



# DEFENSE LOGISTICS AGENCY ENERGY

## Fiscal Year 2013 Fact Book

Available online at: [www.energy.dla.mil](http://www.energy.dla.mil)

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# Foreword

**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 2013, 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 logistics 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.

With the issuance of Defense Reform Initiative #49 in December 1998 directing the military services to privatize their utility systems, DLA Energy took the lead in providing contracting expertise to the military services in support of the aggressive goals laid out in the DRI. DLA Energy has developed a core competency in utilities privatization and has become the single procurement organization for Army and Air Force utility services contracting.

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 the DoD, but other to 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.

Oct. 1, 2002, DLA Energy assumed the mission to manage and perform the worldwide energy quality mission, consolidating functions

previously performed by the Defense Contract Management Agency.

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.

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, and as the need for energy security and a renewed awareness of the environmental impact presented themselves, 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.

July 19, 2010, DLA Energy adopted its current name in support of DLA's "We Are DLA" initiative. As a DLA PLFA, 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



One of the Defense Logistics Agency Energy's driving forces in fiscal 2013 was laying the groundwork for future success. If fiscal 2012 was the year of transition, then fiscal 2013 was the year for taking action – thanks to everyone working big-ticket items like Energy Convergence and Audit Readiness.

Beginning on those points, previous Energy Convergence work paved the way for five Enterprise Business System rollouts across the globe as we moved from legacy systems to our DLA enterprise. Because of the work we had done on Audit Readiness, we will have inventory reconciled and assessed and ready to go by Sept. 1, 2014.

DLA Energy also hit all of our cost savings targets for fiscal 2013. Noteworthy was the execution of our Jet A conversion initiative. Our amazing Customer and Supplier Operations Defense Fuel Support Point Management teams laid the groundwork, and across the fiscal year development plan, will garner approximately \$30 million in product and over \$220 million in infrastructure reduction savings.

When mentioning major DFSP achievements in fiscal 2013, another success story was the standup of our DLA Energy-owned and -operated DFSP in Okinawa, Japan. The transition was from the 505th Army Quartermaster Battalion who previously owned the mission, to our Energy Pacific Region with our own DFSP commander and over 120 of our folks taking care of our customers; it has become the showcase of the Pacific. Since their activation in April 2013, their work has been spectacular.

Our Pacific region also handled the first two Energy Convergence rollouts with no degradation in daily support to customers, but that's just the tip of the iceberg for regional support in 2013. Teams in our Europe & Africa region saved \$3.3 million in overall contract costs by shifting fuel operations from DFSP Speyer to the Bellheim Central European Pipeline System tank farm. They also supported U.S. European Command's mission in support of Operation Enduring Freedom with contracting at Mihail Kogălniceanu International Airport in Romania, resulting in \$14 million in savings. Turning our attention to our Middle East region, they supplied over 248 million gallons of fuel to U.S. forces in Afghanistan and 294 million gallons of fuel to strategic air bases supporting Operation Enduring Freedom. The Middle East region began construction on DFSP Salalah in Oman to provide the Navy improved strategic flexibility and efficiency to support security, deterrence and anti-piracy operations as well. Our Americas region also had big contributions in 2013, including reducing 25 percent of their operating costs, setting up a 100 percent Jet A conversion by October 2014, and expanding contingency support to civil authorities and Defense Security Cooperation Agency Planning.

DLA Energy also supported disaster relief efforts at home and abroad in fiscal 2013. Super Storm Sandy marked the beginning

# Commander's Update (cont.)

of the fiscal year. We pulled together with our contingency contractor to deliver more than 9 million gallons of fuel for relief efforts in New York, New Jersey and Connecticut. For the typhoon that impacted the Philippines in early 2013, we stood up cells in Direct Delivery Fuels in ground, air, and bunker contracts. Our experts performed local purchase contracts for the Marines to allow them to spin up quickly and provide instant relief before we took over the contracting arm five days later.

Our folks are world-class professionals, but how our workforce handled sequestration, especially furloughs, redefined commitment and selflessness. Our workforce endured many hardships that unpaid leave brought, but the silver lining is that we persevered without failing our mission, which is indicative of how dedicated our workforce is.

We also deliberately managed our workforce to have a broader experience set. When two of our senior leaders transitioned out of DLA Energy in January of 2013, nine leaders stepped up to move from years of being in the same job and the comforts that come along with that, to going outside their comfort zone and stepping into positions of increased responsibility. And we became much stronger for it. Then, in an effort to get our headquarters workforce regional experience and our region workforce some headquarters experience as well as cross region experience, we announced our liaison officers and deputy commanders would undergo a mobility tour. In the next two to five years when we lose some of our amazingly talented senior leaders due to retirement or transition, we have a stable and deep bench to pull from in replacing these warriors.

Since 2013 was the year of taking action, 2014 is the year of execution. All of those cost saving and warfighter supporting initiatives are being put to the test, and we're looking forward to seeing the fruits of our labor.

DLA Energy is focusing on several shorter term priorities to complement our longer term strategies. The Audit Readiness, "Big Ideas" cost savings and Energy Convergence programs are well known, but we have new priorities joining the list. Among them are transitioning to a more commercial business model using commercial services and fuels, along with paring down the fuel infrastructure to have less – but more up to date – infrastructure. We're also looking to use our Executive Agent mission to expand our mission to include a total energy portfolio. For our contracts, we're seeing an expansion of contingency contracts, international agreements and all other capabilities in forward geography, while at the same time establishing continental U.S.-wide contingency contracting as a DLA Energy and Department of Defense capability. Partnering with the Department of Energy for greater strategic reserves utility and expansion of the small business base are also priorities for us.

Our folks making the priorities a reality are standing on the foundation built in 2013 to truly make 2014 the year of execution. I can't wait to see what great things will be written here a year from now as a result of their efforts.

As a final note, the first section of this year's Fact Book represents DLA Energy as it is when released in 2014. The organization chart, regional locations, biographies and our units' roles and missions are all current. Following the divider is a snapshot of DLA Energy's facts and figures for fiscal year 2013.

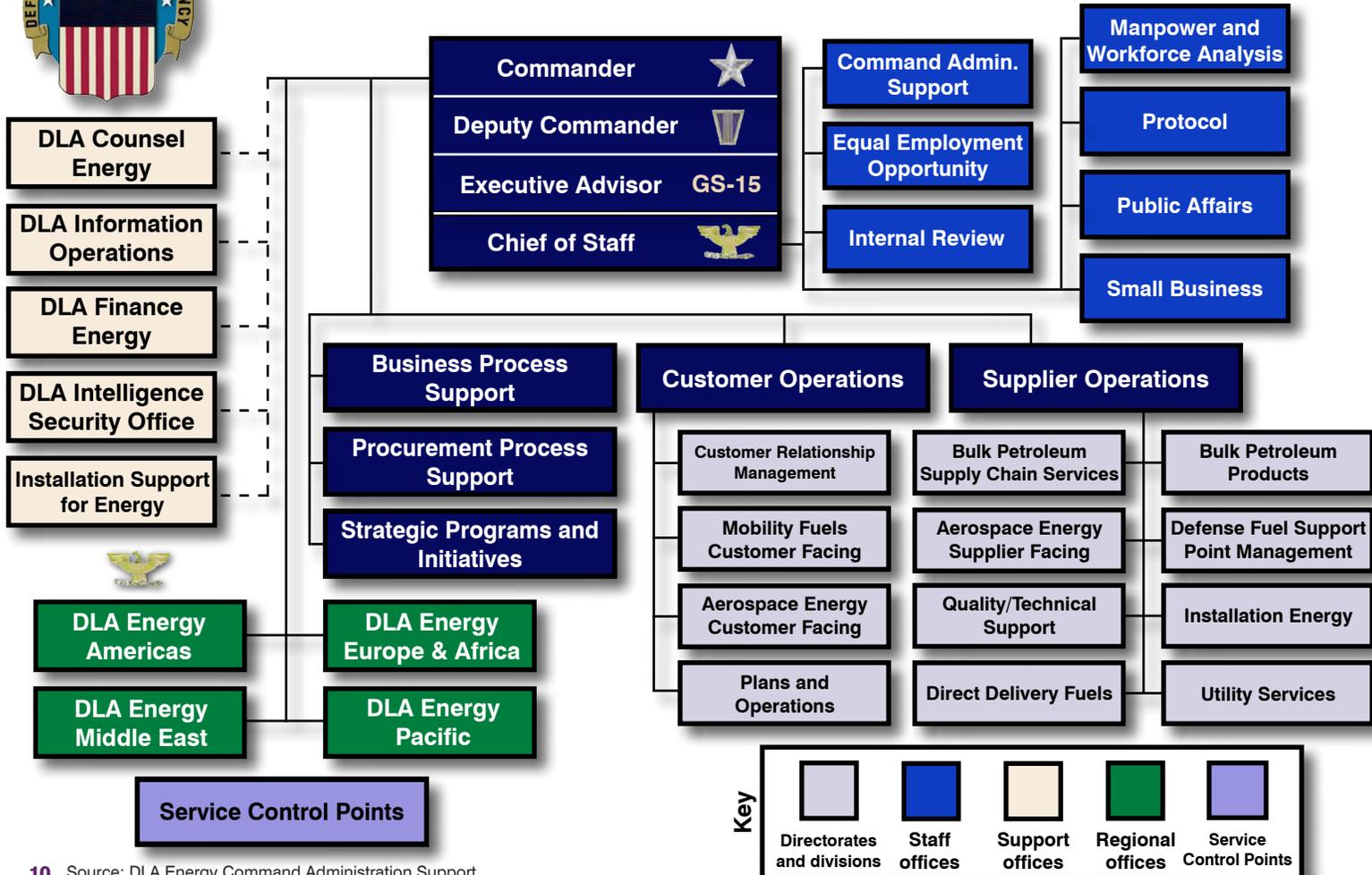
# Fiscal 2014 Annual Operating Plan

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 2014 initiatives consist of the following:

- Continue DLA Energy's focus on our "Big Ideas" initiatives to achieve improved efficiencies and savings across the enterprise.
- Reduce the direct cost of fuel across all fuel products through the use of agile acquisition techniques, and leverage commercial supply chains without creating redundancy.
- Reduce distribution and transportation costs, and achieve efficiency gains from personnel, automated data processing, facility maintenance and information technology.
- Address 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.
- Refine 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  
Michael Scott



