

2021

# Defense Logistics Agency Energy

Fiscal Year 2021  
**FACT BOOK**



44<sup>th</sup> Edition



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*NOTE: The first section of this book is current as of November 2021. Information after the Financial Results section is a snapshot of DLA Energy's facts and figures for fiscal year 2021.  
(Front cover: ULA Atlas V rocket powered by DLA Energy Aerospace heads to Mars. Photo by United Launch Alliance. Back cover photo by Air Force Staff Sgt. K. Tucker Owen)*



# Foreword

The Defense Logistics Agency Energy Fact Book contains information about its business operations. The Fact Book reflects the operational status at the end of fiscal 2021, unless otherwise indicated.

The intent of this publication is for general information purposes only.

The Fact Book can be found on the DLA Energy website at <http://www.DLA.mil/Energy>.



**Providing  
Globally  
Resilient  
Energy  
Solutions**

# Mission and Vision

## Mission:

To enable mission readiness  
by providing globally resilient energy  
solutions to the Warfighter and  
Whole of Government

## Vision:

The trusted leader  
in innovative energy solutions  
aligned with the speed of change



# 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 DLA major subordinate command responsible for providing globally resilient energy solutions to the Warfighter and Whole of Government.

DLA Energy's roots date back to World War II. Originally, it was an entity of the Department of Interior as the Army-Navy Petroleum Board with the mission of administering critical petroleum requirements during the war. 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 designated as a single entity to purchase and manage 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. Phase I of IMM added management of the acquisition, storage, distribution and sale of fuel with responsibility ending at the Service installation boundary. In 1991, Phase II expanded the ownership of bulk petroleum products to include most bulk storage installations.

In 1990, DLA Energy's mission was expanded to include the supply and management of

natural gas. Natural gas requirements were consolidated and centrally procured with the goal of providing direct supply natural gas to customers when determined more economical than using gas from a local company.

In 1998, DLA Energy became the Defense Energy Support Center with 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 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.

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

In 2001, DLA Energy assumed a new mission from the U.S. Air Force to serve as the DOD's IMM for space and space-related products and services, providing support and business solutions to not only the DOD but also other federal agencies, government contractors and academia. The addition of this mission made DLA Energy a full service provider of all energy and energy-related products.

In 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.

In 2004, the Secretary of Defense designated DLA as the Executive Agent for bulk petroleum. The authority was delegated to DLA Energy 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.

In 2006, DLA Energy became the DOD IMM for both bulk Aviator's Breathing Oxygen and liquid nitrogen which were previously managed by DLA Aviation.

In 2009, DLA Energy's mission continued to expand, incorporating emerging areas of renewable and alternative energy sources. As the nation embraced conservation, had a renewed awareness of environmental impact and sought energy security, DLA Energy's business units pursued solar power, hydrogen power, synthetic fuels and other alternative fuel and renewable energy sources as new procurement, research and development initiatives materialized.

In 2010, DLA Energy adopted its current name in support of DLA's "We Are DLA" initiative. DLA Energy supported a single-agency environment, internally and externally, building a greater sense of community and ownership for employees and creating a clearer and more definitive identity for customers and stakeholders.

In 2013, DLA Energy assumed responsibility for the U.S. Army Okinawa Petroleum Distribution System.

Through evolution in mission and name changes, DLA Energy is committed to providing world class support to the Warfighter.

# Commander's Update



In 2021, DLA Energy continued to deliver world-class warfighter support, overcoming significant obstacles like the ongoing COVID-19 pandemic, natural disasters, a cyber-attack of a key U.S. pipeline, and the end of the Afghanistan War. Our DLA Energy personnel responded with unrivaled professionalism through innovation and creative solutions.

DLA Energy Aerospace delivered space launch/satellite propellants and bulk industrial chemicals and gases in support of six rocket launches delivering DoD and NASA payloads into orbit – including NASA's Perseverance rover which landed on Mars in February. As the DOD Integrated Materiel Manager for space and space-related products since 2001, DLA Energy provides 28 different product sources for DOD, federal, commercial, and research missions.

DLA Energy's International Fuel Agreements team signed new fuel exchange agreements with Lithuania, India, Romania, Estonia, and the United Kingdom in 2021 bringing the total of fuel agreements with allies around the world to 43. Synchronized with DLA Energy regional offices, these fuel agreements help ensure U.S. warfighters and our allies have cost-efficient, reliable fuel available around the world wherever their mission takes them. Together with international agreements, DLA Energy established the first Defense Fuel Support Point in Australia – a capability that will help support the overarching Indo-Pacific strategy.

In 2021, Installation Energy helped contract significant Energy Savings Performance Contracts at both Cannon Air Force Base, New Mexico and U.S. Coast Guard Training Center Petaluma, California. These two contracts alone will provide energy conservation upgrades and improvements like solar array installations that will reduce power grid reliance and energy consumption saving a combined \$2.4 million per year.

