 performance period will continue to be realized during fiscal 2013.

Electricity Program



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

DLA Energy is actively managing more than 17.2 million megawatt hours of electricity valued at more than \$1.1 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.

Fiscal 2012 awards:

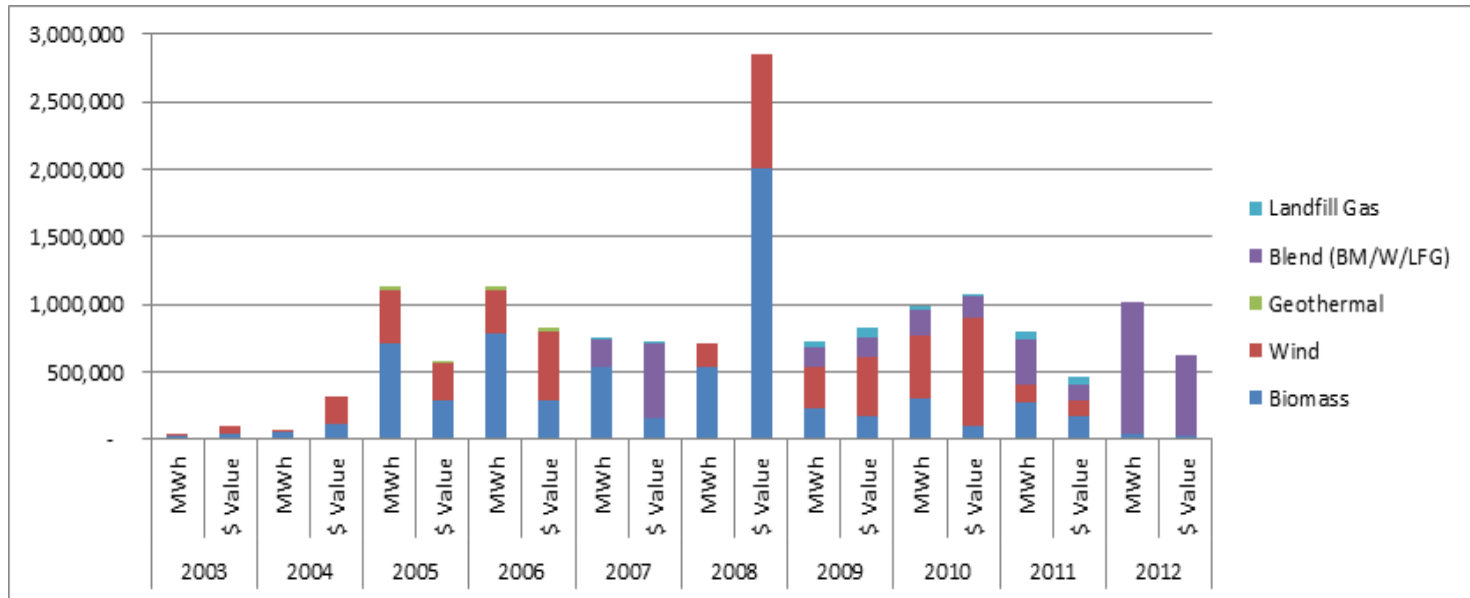
Program	kWh Awarded	Contract Value
Northeast	115,158,575	\$7,770,488
SRP	21,356,496	\$806,208
PJM Small	148,202,281	\$6,691,633
IL – MISO	309,348,669	\$9,788,978
Maine	101,470,028	\$6,406,698
TOTAL	695,536,049	\$31,464,005

Renewable Energy Program

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 (2003-2012)