Commander  
Brig. Gen. Giovanni Tuck, USAF



Chief of Staff  
Col. Peter Crean, USA



Customer Operations  
Col. Steve Kephart, USAF



Supplier Operations  
Gabriella Earhardt



Business Process Support  
Michael Broderick



Executive Advisor  
Kathryn Fantasia



Procurement Process Support  
George Atwood



DLA Finance Energy  
Jean Blackburn



DLA Counsel-Energy  
Kathleen Murphy



DLA Energy Americas  
Commander  
Col. Ronald Ross, USA



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

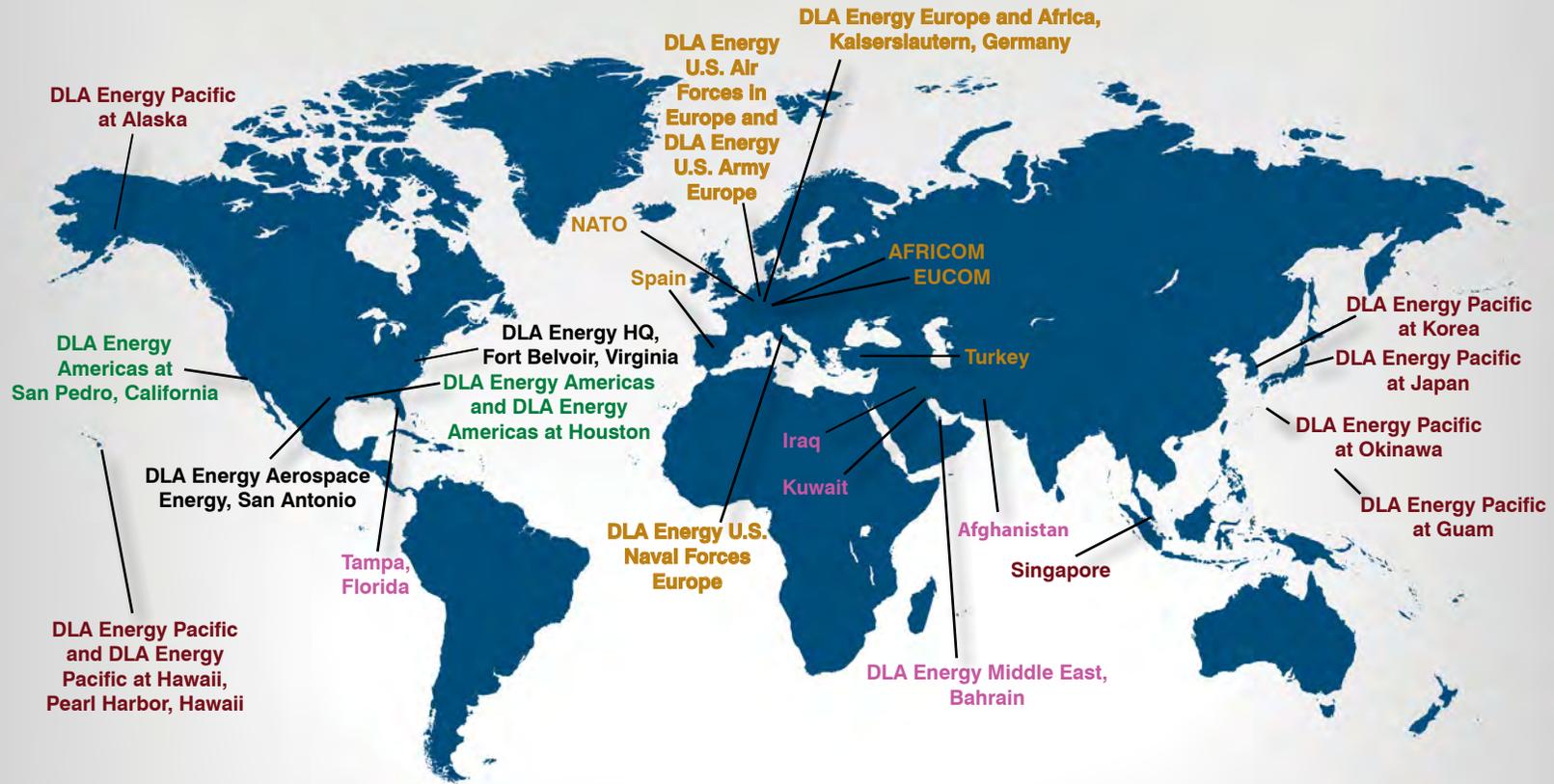


DLA Energy Pacific  
Commander  
Capt. Christopher Bower, USN



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 DLA at Fort Belvoir, Virginia, 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, North Dakota.; 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 primary-level 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 primary-level field activity of DLA at Fort Belvoir, Virginia, 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

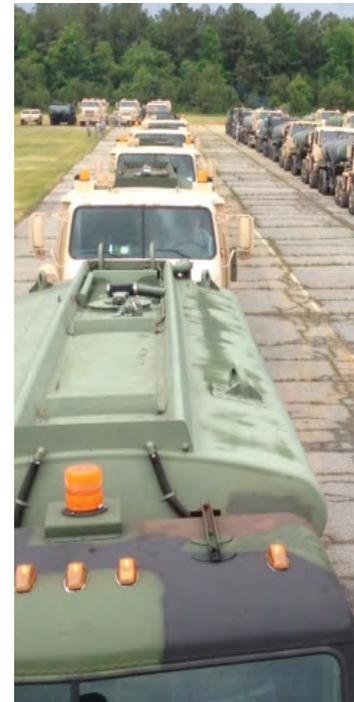
The **DLA Energy Aerospace Energy Supplier Division** manages the worldwide acquisition of liquid propellants, bulk cryogens, chemicals, compressed gases and associated services in support of DoD, federal civilian, commercial space and launch programs, and federal academic research programs. It provides centralized, cradle-to-grave contracting support via aggregation and award of government contracts for supplies and services of all assigned products to include contracts in support of DLA Energy's building in San Antonio. It is focused on streamlining its acquisition processes to exceed the commander's Time to Award goals and produce savings in support of the "10-in-5" cost savings initiative. It hosts industry, to include small businesses, in 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; Rocky Mountain/West Coast; Atlantic, European, Mediterranean; and Western Pacific. Bulk Petroleum Products is also responsible for the purchase of the bulk fuel system icing inhibitor additive (drummed FSII is handled by DLA Aviation in Richmond, Virginia), bulk lubricants and alternative fuels, such as a hydrorenewable JP8 jet fuel equivalent known 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 government-owned, contractor-operated defense fuel support points, contractor-owned and -operated defense fuel support points, alongside aircraft fuel delivery, lab testing and environmental compliance, assessment and remediation. Bulk Petroleum Supply Chain Services 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



# Organizational Missions and Functions

the development of quantitative and qualitative requirements to support acquisition programs for bulk petroleum products. 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) 767-8328.

**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

# Organizational Missions and Functions

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) 767-8360.

**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) 767-1960.

## Director of Customer Operations Functions

The **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, plant and equipment in support of assigned commodities procured on a free on board origin basis and serves as the

# Organizational Missions and Functions

accountable property officer and property administrator for commodity-related, DLA-owned PP&E. POC: (210) 925-4455.

**The 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.

**The 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 Management office performs overall program management responsibilities, training and support for DLA's customer purchasing tools used worldwide: the Aviation Into-plane Reimbursement Card®, Ships' Bunkers Easy Acquisition Card Order Management System®, Swipe SEA Card® and DoD Fleet Card. The card program office works directly with the DoD Purchase Card program officials, General Services 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.



# Organizational Missions and Functions

## Other Functions

The **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 Intern center, 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; and provides functional support to the vendor direct and supply chain commodities. POC: (703) 767-8505.

The **DLA Energy Business Process Support Directorate** 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



# Organizational Missions and Functions

provides liaison to the DLA Energy information technology service providers in DLA Information Operations to ensure a responsive framework to DLA Energy business endeavors and provides 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 conducts 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 provides business process analyst support to end users of both the EBS and legacy systems. The directorate provides 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 provides recommendations, suggests business process improvements, and develops 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.



**The DLA Energy Strategic Programs and Initiatives Directorate** serves as the lead for managing all long-range and strategic initiatives that impact the DLA Energy mission. This directorate is responsible for providing command visibility on efforts that affect DLA Energy's mission capability, such as working on audit readiness assertion and sustainment requirements, leveraging industry best practices, streamlining operations, increasing efficiency for the business processes across the enterprise, and facilitating development of new capabilities. Such functions include meeting Department of Defense's audit readiness deadlines for assertion and sustainment efforts, implementing the DoD continuous process improvement program and executing the Executive Agent program for the Class IIIB supply chain on behalf of DOD, as well as centrally managing studies, projects, and business case analyses that have DLA Energy-wide mission implications. POC: (903) 767-9681.

# Organizational Missions and Functions

The **DLA Energy Internal Review Office** serves as the principal adviser 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 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 provided to DLA headquarters in support of the DLA Alignment Group, DLA Agency Performance Review, and the DLA Executive Board. The directorate is responsible for developing the DLA Energy Strategic Plan based on the cascaded DLA Strategic Plan, and provides administrative support for the semiannual DLA Annual Operating Plan Review. The directorate is also responsible for collection of internal DLA Energy metrics and reporting in the Monthly Management Review, and serves as the focal point for the DLA Enterprise Task Management Tracker by executing suspense and task completion visibility to the Director's Staff Group. The directorate provides a driver for the commander, orders supplies for the DLA Energy headquarters and manages mail and FedEx shipments. The Command Administration Support group represents DLA Energy at working groups that support DLA-sponsored initiatives such as the DLA Strategy Council,

DLA Service days, DLA Culture Survey, and the Voluntary Protection Program. POC: (703) 767-2945.

The **DLA Energy Equal Employment Opportunity Program** formulates, directs and sustains a comprehensive effort to maximize human potential to ensure fair treatment for DLA Energy employees without regard to race, color, gender, religion, or national origin. It also aims to provide an environment free of unlawful discrimination and/or offensive behavior by advising commanders, leaders, and managers at all levels in carrying out their responsibilities under the total Equal Employment Opportunity Program areas of Affirmative Employment, Discrimination Complaint Processing, and Special Emphasis Programs. POC: (703) 767-1123.

The **DLA Energy Public Affairs Office** serves as principal adviser 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 trifolds. The office is responsible for the DLA Energy public website and its content, as well as the DLA Energy commander's blog. 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 intended for public distribution using The Associated Press style of journalism, in accordance with DoD regulations. POC: (703) 767-4108.