When historic winter weather in February 2021 brought snow, sleet, and freezing rain to Southeast Texas creating road closures, power outages and loss of heat for the region, DLA Energy Americas was there to support. Task Force Americas activated the DLA Energy's contingency fuel contract to provide the Federal Emergency Management Agency Texas Arctic Storm operations with over 140,000 gallons of fuel.



# Commander's Update

On May 7, a ransomware cyber-attack caused the Colonial Pipeline to halt operations to contain the threat exacerbating an existing nationwide fuel truck shortage. During the shutdown, DLA Energy was able to use fuel stocks to prevent any impacts to the warfighter and leaned forward to address truck delivery concerns successfully mitigating all challenges.

DLA Energy Middle East played a significant role in the conclusion of America's longest war. In August 2021, the team not only met the increased demand for fuel to support the heightened aircraft operational requirements in support of the Afghanistan final drawdown and the evacuation operations of Operation Allies Refuge but also successfully depleted DLA Energy fuel stockage at Bagram and Kabul due to the drawdown of troops in Afghanistan.

In addition to military operations, DLA Energy served as a trusted mission partner in fuel sales to non-DoD aircraft in Support of Operation Allies Refuge. Teams worked to find solutions to expedite support and update policies to ensure the U.S. Government Air Card fuel credit card was a reliable source to procure aviation fuel worldwide at both DLA Energy contract locations and commercial airports.

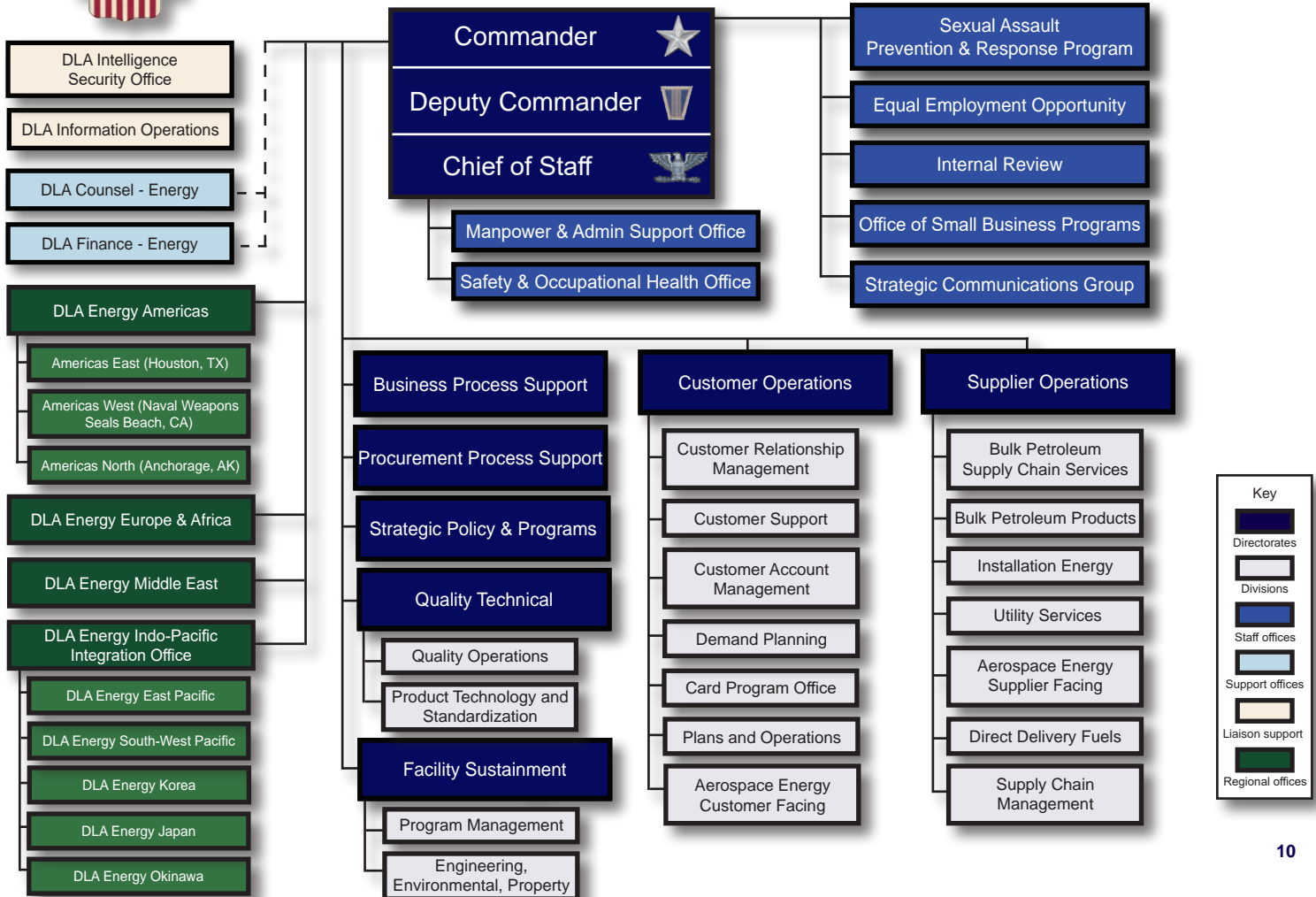
DLA Energy continues to focus on improving fuels infrastructure. In FY21, the Facility Sustainment Directorate in conjunction with the Military Services and Military Construction Agents, allocated \$902.6 million to improve fuels infrastructure across the globe. This is the most money invested in a single year in support of the fuels infrastructure since DLA assumed the SRM mission in the mid-1990s.