U.S. Government AIR Card®

Warfighter benefits

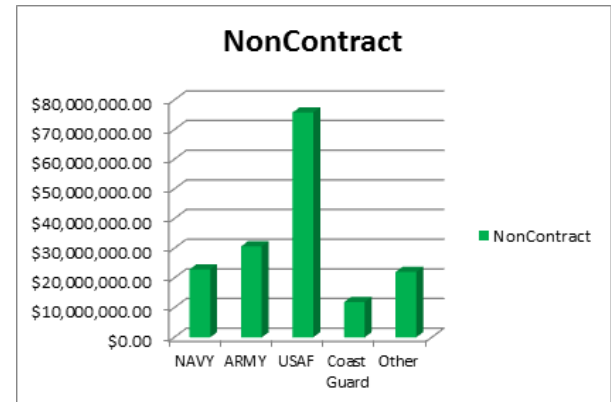
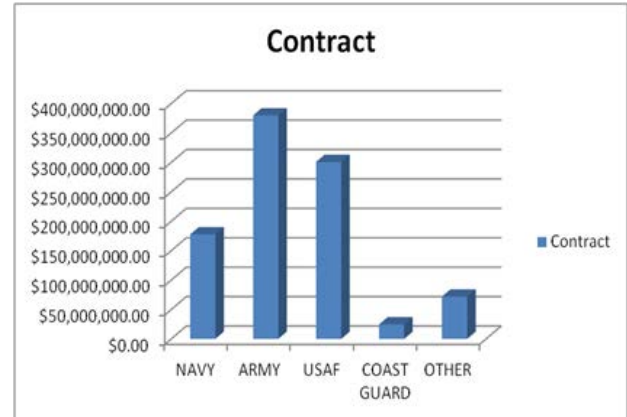
- Supports DLA Energy into-plane contract refueling at more than 500 locations
- Accepted at more than 7,000 non-contract locations worldwide in 190 countries

Fiscal stewardship

- Fiscal year 2012 non-contract discount: \$22.7 million in savings from posted airport price
- Strategic Sourcing Report: Identifies potential contract locations and the units using non-contract airports

Fiscal 2012 sales data

- \$691 million contract fuel
 - 180 million gallons
 - 272,000 transactions
- \$163 million non-contract fuel
 - 31 million gallons
 - 53,000 transactions



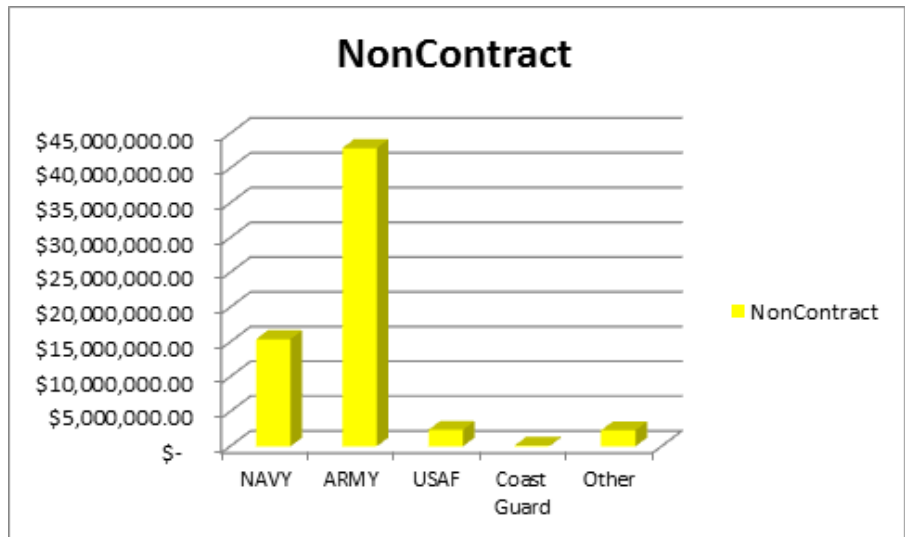
DoD Fleet Card

Warfighter benefits

- Supports more than 587,000 vehicle fueling transactions annually
- Provides minor maintenance and road-side assistance support
- Accepted at more than 200,000 commercial locations
- Not a credit card – enables standard unit pricing
- \$526,607.89 in fiscal year 2012 rebates
- \$287,641.64 in tax refunds