# Organizational Missions and Functions

## **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, survey tools and leadership enhancement. POC: (703) 767-9474.

The **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 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 Finance Energy** is responsible for obtaining and allocating resources, analyzing execution, 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. DLA Finance Energy 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 Counsel-Energy** provides the full range of legal support to the commander and his staff. 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

# Organizational Missions and Functions

Accountability Office, the Equal Employment Opportunity Commission, and the Merit Systems Protection Board. It also works with the Department of Justice on all court litigation involving DLA Energy and serves as DLA Energy's Alternative Dispute Resolution specialist. It is responsible for DLA Energy's Legislative Affairs program and is the DLA Energy contact for all congressional inquiries. In addition, DLA Counsel-Energy 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.



## Regional Offices

**DLA Energy Americas** provides comprehensive energy support and solutions to DoD, federal-civilian agencies, and other customers in the most effective and efficient manner

possible. DLA Energy Americas is one of four DLA Energy regional offices responsible for the receipt, storage, and distribution of various energy products. The region's area of responsibility consists of North, Central and South Americas, plus the Caribbean Island States and Territories; a total of 16,632,233 square miles encompassing the 48 contiguous United States and 39 additional countries/territories. DLA Energy Americas is divided into two sub-regional offices and associated AORs; DLA Energy Americas at Houston and DLA Energy Americas at San Pedro, California. In order to accomplish the DLA Energy Americas mission, a dedicated workforce of federal employees and active duty military personnel provide uninterrupted fuel management and support to the warfighter at more than 400 Army, Air Force, Navy, Marine and Coast Guard installations. Strategic energy and fuel management support includes distribution, inventory accountability 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. Bulk fuel storage and distribution support includes contract administration and inventory management. DLA Energy Americas supports four combatant commands: U.S. Northern Command, U.S. Southern Command, U.S. Strategic Command and U.S. Transportation Command. DLA Energy Americas also partners with the Federal Emergency Management Agency and contingency contractors for bulk petroleum support for natural or man-made disasters occurring in the U.S. POC: (713) 754-9503.

**DLA Energy Europe & Africa** provides comprehensive energy solutions in the U.S. European Command and U.S.

# Organizational Missions and Functions

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 & 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 & Africa is the first choice for energy solutions to all warfighters operating within the EUCOM and AFRICOM 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.

**DLA Energy Middle East** provides comprehensive fuel management support to U.S. Central Command and other government activities operating in the USCENTCOM area of responsibility. Through use of a robust and flexible petroleum distribution network, the employment of strategically dispersed bulk petroleum facilities, and synchronization and maintenance of multiple support arrangements, DLA Energy Middle East enables component commanders the flexibility to execute combatant command-directed combat operations

and theater engagement. Operating seven days a week from a forward-positioned headquarters in Bahrain, the region provides comprehensive energy solutions to the warfighter in real-time, focusing on wartime effectiveness and peacetime efficiency. POCs: Commander, +973-1785-4661 or deputy director, +973-1785-4654. DSN 318-439-XXXX.



**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's offices are Alaska, Guam, Hawaii, Japan, Korea, Okinawa and Singapore, which 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

<b>Fiscal Year</b>	<b>Civilian</b>	<b>Military</b>
	<b>Onboard</b>	<b>Onboard</b>
2013	1,333*	78
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, DLA Installation Support, and DLA Information Operations

# **Fiscal 2013 Facts and Statistics**

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## **Financial Results**



# Energy Summary

## U.S. dollars in millions

	<b>Fiscal 2011</b>	<b>Fiscal 2012</b>	<b>Fiscal 2013</b>
Energy Expenses	\$19,823.3	\$20,366.0	\$17,442.9 (1)
Net Sales	\$19,282.8	\$18,778.3	\$16,662.8 (2)
Ending Inventory	\$7,573.3	\$7,681.9	\$7,226.5 (3)

(1) Includes expenses for petroleum, natural gas, aerospace energy products, Federal Excise Tax, transportation, facilities, DLA Energy operations and headquarters.

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

(3) Includes petroleum and aerospace energy product inventory.



# Statement of Financial Conditions

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

<b>Assets</b>	<b>Fiscal 2011</b>	<b>Fiscal 2012</b>	<b>Fiscal 2013</b>
Accounts receivable	\$968.0	\$474.6	\$841.2
Inventories	\$7,579.4	\$7681.9	\$7,226.5
Fund balance with treasury	\$3,013.3	\$2,674.9	\$4,045.7
Other assets	\$124.9	\$124.9	\$387.4
<b>Total assets</b>	<b>\$11,685.6</b>	<b>\$10,956.3</b>	<b>\$12,500.8</b>
<b>Liabilities</b>			
Accounts payable	\$2,359.1	\$1,265.9	\$1,253.9
Advances from others	\$0.0	\$0.0	\$0.0
Custodial liabilities	\$0.2	\$0.2	\$1.2
Other liabilities	\$0.04	\$0.04	\$13.8
Estimated cleanup cost	\$86.3	\$195.0	\$570.1
<b>Total liabilities</b>	<b>\$2,445.6</b>	<b>\$1,461.1</b>	<b>\$1,839.0</b>
<b>Net position</b>			
Accumulated operating results	\$9,240.0	\$9,495.2	\$10,661.8
<b>Total capital</b>	<b>\$9,240.0</b>	<b>\$9,495.2</b>	<b>\$10,661.8</b>
<b>Total liabilities and capital</b>	<b>\$11,685.6</b>	<b>\$10,965.3</b>	<b>\$12,500.8</b>

# Statement of Sales

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

<b>Customer</b>	<b>Fiscal 2011</b>	<b>Fiscal 2012</b>	<b>Fiscal 2013</b>
U.S. Army	\$4,090.8	\$3,671.1	\$2,496.6
U.S. Navy	\$4,769.6	\$4,813.4	\$4,678.9
U.S. Air Force	\$9,352.4	\$8,812.6	\$8,120.4
U.S. Marine Corps	\$70.7	\$64.0	\$69.6
Other DoD	\$110.5	\$43.7	\$19.5
<b>Total DoD</b>	<b>\$18,394.0</b>	<b>\$17,404.8</b>	<b>\$15,385.0</b>
Other government agencies	\$450.0	\$740.3	\$566.1
<b>Subtotal</b>	<b>\$18,844.0</b>	<b>\$18,145.1</b>	<b>\$15,951.1</b>
Foreign government	\$642.5	\$444.7	\$582.4
State government	\$1.6	\$1.1	\$1.1
Local government	\$4.4	\$8.4	\$4.6
Commercial	\$769.7	\$698.3	\$557.1
Morale, Welfare and Recreation	\$11.0	\$54.0	\$58.0
<b>Total gross sales</b>	<b>\$20,273.2</b>	<b>\$19,351.6</b>	<b>\$17,154.3</b>
<b>Less:</b>			
Price reduction of sales	\$0.0	\$0.0	\$0.0
Material returns credits applied	\$990.3	\$573.3	\$491.5
Allowance for retail stock loss	\$0.0	\$0.0	\$0.0
<b>Total net sales</b>	<b>\$19,282.9</b>	<b>\$18,778.3</b>	<b>\$16,662.8</b>

# Net Sales by Category

## Petroleum, Natural Gas and Aerospace Energy

Category	Fiscal 2011	Fiscal 2012	Fiscal 2013
Petroleum (thousands of barrels)			
Bulk and Posts, Camps and Stations:			
AVGAS	31	12	11
Distillates and diesel	21,408	20,391	17,851
Gasohol	423	403	366
JP4, JAB, JAA and JA1	10,228	10,733	12,097
JP5	11,384	10,901	10,128
JP8, JPTS	68,724	60,608	49,789
Lube Oils	25	23	21
Motor gasoline, leaded and unleaded	1,401	1,141	1,108
Residuals	409	366	357
<b>Subtotals</b>	<b>114,033</b>	<b>104,579</b>	<b>91,728</b>
Into-Plane	5,574	4,757	3,573
Bunkers	2,118	2,066	1,707
Local purchase	7,806	8,671	6,107
<b>Total Petroleum</b>	<b>129,531</b>	<b>120,073</b>	<b>103,115</b>
Natural gas (millions of dekatherms)	23.2	18.8	15.4
Aerospace energy (millions of dollars)	\$61.1	\$47.1	\$63.3

# Product Cost

## Petroleum, Natural Gas and Aerospace Energy

Product	Fiscal 2011	Fiscal 2012	Fiscal 2013
Petroleum (U.S. dollars in millions)			
Bulk and Posts, Camps and Stations:			
AVGAS	\$12.6	\$3.5	\$3.1
Distillates and diesel	\$2,589.6	\$2,763.6	\$2,248.0
Gasohol	\$55.1	\$53.6	\$46.8
JP4, JAB, JAA and JA1	\$4,032.0	\$3,469.7	\$3,238.5
JP5	\$1,571.6	\$1,675.0	\$1,450.6
JP8, JPTS	\$6,477.8	\$6,697.7	\$5,257.6
Lube Oils	\$7.1	\$6.3	\$5.6
Motor gasoline, leaded and unleaded	\$186.6	\$169.7	\$158.0
Residuals	\$40.6	\$22.0	\$23.3
<b>Bulk subtotals</b>	<b>\$14,973.0</b>	<b>\$14,861.1</b>	<b>\$12,431.5</b>
Into-Plane	\$905.2	\$960.7	\$572.9
Bunkers	\$290.2	\$304.6	\$256.0
Local purchase	\$1,981.9	\$2,671.9	\$1,936.6
<b>Total petroleum</b>	<b>\$18,150.3</b>	<b>\$18,598.3</b>	<b>\$15,197.0</b>
Natural gas	\$114.4	\$75.2	\$65.9
Aerospace energy	\$33.3	\$47.3	\$37.7

# Purchases by Category

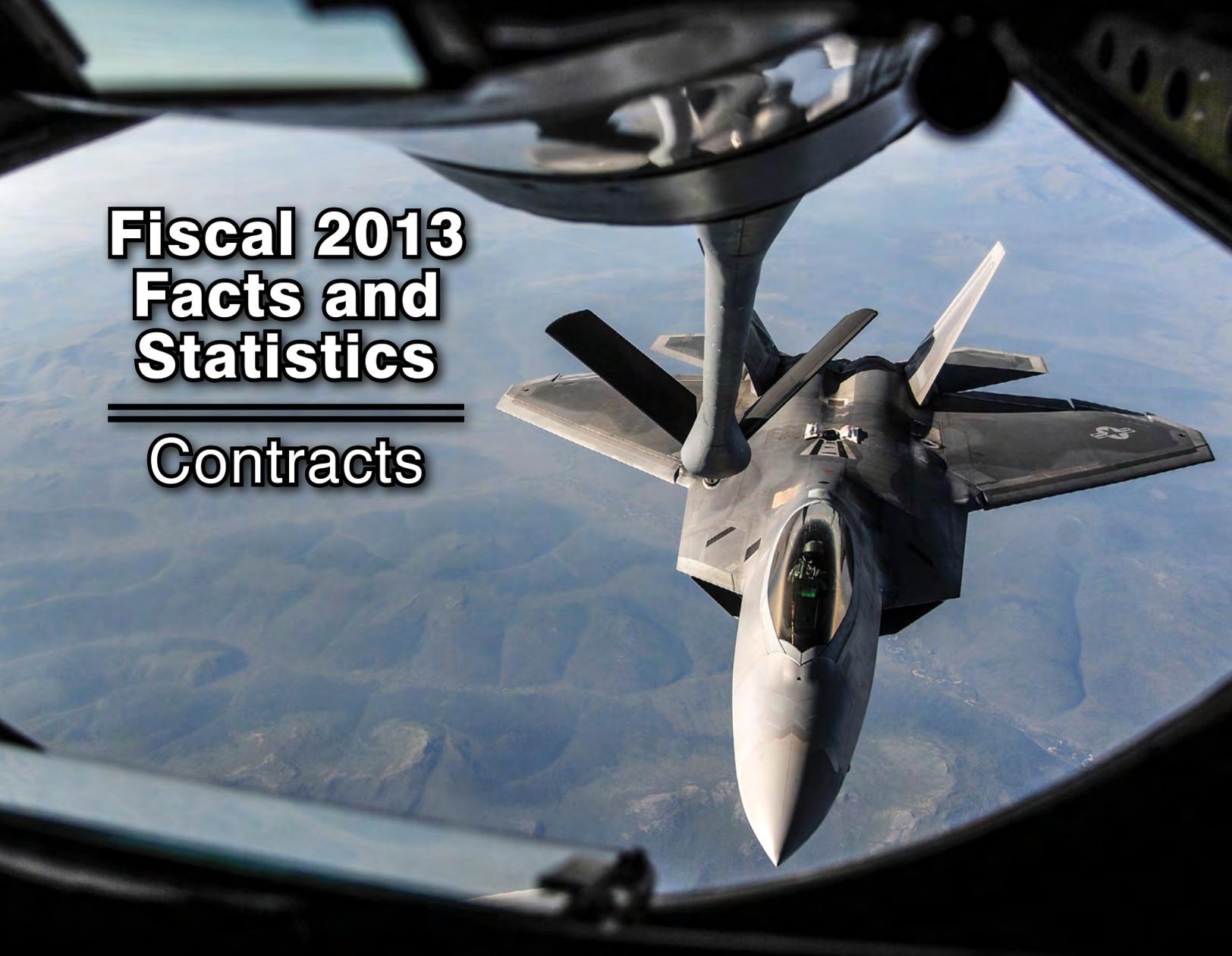
## Petroleum and Natural Gas

Category	Fiscal 2011	Fiscal 2012	Fiscal 2013
<b>Petroleum (thousands of barrels)</b>			
<b>Bulk and Posts, Camps and Stations:</b>			
AVGAS	34	11	11
Distillates and diesel	20,856	20,594	16,974
Gasohol	424	394	349
JP4, JAB, JAA and JA1	29,664	23,629	22,277
JP5	12,603	12,534	11,219
JP8, JPTS	49,491	47,670	38,042
Lube Oils	25	23	21
Motor gasoline, leaded and unleaded	1,405	1,167	1,107
Residuals	410	181	205
<b>Subtotals</b>	<b>114,912</b>	<b>106,203</b>	<b>90,205</b>
Into-Plane	5,628	4,757	1,707
Bunkers	2,118	2,066	3,573
Local purchase	7,806	8,374	5,742
<b>Total petroleum</b>	<b>130,464</b>	<b>121,400</b>	<b>101,227</b>
Natural gas (millions of dekatherms)	23.2	18.8	15.4

# Worldwide Bulk Fuel Ending Inventory

Millions of barrels and U.S. dollars

Product	Fiscal 2011		Fiscal 2012		Fiscal 2013	
	Barrels	Dollars	Barrels	Dollars	Barrels	Dollars
AVGAS	0.005	\$1.746	0.002	\$0.540	0.002	\$0.523
Distillates and diesel	9.794	\$1,258.813	10.503	\$1,371.420	10.304	\$1,296.979
JP4 (JP4, JAB, JAA and JA1)	9.300	\$1,241.584	9.580	\$1,272.100	9.995	\$1,275.625
JP5	14.667	\$1,759.396	14.617	\$1,947.960	14.507	\$1,870.162
JP8, JPTS	23.561	\$3,248.224	22.565	\$3,036.881	21.303	\$2,724.537
Lube oils	0.010	\$2.828	0.009	\$2.560	0.009	\$2.634
Motor gasoline and gasohol (leaded and unleaded)	0.192	\$27.069	0.202	\$29.590	0.177	\$24.992
Residuals	0.321	\$22.304	0.181	\$12.640	0.090	\$5.772
Additives	0.034	\$7.596	0.037	\$8.229	0.002	\$2.636
<b>Total on-hand and in transit</b>	<b>57.884</b>	<b>\$7,569.560</b>	<b>57.696</b>	<b>\$7,681.920</b>	<b>56.389</b>	<b>\$7,203.860</b>
Aerospace energy		\$9.848		\$16.922		\$22.595



**Fiscal 2013  
Facts and  
Statistics**

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**Contracts**

# Contract Action Data

## U.S. dollars in billions

Business Unit	Total Award Dollars	Contract Actions
Bulk Petroleum Products	\$8.4	645
Bulk Petroleum Supply Chain Services	\$0.4	919
Ground Fuels Division	\$4.6	2,311
Mobility Fuels Division	\$0.8	545
Installation Energy	\$0.9	510
Utility Services	\$1.4	398
Aerospace Energy	\$0.03	2,411
<b>Total</b>	<b>\$16.5</b>	<b>7,739</b>

Note: Dollar values include all fiscal 2013 awards and modifications.

# Environmental Contracts

## Locations

- 19 specific
- Four multiple
- \$63.3 million approximate annual value to date

Active multiyear contract data as of Sept. 30, 2013

# Fiscal 2013 Testing Contracts



- Continental U.S.
  - Eight contracts
  - 44 locations

- Outside the Continental U.S.
  - 12 contracts
  - 14 locations

# Alongside Aircraft Refueling



Active multiyear contract data as of Sept. 30, 2013

## 24 locations

- 24 contracts
- \$222 million award amount
- \$33 million approximate annual value

# Optimization Projects



## 24 ongoing locations

Type:

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

\$93.3 million projected savings over contract period approximate annual value.

Active multiyear contract data as of  
Sept. 30, 2013

# Into-Plane Contracts

## Domestic

- 342 locations supported
- 338 contracts
- \$1.37 billion contract value
- 9.8 million barrels

## Overseas

- 122 locations supported in 96 countries
- 21 contracts
- \$838.7 million contract value
- 5.7 million barrels



Active multiyear contract data as of Sept. 30, 2013

# Ships' Bunkers Contracts



Active multiyear contract data as of Sept. 30, 2013

## **Domestic**

- 69 ports supported
- 28 contracts
- \$253.7 million contract value
- 2.56 million barrels

## **Overseas**

- 71 ports supported in 43 countries
- 26 contracts
- \$682 million contract value
- 5.7 million barrels

# Posts, Camps and Stations Contracts

## Domestic

- 205 contracts
- 1,615 activities supported
- \$2.86 billion contract value
- 17.9 million barrels

## Overseas

- 99 contracts in 35 countries
- 239 activities supported
- \$6.3 billion contract value
- 41 million barrels



Active multiyear contract data as of Sept. 30, 2013

# 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.
- Initiated new energy conservation efforts with an estimated value of \$12.7 million and continued with pre-award execution action on existing project efforts with an estimated value of \$957 million. Actions include efforts for: Fort Jackson, 99th Reserve Support Command, Defense Intelligence Agency, Defense Commissary Agency, Fort Sill, Kwajalein Atoll, Dugway Proving Ground, Fort Hamilton, Fort Meade and Fort Polk.
- 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

## 47 locations supported

- 101 systems
- Types of contracted support
  - Water distribution
  - Wastewater collection
  - Electrical distribution
  - Central heat and power plant
  - Natural gas distribution
  - Water plant
  - Wastewater plant
  - Stormwater collection
- \$10.89 billion contract value through fiscal 2013

## Utility Services Contract Awards

Site (during fiscal 2013)	System(s)	Total Value
Minot AFB, North Dakota	Water/wastewater	\$140,100,760
Dover AFB, Delaware	Water	\$32,421,390
Fort Bragg, North Carolina	Natural gas	\$107,465,640
<b>Total</b>		<b>\$279,986,790</b>

Active multiyear contract data as of Sept. 30, 2013

# Aerospace Energy Contracting Overview



- 93 national stock numbers
  - 29 different products
  - Three product classes - liquid propellants, cryogens and compressed gases
- 123 active contracts; 3,312 contract line item numbers
  - 95 percent requirements-type contracts
  - Normally multiyear, 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:

<b>Product type</b>	<b>Feedstock</b>	<b>Source</b>	<b>Quantity (U.S. gallons)</b>	<b>Procurement Date</b>	<b>Option Quantity</b>
ATJ8	Alcohol	Gevo	3,650	March 2013	No
ATJ5	Alcohol	Gevo	850	May 2013	No
ATJ5	Alcohol	Gevo	20,000	September 2013	70,000
HDCD76	Cellulose	Kior	6,500	September 2013	5,000
DSH76	Alcohol	Amyris	3,000	October 2013	No

# **Fiscal 2013 Facts and Statistics**

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## **Business Unit Programs**



# Storage/Distribution Services

## Types of storage and distribution services:

- Government-owned, government operated
- Government-owned, contractor operated
- Contractor-owned, contractor operated
- Foreign government
- NATO