Fiscal 2012 sales data

- \$63 million non-contract fuel
 - 17 million gallons
 - 724,000 transactions



DoD SEA Card Order Management System®

Warfighter benefits

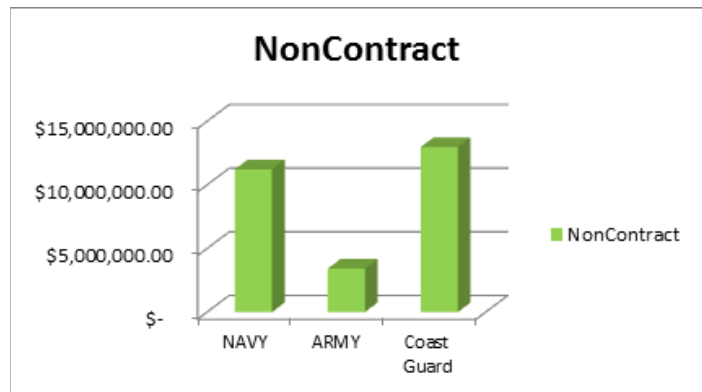
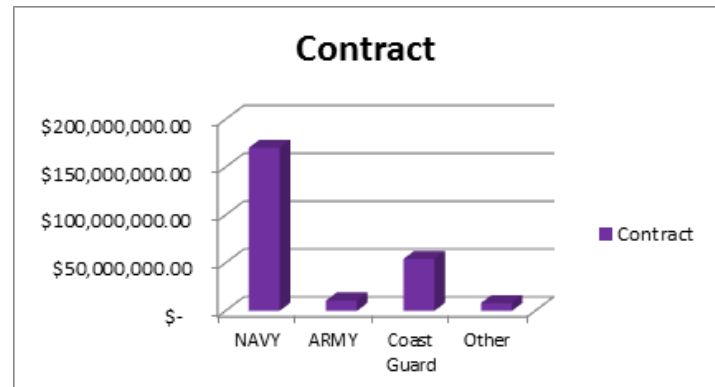
- Total online order management system supporting ships' bunker refueling
- Electronically connects DLA Energy bunkers merchant to vessel ordering officers
 - Eliminates inefficient manual paper process

Global Support

- More than 700 DoD vessels registered
- 24/7 fuel ordering/customer service support
- Contract support at more than 257 bunker contract ports
- Open Market support at more than 2,700 non-contract ports

Fiscal 2012 sales data

- \$244 million contract fuel
 - 67 million gallons
 - 2,473 transactions
- \$28 million non-contract fuel
 - 7 million gallons
 - 330 transactions



DoD Swipe SEA Card®

DLA Energy kicked off a new charge card pilot program in December 2011 with the U.S. Army and Navy. The pilot program provides a VISA® branded charge card under the GSA SmartPay®2 contract to refuel small vessels and boats. Purchases under the swipe program are authorized up to the simplified acquisition threshold of \$150,000. Management controls are in place to monitor and deter card users from fraudulent actions.

Over the course of the past year DLA Energy, DFAS and Citi Bank have identified and resolved several data processing challenges within government and commercial platforms. In October 2012, the last program change will be tested and moved into production so electronic processing can be achieved from card swipe to card provider payment. Upon completion, the pilot will close and the program shall be opened to the entire DoD and all interested federal agencies.



Petroleum Quality Information Support

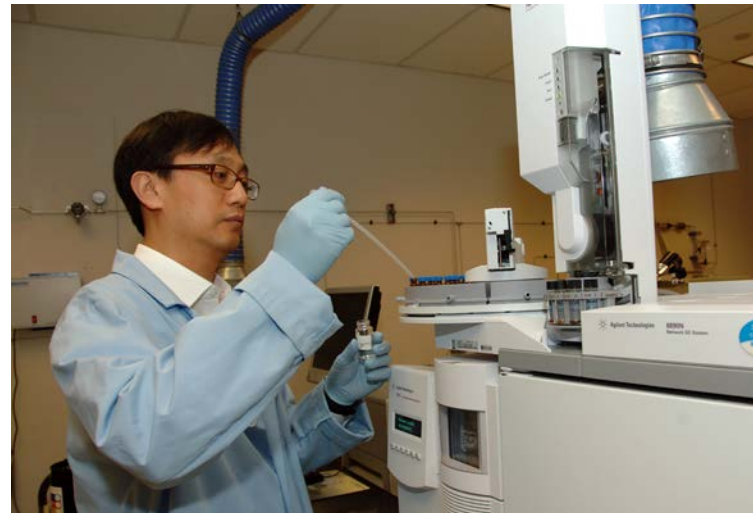


- Purpose: Implemented Office of the Secretary of Defense 1989 directive to facilitate the collection and dissemination of standardized fuel quality data
- Allows for a proactive approach in identifying and monitoring product quality trends across a wide spectrum
- Largest publication of fuel quality information worldwide
- Used by customers, foreign governments, NATO and commercial industry

PQIS Publication includes quality data for aviation fuel (JP4, JP5, JP8, JA1, Jet A, JPTS and TS1), marine fuel (F76 and marine gas oil), propellants (JP10 and PF1) and alternative fuels (hydrotreated renewable fuels, HRJ5 and HRJ8) and the additive FSII.