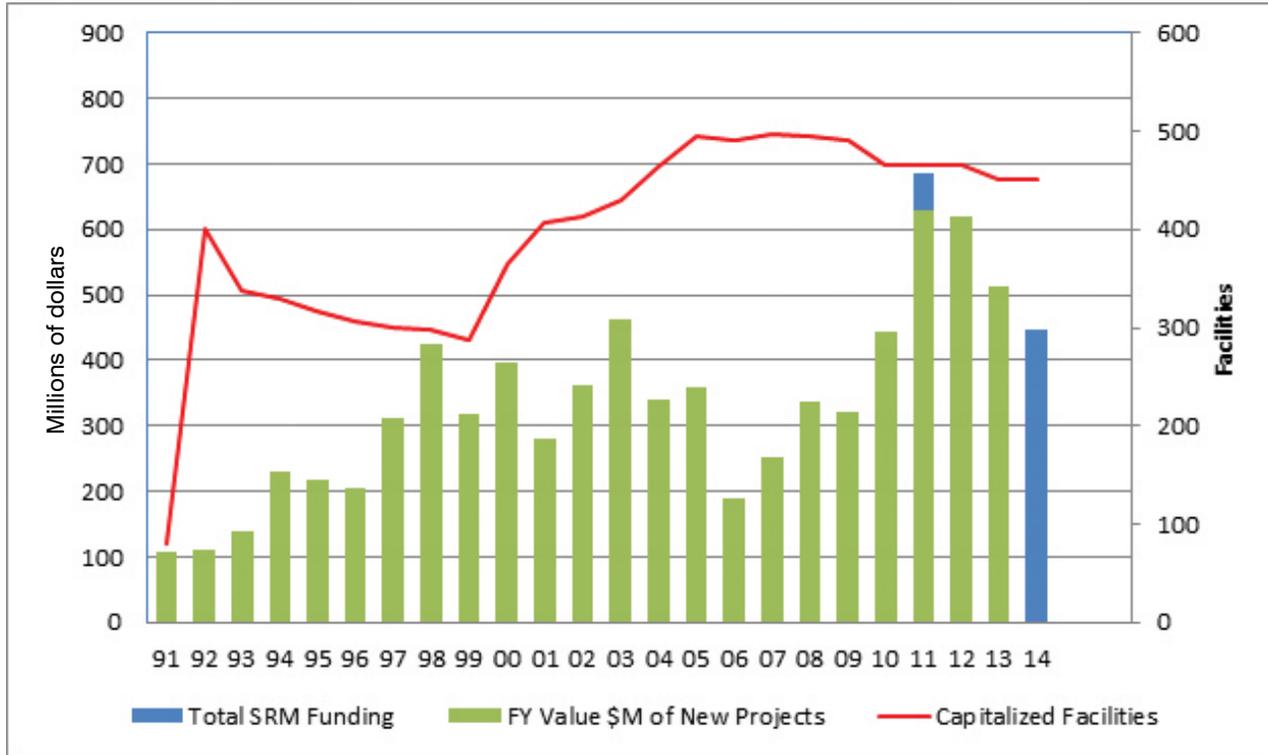
DLA Energy-funded terminal operations worldwide: **189**

Expenditures: **\$307 million**

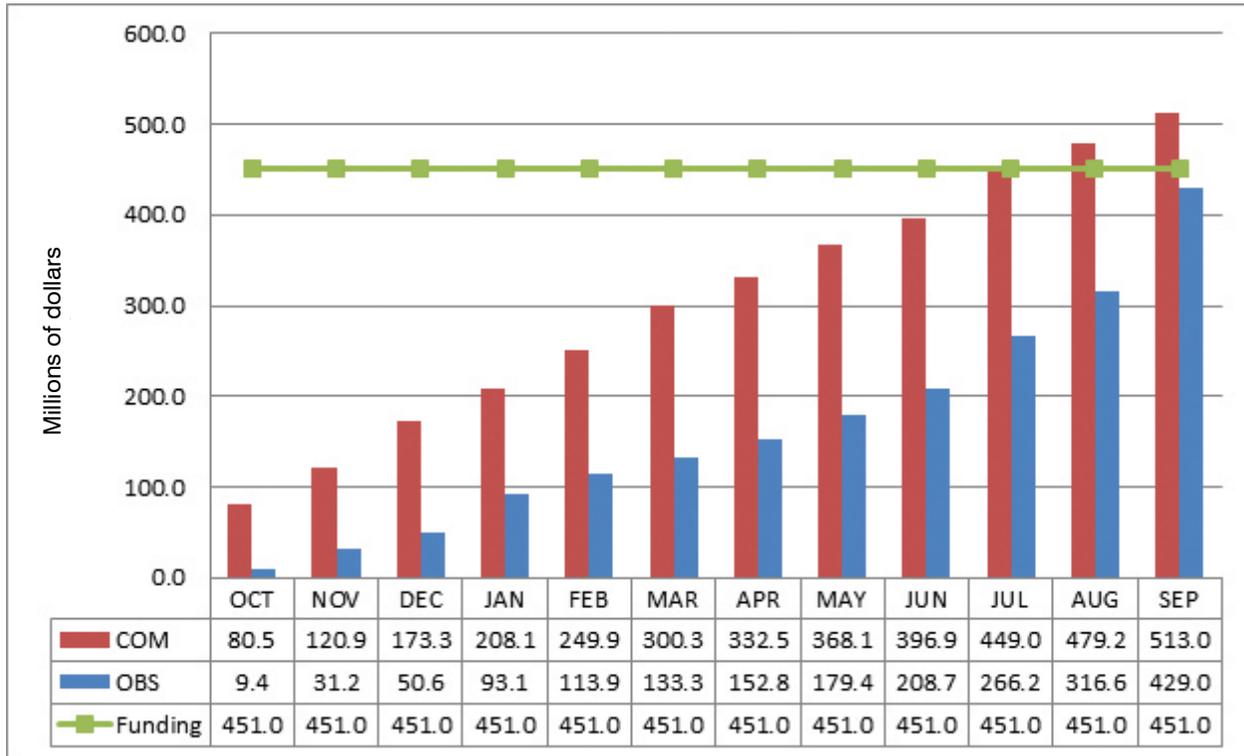
# Defense Fuel Support Points

Type Of Operation	Army	Navy	Air Force	DLA	Total
Government-Owned, Government-Operated	95	45	103	2	245
Government-Owned, Contractor-Operated	20	8	28	133	189
Contractor-Owned, Contractor-Operated	0	0	0	41	41
North Atlantic Treaty Organization	0	0	0	6	6
Commercial Pipeline	0	0	0	38	38
Floating Storage	0	60	0	0	60
Foreign Government	0	0	4	7	11
<b>Total</b>	<b>115</b>	<b>113</b>	<b>135</b>	<b>227</b>	<b>590</b>

# Sustainment, Restoration and Modernization

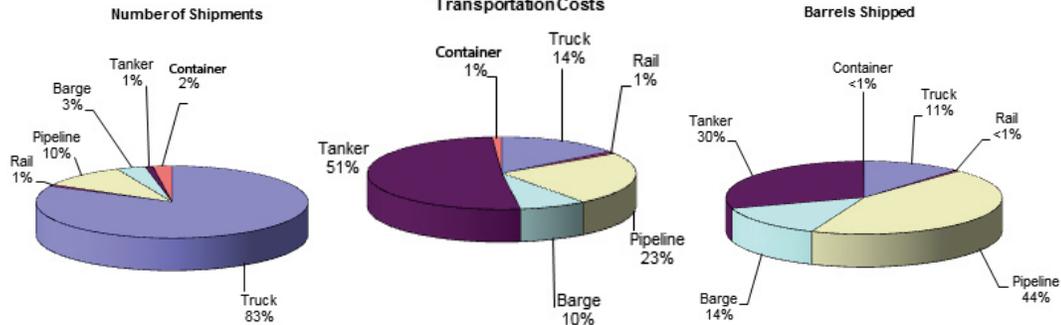


# SRM Commitments and Obligations



# Worldwide Bulk Product Transportation

## Frequency - Cost - Volume



		Truck	Rail	*Pipeline	Barge	Tanker	Seavan	Total
Within the Continental United States	Shipments	19,041	76	1,818	732	73	-	21,740
	Cost (\$ millions)	51.0	0.7	86.8	29.1	59.9	-	227.5
	Barrels (millions)	12.5	0.2	44.1	15.5	11.1	-	83.4
Outside the Continental United States	Shipments	1,698	116	796	141	156	574	3,481
	Cost (\$ millions)	3.1	3.4	-	0.6	126.7	4.3	138.1
	Barrels (millions)	0.8	0.5	7.1	0.7	23.5	0.1	32.7
Total	Shipments	20,739	192	2,614	873	229	574	25,221
	Cost (\$ millions)	54.1	4.1	86.8	29.7	186.6	4.3	365.6
	Barrels (millions)	13.3	0.7	51.2	16.2	34.6	0.1	116.1

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

# Transportation Expenses

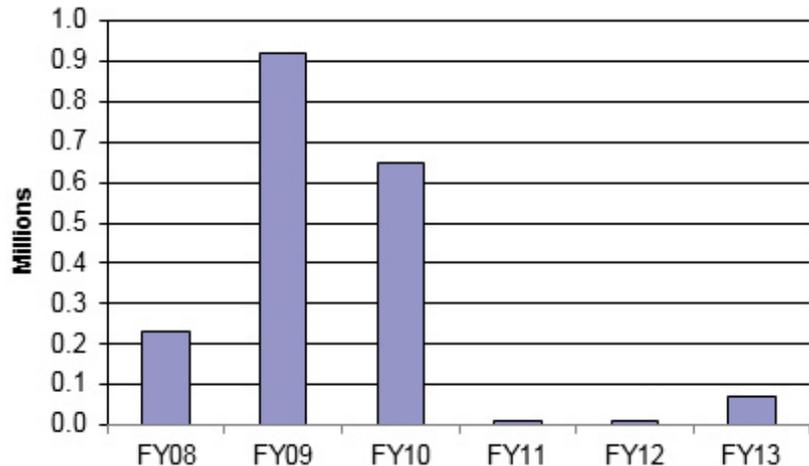
## U.S. dollars in millions

Worldwide Petroleum Fuel	Fiscal 2011	Fiscal 2012	Fiscal 2013
AVGAS	\$0.1	\$0.0	\$0.0
Distillates and diesel	\$71.3	\$95.2	\$78.8
JP4, JAB, JAA and JA1	\$101.4	\$109.4	\$103.4
JP5	\$43.1	\$58.0	\$51.6
JP8, JPTS	\$169.2	\$220.8	\$177.1
Lube Oils	\$0.1	\$0.1	\$0.1
Motor gasoline (leaded and unleaded)	\$6.3	\$7.2	\$6.8
Residuals	\$1.4	\$0.8	\$1.0
<b>Total</b>	<b>\$392.9</b>	<b>\$491.7</b>	<b>\$418.8</b>
Worldwide aerospace energy products	\$11.4	\$1.6	\$2.3

# Demurrage Collected

## U.S. dollars in millions

Fiscal year	Total
2013	\$0.07
2012	\$0.01
2011	\$0.01
2010	\$0.65
2009	\$0.92
2008	\$0.23



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

Small Business Preference Program	Fiscal 2011			Fiscal 2012			Fiscal 2013		
	Targets	Performance	Dollars (millions)	Targets	Performance	Dollars (millions)	Targets	Performance	Dollars (millions)
Small Business awards	33%	26.3%	\$1,580	26.5%	13.7%	\$1,700	21.3%	35.7%	\$1,518
Small Disadvantaged Business awards	1%	1%	\$62.18	1%	0.4%	\$53.5	5%	3.1%	\$132.2
Section (8)a (Subset of SDB – no separate target)	N/A	N/A	\$1.21	N/A	0.2%	\$31.4	N/A	0.1%	\$6.3
Woman-Owned Small Business awards	1%	2.5%	\$150.58	2.4%	2%	\$23.1	5%	3.3%	\$144.3
Hubzone Small Business awards	4%	0.7%	\$42.22	1.5%	0.2%	\$25.7	3%	0.4%	\$20.6
Service-Disabled Veteran-Owned Small Business awards	0.5%	0.2%	\$10.7	3%	0.3%	\$38.8	3%	1.4%	\$60.4
<b>Total eligible dollars</b>			<b>\$6,020</b>			<b>\$12,700</b>			<b>\$4,249</b>

# 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 (3)

### Oman

FSA - Product/Service  
Agreement

### Bahrain

FSA - Product Agreement

### United Arab Emirates

Joint FEA

## U.S. Pacific Command (9)

### Japan

Joint FEA

### Korea

FSA - Kunsan Pier

FSA - South North Pipeline

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  
Pipeline System

### United Kingdom

FSA - GPSS Pipeline System

Air Force FEA

Navy FEA

### Italy

Navy FEA

Air Force FEA

FSA - Northern Italian Pipeline  
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 Pipeline System

### Turkey

Air Force FEA

Navy FEA

FSA - Turkish NATO Pipeline  
System

### Agreement Type

Fuel Support Agreements (product/service costs)

Fuel Exchange Agreements (exchange/sales)

### Agreements

14

26

### Financial

\$236 million

\$374 million

# Coal Program

## Coal customers

Eleven DoD and one federal civilian

### • Bituminous coal

Capitol Power Plant, Washington, D.C.; Naval Facilities Engineering Command Washington, Indian Head, Maryland; Marine Corps Base, Camp Lejeune, North Carolina; Marine Corps Air Station, Cherry Point, North Carolina; Joint Systems Manufacturing Center, Lima, Ohio; Wright-Patterson Air Force Base, Ohio; Rock Island Arsenal, Illinois; Red River Army Depot, Texarkana, Texas, and Malmstrom Air Force Base, Montana.

### • Sub-bituminous coal

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

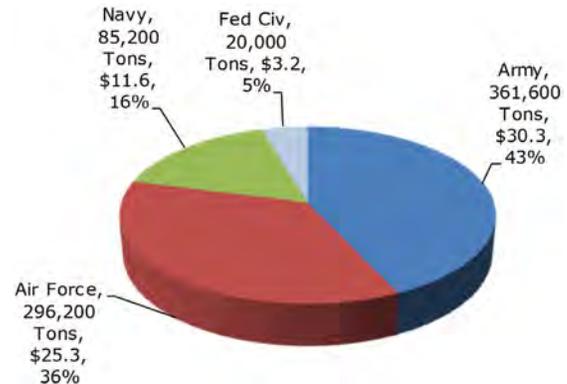
## Biomass (wood pellet) customers

U.S. Coast Guard, Sitka, Alaska, and GSA, Ketchikan, Alaska.

## Fiscal 2013 awards

194,300 tons of coal and 95 tons of wood pellets for various locations in the U.S. valued at \$28,019,460.

**Fiscal Year 2013 Summary of Procurements  
(dollars in millions)**



# Natural Gas Program

DLA Energy serves as DoD's central procurement agency to competitively acquire direct supply natural gas. The program includes more than 20 industry suppliers delivering approximately 40 million dekatherms annually to more than 200 DoD and federal civilian customers.

## Fiscal 2013 Program Summary

Component	Customers per component	Fiscal 2013 dekatherms delivered (millions)	Fiscal 2013 expenditures* (millions)	Fiscal 2013 cost avoidance** (millions)	Fiscal 2013 percent savings vs. utility	Fiscal 2013 cost avoidance (millions)
Army	45	12.1	\$54.6	\$10.7	20%	\$273.3
Navy/Marines	45	11.7	\$55.5	\$15.1	21%	\$276.6
Air Force	34	7.3	\$31.0	\$8.0	22%	\$158.9
Other DoD	14	1.3	\$6.1	\$2.4	28%	\$37.3
Fed. Civilian	67	12.6	\$54.0	\$16.8	26%	\$238.6
<b>Total</b>	<b>205</b>	<b>45.0</b>	<b>\$201.2</b>	<b>\$53.0</b>	<b>21%</b>	<b>\$984.7</b>

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

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

# Electricity - Demand Response Program

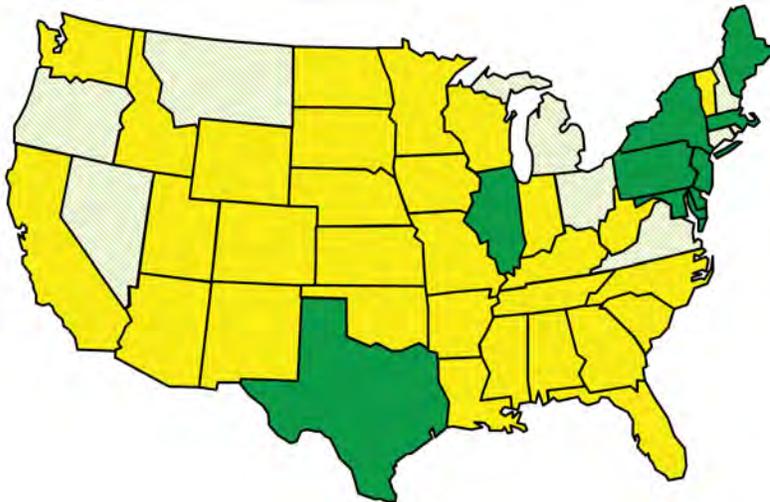
The Demand Response Programs provides incentives to curtail demand and reduce load during peak periods in response to system reliability or market conditions.

## Fiscal 2013 Program Overview

	Number of DR installations in fiscal 2013	States (current enrollment)	KW enrolled in fiscal 2013	Savings in fiscal 2013*	Since inception (fiscal 2008 - 2013)
<b>Air Force</b>	10	CA, DE, ID, MA, MD, OH, NY, TX, VA	27,150	\$237,018	\$1,617,777
<b>Army</b>	12	AZ, MD, NJ, NY, PA, TX, VA	30,110	\$57,358	\$2,035,966
<b>Navy/USMC</b>	17	CA, DC, IL, ME, MD, PA, VA	79,739	\$217,347	\$ 7,250,608
<b>Other DoD</b>	9	CA, DC, MD, PA, VA	38,500	\$9,466	\$3,746,935
<b>Fed. Civilian</b>	30	AZ, CA, CO, DC, MA, MD, NJ, NY, TX, VA, WV	87,934	\$370,065	\$ 1,861,325
<b>Total</b>	<b>78</b>		<b>263,433</b>	<b>\$891,254</b>	<b>\$16,512,611</b>

\*Additional savings from fiscal 2013 performance period will continue to be realized during fiscal 2014.

# 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 17.3 million megawatt hours of electricity valued at more than \$1.1 billion under multiyear contracts.

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

## Fiscal 2013 Awards

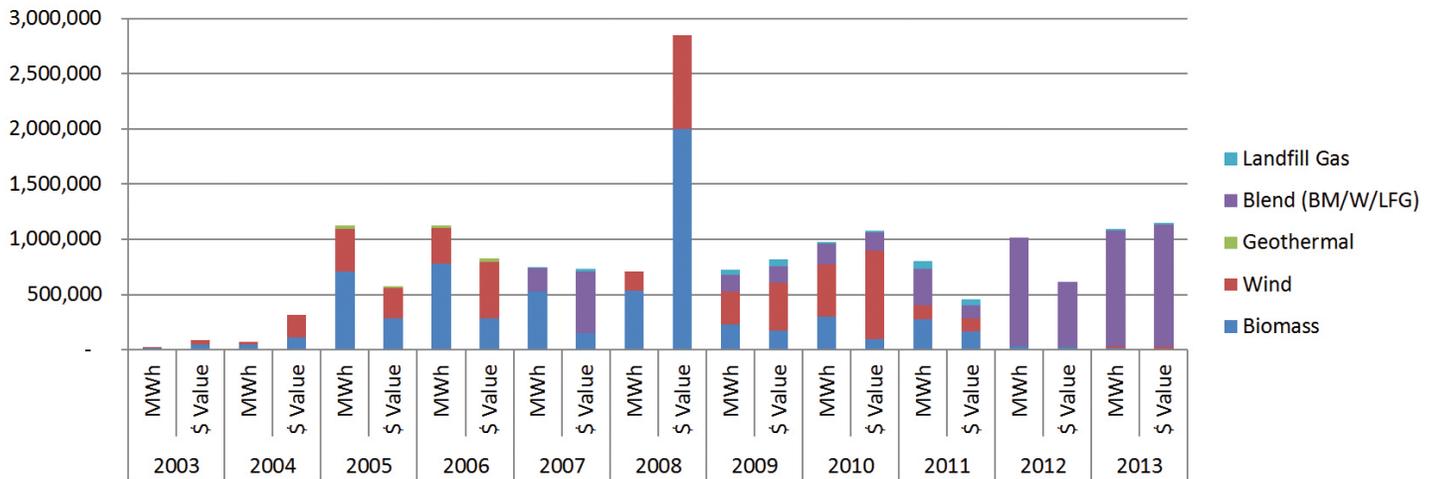
Program	kWh awarded	Contract value
PJM Large	3,141,574,122	\$196,760,011
PJM Navy	1,421,360,438	\$85,281,626
PJM Small	98,867,371	\$5,887,150
Texas	1,829,321,709	\$78,182,013
Fermi	802,762,548	\$37,930,530
New York	202,237,771	\$10,442,712
FE Warren	64,000,000	\$4,550,400
<b>Total</b>	<b>7,551,123,959</b>	<b>\$419,034,443</b>

# Renewable Energy Program

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

**Renewable Energy Certificates:** A REC 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 (2003-2013)**



For fiscal year 2013, the Energy Policy Act of 2005 requires that not less than 7.5 percent of total electricity consumed by the federal government come from renewable energy.