Research and Development Product 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:
 - Fatty acid methyl ester testing equipment evaluation
 - Particle counter testing equipment evaluation
 - Jet A freeze point validation study for the Navy
 - Jet A low temperature additive study
 - Fatty acid methyl ester contamination of jet fuel
 - Assessment of JP8, JP5, JetA and Alternative Fuel Characterization
 - Assessment of Long Term O-ring/Dual Compatibility



Alternative Energy Research and Development Support

- Provides expertise for technical and administrative actions for research and development projects and congressional earmarks relating to alternative and mobility fuels and renewable energy products
- Participates in the source selection team for all energy related research and development proposals
- Provides input to strategies and policies concerning research and development and alternative or renewable energies within the agency
- Projects include:
 - **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 F76 fuel derived from algae
 - **Hydrogen**
 - Partnering with the 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
 - **Alcohol to jet**
 - Procurement of ATJ8 and ATJ5 to support the services' alcohol to jet certification program
 - **Direct sugar to hydrocarbon**
 - Procurement of DSH76 to support the Navy's program to certify DSH76 as an F76 blend component
 - **Biofuel feedstock metrics**
 - Development of sustainability metrics for biofuel feedstocks to facilitate DLA Energy in meeting future military demand for next generation renewable drop-in replacement mobility fuels



Cataloging and Standardization

- Lead standardization activity for Federal Supply Group for fuels, lubricants, oils and waxes
- Lead standardization activity 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"

Quality Assurance/Surveillance Program

- Provides quality-related support and direction to the Bulk Petroleum, Direct Delivery Fuels and Aerospace Energy business units, as well as DLA Installation Support for Energy and divisions involved in alternative fuels
 - Develops and recommends appropriate quality requirements for DLA Energy solicitations and contracts
 - Evaluates and recommends acceptability of contractor exceptions, deviations and waivers to quality requirements
 - Evaluates and determines technical acceptability of prospective contractors quality and technical capability prior to contract award
- Develops and implements quality assurance and surveillance policy for DLA Energy headquarters and regions
- Investigates and resolves customer and depot complaints involving product and service 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
- Evaluates and determines acceptability of marine vessels offered by Military Sealift Command for carrying DLA Energy product
- Receives and processes secure fuels commercial lab invoices

DoD Standard Practice (MIL-STD-3004)

- DLA Energy's Quality/Technical office 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

Quality Assurance Specialist Training

Quality Assurance Specialist and Quality Assurance Specialist Supervisor's Training and Certification Program (DLA Energy Instruction 4155.01)

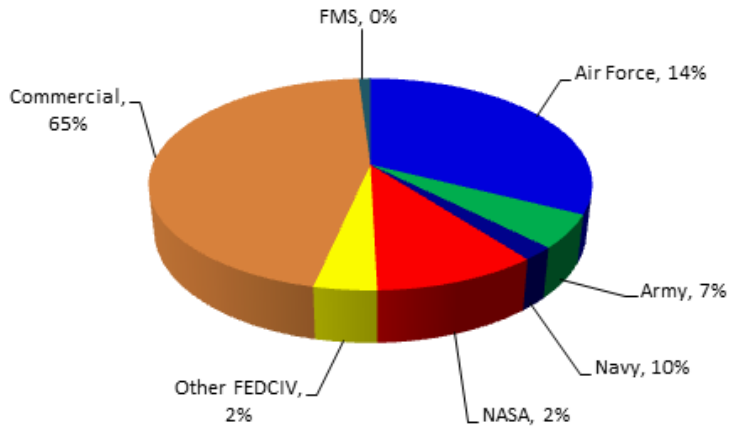
- DLA Energy's Quality/Technical Support office develops and implements the QAS and QAS Supervisor's Training and Certification Program for DLA Energy
- The instruction outlines the DLA Energy QAS and QAS Supervisor's Training and Certification Program as required per DLAM 8220.4, DLAD/DLAI 4155.7, DoD 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
 - J20: Petroleum in-plant quality assurance
 - Coal sampler