# 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

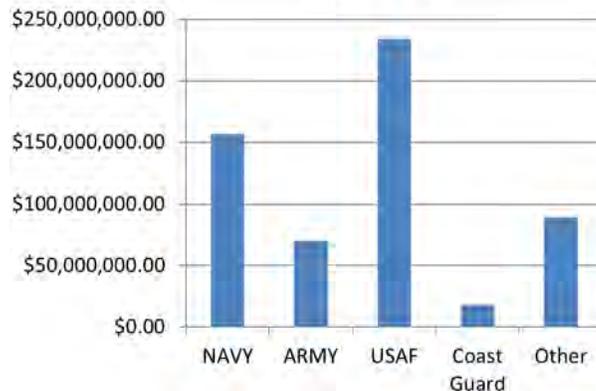
## Fiscal stewardship

- Fiscal year 2013 non-contract discount: \$15 million in savings from posted airport price
- Strategic Sourcing Report: Identifies potential contract locations and the units using non-contract airports

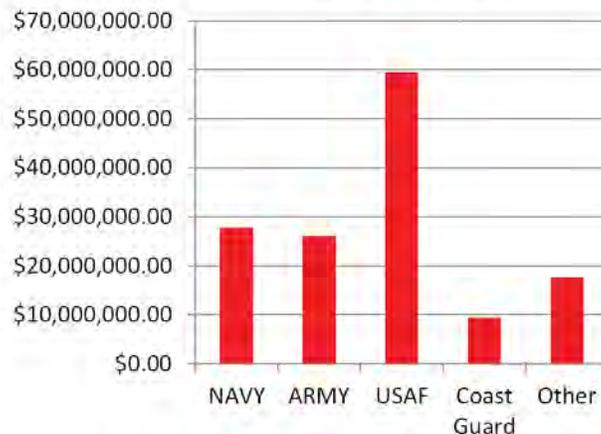
## Fiscal 2013 sales data

- \$568 million contract fuel
  - 158 million gallons
  - 252,871 transactions
- \$140 million non-contract fuel
  - 30 million gallons
  - 54,008 transactions

## Contract



## Non Contract



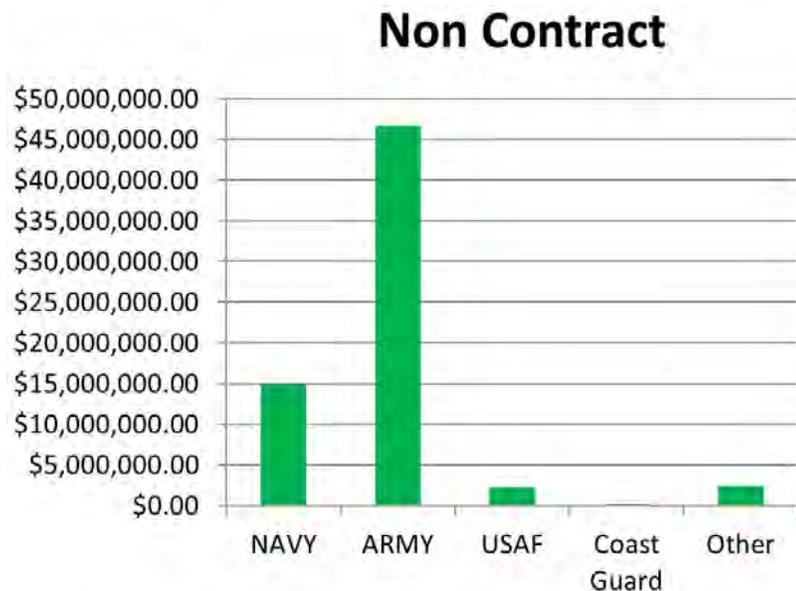
# DoD Fleet Card

## Warfighter benefits

- Supports more than 528,000 vehicle fueling transactions annually
- Provides minor maintenance and roadside assistance support
- Accepted at more than 200,000 commercial locations
- Not a credit card – enables standard unit pricing
- \$587,068.56 in fiscal 2013 rebates

## Fiscal 2013 sales data

- \$66 million non-contract fuel
  - 17 million gallons
  - 712,278 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

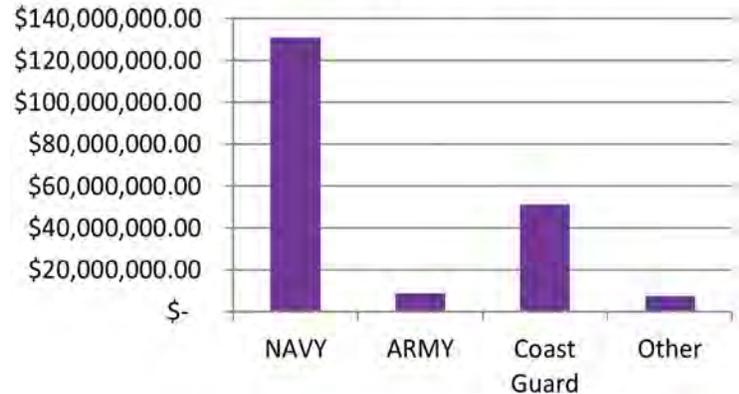
## Global Support

- 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

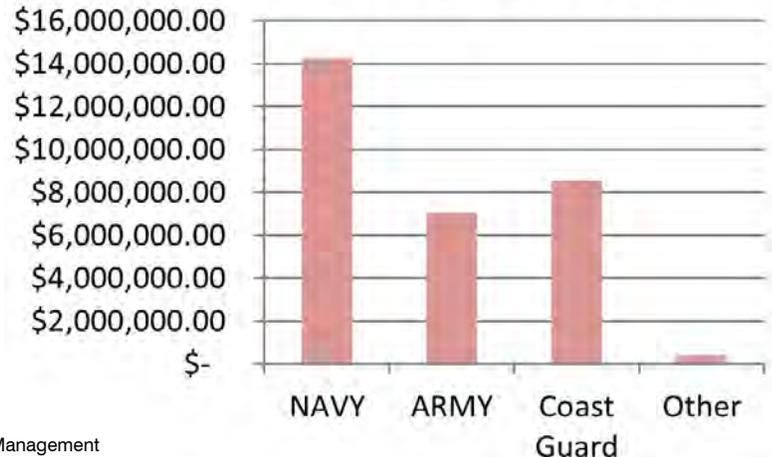
## Fiscal 2013 sales data

- \$199 million contract fuel
  - » 58 million gallons
  - » 2,638 transactions
- \$30 million non-contract fuel
  - » 6.5 million gallons
  - » 357 transactions

## Contract



## Non Contract



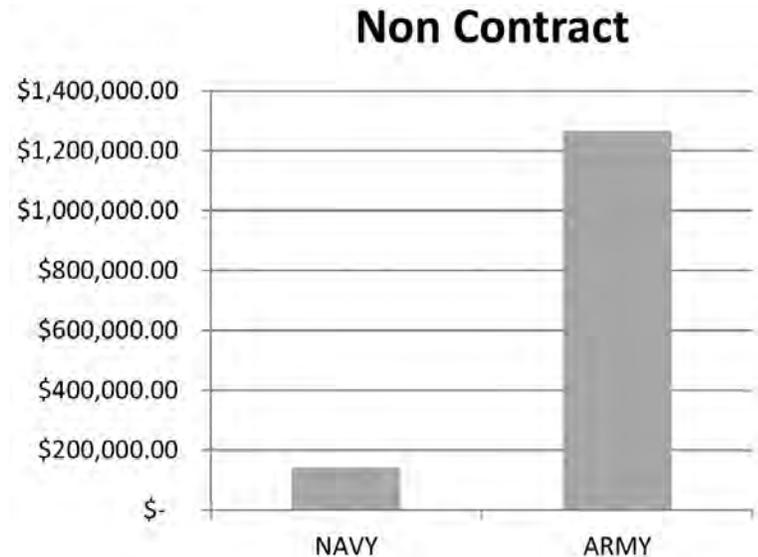
# DoD Swipe SEA Card®

## Warfighter benefits

- More than 300 DoD small vessels registered
- The card is accepted at locations worldwide for fuel only
- The card is authorized up to the Simplified Acquisition Threshold of \$150,000
- Provides interfund billing through DLA Energy

## Fiscal 2013 sales data

- \$1.41 million non contract fuel
  - » 370 thousand gallons
  - » 593 transactions



# Petroleum Quality Information Support

## Purpose:

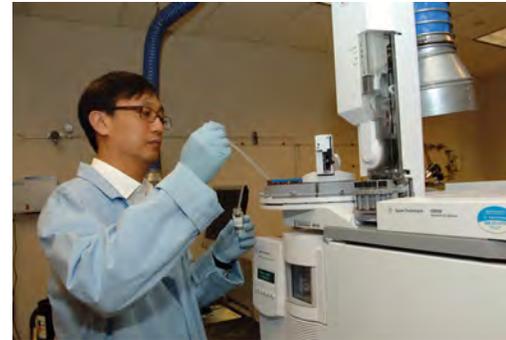
- Implemented Office of the Secretary of Defense 1989 directive to facilitate the collection and dissemination of standardized fuel quality data
- Allows for a proactive approach in identifying and monitoring product quality trends across a wide spectrum
- Largest publication of fuel quality information worldwide
- Used by customers, foreign governments, NATO and commercial industry (TWA 800, General Electric engine development, trends, etc.)



PQIS publication includes quality data for aviation fuel (JP4, JP5, JP8, JA1, Jet A, JPTS and TS1) marine fuel (F76, marine gas oil and RME180), propellants (JP10 and PF1, RP1 and RP2), lubricants (LTL, LO6 and LA6), fuel system icing inhibitor (FSII) additive and alternative fuels including hydrotreated renewable fuels (HRF76, HRJ5 and HRJ8), alcohol to jet (ATJ-8 and ATJ-5), direct sugar to hydrocarbon (DSH76) and hydroprocessed depolymerized cellulosic diesel (HDCD76).

# 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:**
  - Particle counter equipment field evaluation
  - Impact of Jet A jet fuel on naval applications
  - Kerostat additive approval
  - Fatty acid methyl ester equipment evaluation
  - Development of FAME contamination limit in jet fuel
  - Development of commercial item description for catapult lube oil (LA7)
  - Jet fuel characterization of conventional and alternative fuels
  - O-ring compatibility with aromatics and alternative fuel blends
  - Automated real-time fuel monitoring, identification and property estimation
  - Study of the effect of hydrocarbon type biodegradation on fuel specification properties
  - Toxicology testing of alternative fuels



- Rocket propellant study to evaluate composition on thermal stability properties
- Lubricity limit for alternative/Jet A fuels
- Replacement of JFA-5 in JPTS with approved military for more than 100 additives
- Evaluation of cetane improvers in aviation fuel and alternative fuels
- Environmental and cost benefit analysis of alternative aviation fuels
- Best practices for fuel system contamination detection and remediation
- Combustor operability with alternative and referenced fuels
- Improved testing of alternative fuels on o-ring performance
- Improved analytical methods to detect and characterize light cycle oil contaminant in jet fuel
- Improved test methods for storage stability of diesel fuels containing stabilizer additives

# 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
  - **Biofuel**
    - Procurement of HRJ5 and HRJ8, which are biofuel drop in replacements for JP5 and JP8 jet fuel, 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
  - **Hydroprocessed depolymerized cellulosic diesel**
    - Procurement of HDCD76 to support the Navy's program to certify HDCD76 as a F76 blend component
  - **Defense Production Act Title III**
    - Providing technical expertise and support in evaluating proposals for the Department of the Navy, Department of Agriculture and Department of Energy Biorefinery DPA Title III initiative



# 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 Agent
- 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 Products, Bulk Petroleum Supply Chain Services, 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 inspection requirements for DLA Energy solicitations and contracts
  - » Evaluates and recommends acceptability of contractor exceptions, deviations and waiver requests
  - » Evaluates and determines technical acceptability of prospective contractors' quality and technical proposals 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 quality of products and services
- Provides disposition recommendations 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 Quality Assurance/Surveillance Standard Practice (MIL-STD-3004)

- DLA Energy's Quality/Technical Support office develops and assures implementation of MIL-STD-3004 "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 covers quality assurance, where applicable (e.g., direct delivery to customers, destination acceptance, etc.).
- This standard includes policy and responsibilities derived from Executive Agent, 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 Supervisors Training and Certification Program (DLA Energy Instruction 4155.01)

- DLA Energy's Quality/Technical Support office develops and implements the QAS and QAS Supervisors Training and Certification Program for DLA Energy.
- The regulation outlines the DLA Energy QAS and QAS Supervisors Training and Certification Program as required per DoD 5000.52, DoDI 5000.66 and DLA Instruction 7518.
- In addition to determining the other course requirements for this program, DLA Energy Quality/Technical Support staff develop the lesson plans and course content, as well as provide the sponsorship and classroom instruction for the program's core commodity-specific courses:
  - » J07: Quality assurance of into-plane servicing contracts
  - » J08: Quality assurance of coal
  - » J10: Petroleum quality assurance - general
  - » J20: Petroleum quality assurance

# DLA Supply Chain Sustainability and Hazardous Materials Minimization Team



- DLA Energy is the liaison to DLA Supply Chain Sustainability Hazardous Minimization Team, or HAZMIN team, formerly the “DLA Green Product team.”

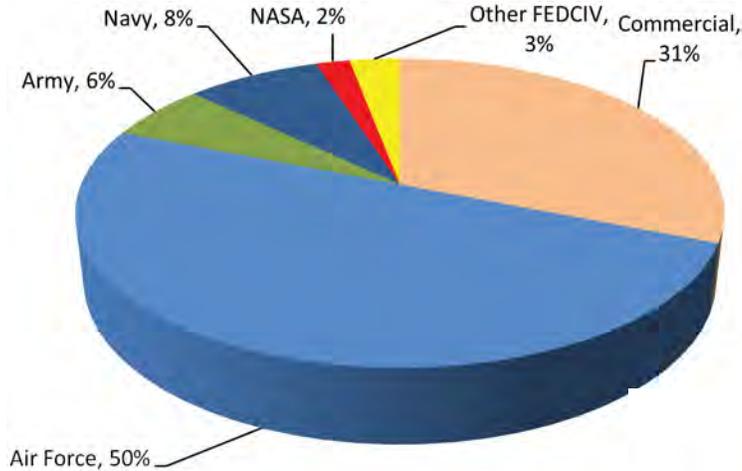
- It promotes the procurement and use of “green” products as classified below:

- » Recovered or recycled content
- » Environmentally preferable
- » Energy efficient
- » Bio-based
- » Alternative fuels or alternative fueled vehicles

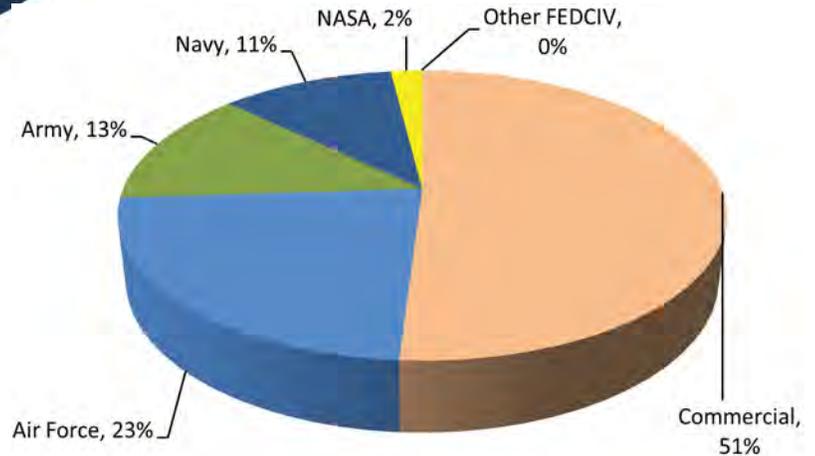
- DLA Energy supports customers in going “green” in the procurement of E85, biodiesel, hydrotreated renewable jet fuel from various feedstocks (camelina, algae and tallow) and synthetic fuels.
- The team educates users on environmentally preferable alternative fuels.

# Aerospace Energy Customer Profile

**By total sales: \$64.5 million**



**By number of customers: 483**



# 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

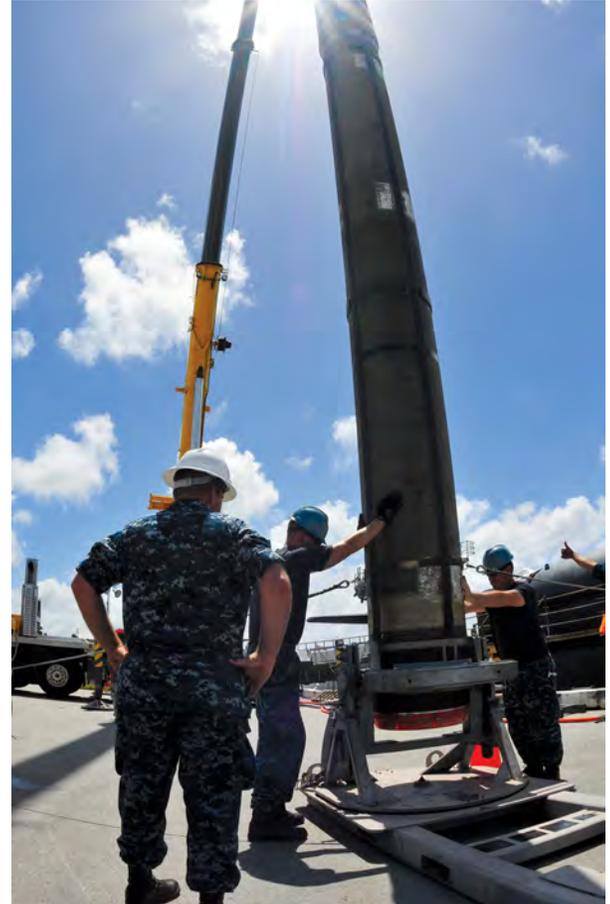
## Non-propellant cryogenics

- 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
- Commercial launch vehicles – SpaceX Falcon and Orbital Sciences Antares
- F-16 emergency power unit
- F-15/F-16 air intercept missile, Avenger, Sidewinder
- Cruise missiles - Navy Tomahawk, Harpoon and U.S. 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 continental airship programs
- Outside the continental U.S. DoD aerostat programs
- Military and commercial satellites
- International Space Station
- Drug Enforcement Agency drug interdiction
- DoD laser programs
- Department of Homeland Security Border Patrol Aerostat Program
- National Oceanic and Atmospheric Administration
- National Weather Service
- U.S. Department of Energy



# Hazardous Material Shipments

<b>Product</b>	<b>Cylinders/Drums</b>	<b>Bulk</b>
Helium	2,139	2,684
Argon	1,263	
Hydrazine	336	
JP10/PF1	119	24
Dinitrogen Tetroxide (N <sub>2</sub> O <sub>4</sub> )	94	
RP1	11	39
Nitrogen	6	
Hydrogen		1
Inhibited Red Fuming Nitric Acid	51	
<b>Total</b>	<b>4,019</b>	<b>2,748</b>

# 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

# Acronyms

HRJ.....	Hydrotreated renewable jet
HVAC.....	Heating, ventilating and air conditioning
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

# Acronyms

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 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

# Acronyms

RIE.....	Rapid improvement event
ROK.....	Republic of Korea
RP.....	Rocket propellant
RSC.....	Regional Support Command
SAP.....	System analysis and program development
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
UESC.....	Utility energy service contracts
UFG.....	Ulchi Freedom Guardian
UK MOD.....	United Kingdom Ministry of Defense
UMCS.....	Utility monitoring control system
USA.....	U.S. Army
USAF.....	U.S. Air Force
USAFE.....	U.S. Air Force Europe
USAR.....	U.S. Army Reserve
USCENTCOM.....	U.S. Central Command
USEUCOM.....	U.S. European Command
USFK.....	U.S. Forces Korea
USMC.....	U.S. 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

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