Green Product Team

- DLA Energy liaison to DLA Supply Chain Sustainability Hazardous Minimization Team, formerly the “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 or alternative fueled vehicles
- DLA Energy supports our customers in going “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

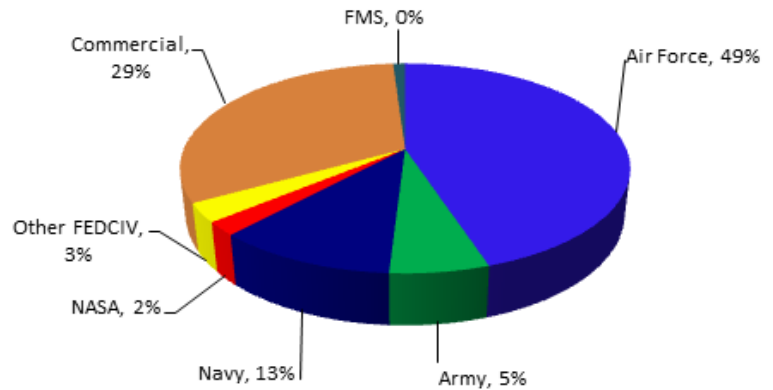


Aerospace Energy Customer Profile



By total sales: \$47.1 million

By number of customers: 233



Aerospace Energy Product Line Overview

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 1 and 2
- 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



Major Programs Supported

- 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 and Air cruise missile
- AIM-9 and Stinger missiles
- Research and development programs
- Army terminal high altitude area defense
- DoD aircraft life support and 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



Hazardous Material Shipments

Product	Cylinders/Drums	Bulk
Helium	4,213	2,045
Argon	1,093	
Hydrazine	339	3
JP10/PF-1	156	23
Dinitrogen Tetroxide (N ₂ O ₄)	180	
RP-1	84	41
Nitrogen	6	
Hydrogen		2
Oxygen		2
Inhibited Red Fuming Nitric Acid	9	
Total	6,081	2,112



Aerospace Energy Solutions

Customer	Challenge	DLA Energy Solutions
Outside the Continental U.S. Aerostat Programs	Short notice removal of 50 bulk gaseous helium containers from Iraq in early fiscal 2012 required for other OCONUS locations	Quickly mobilized "A" team of individuals from DST-I, on-site liaison officer and Aerospace Energy transportation chief for "hands on" retrieval of the containers. Within a matter of weeks, all containers were out of Iraq and on their way to be refilled with helium for Operation Enduring Freedom.
Helium Customers	Supply helium to DLA Energy customers during worldwide helium shortage with supply restrictions for new customers.	Executed successful agreements with the Bureau of Land Management which guarantees the DLA Energy contractor will be allocated the exact amount of additional helium that DLA Energy requires for its new customers.
OCONUS Aerostat Programs	OCONUS Helium Supply to land-locked locations during route shutdown in support of surge operations in OEF.	Proactively obtained permissions and organized transportation of two liquid helium containers via first ever airlift to liquid-to-gas transfills assuring continued supply to aerostat systems of gaseous helium in-country.

Acronyms

ACM.....	Air cruise missile
ACSA	Acquisition and cross-servicing agreement
AFRE	Alternative fuel and 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
COG	Customer orientation group
CONUS	Continental United States
CSM	Customer support management
DESC	Defense Energy Support Center
DES.....	DLA Enterprise Support
DFSP	Defense fuel support point
DLA	Defense Logistics Agency
DoD	Department of Defense
DoD-SCOMS	DoD-SEA Card Order Management System

Acronyms

DPK.....	Dual purpose kerosene
DSCR.....	Defense Supply Center Richmond
Dths.....	Dekatherms
DWCF.....	Defense Working Capital Fund
DWT.....	Dead weight ton
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

Acronyms

IA	Inventory accountability
IMM.....	Integrated Materiel 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
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

Acronyms

NSN.....	National Stock Number
OCONUS.....	Outside the 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
USAF.....	United States Air Force

Acronyms



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
USAFE	United States Air Force Europe
USAR	United States Army Reserve
USCENTCOM	U.S. Central Command
USEUCOM.....	U.S. European 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

DEFENSE LOGISTICS AGENCY ENERGY

8725 John J. Kingman Road

Suite 4950

Fort Belvoir, VA 22060-6222



www.energy.dla.mil

www.facebook.com/dla.mil