These are just a few highlights in a year that can be described as unprecedented. The last year has been full of great accomplishments across the globe supporting the Warfighter, keep up the fantastic work!

Warfighter Always,  
Jimmy "Vegas" Canlas




# DLA Energy Organization



# Worldwide Locations



 HEADQUARTERS

 REGIONAL OFFICE

 DLA ENERGY LIAISON

# DLA Energy Senior Leadership



Deputy Commander  
David R. Kless



Commander  
Brig Gen Jimmy Canlas, USAF



Chief of Staff  
COL Robert Rochon, USA



Customer Operations  
Col Eric Haler, USAF



Supplier Operations  
Gabriella Earhardt



Strategic Comms Group  
Col James Wilkie, USAF



Facility Sustainment  
CAPT Jay Hamilton, USN



Procurement Process Support  
Jake Moser (acting)



Strategic Policy & Programs  
Regina Gray



Quality Technical  
Patricia Wilkins



Business Process Support  
Tom Turets



DLA Finance Energy  
Richard Sninsky



Indo-Pacific Integrator  
Bruce Blank



Americas  
COL Raphael Heflin USA



Europe & Africa  
LTC Benverren Fortune USA



Middle East  
Lt Col Alberto Cordova USAF



DLA Counsel Energy  
Scott Romans



Internal Review  
Maria Spicer



Office of Small Business Programs  
Greg Thevenin



Equal Employment Opportunity  
Adam Morrison



Sexual Assault Response Coordinator  
Ella Warren



Americas East  
LTC Christopher Masson USA



Americas West  
CDR Frank Kim USN



Americas North  
Maj Barton Land USAF



East Pacific  
CDR William Jakubowicz USN



South-West Pacific  
CDR Christopher Radke USN



Korea  
LTC Jose Medina USA



Japan  
Maj Charles Coffman USAF



Okinawa  
Maj Tony Anderson USAF

# Commander, DLA Energy Biography



## Air Force Brig. Gen. Jimmy Canlas

U.S. Air Force Brig. Gen. Jimmy R. Canlas assumed his current position as the commander of the Defense Logistics Agency Energy, a major subordinate command of DLA at Fort Belvoir, Virginia, June 23, 2020. As the commander, he is responsible for enabling mission readiness by providing globally resilient energy solutions to the Warfighter and Whole of Government.

Prior to his arrival to DLA Energy, Brig. Gen. Canlas served as the Commander, 618th Air Operations Center (Tanker Airlift Control Center), Scott Air Force Base, Illinois. The 618th AOC (TACC) is responsible for operational planning, scheduling, directing and assessing a fleet of approximately 1,100 aircraft in support of combat delivery and strategic airlift, air refueling and aeromedical operations around the world.

Brig. Gen. Canlas is a command pilot with more than 4,400 hours in the C-21A, KC-135R and C-17A. He has broad experience having commanded an airlift squadron, an expeditionary group and an airlift wing. He is a joint qualified officer having served with the United Nations Command in Korea and on the U.S. European Command (J-4) staff in Germany. Other staff tours include time at Headquarters Air Mobility Command and Headquarters Air Force. He served as the Commander, 437th Air Wing, Joint Base Charleston, South Carolina and Vice Commander of the 618th Air Operations Center, Scott AFB, Illinois.

Brig. Gen. Canlas was commissioned in 1992 as a distinguished graduate from the University of Texas at San Antonio. His education includes a Master of Operational Art and Sciences and a Master of Strategic Studies from Air University. He is a graduate of the Air War College and attended the Enterprise Leadership Seminar, Kenan-Flagler Business School, University of North Carolina, Chapel Hill. He is a graduate of the Director of the Mobility Forces Course and the Joint Air and Space Operations Senior Staff Course, Hurlburt Field, Florida.

Major awards and decorations include the Defense Superior Service Medal, Legion of Merit with oak leaf cluster, Bronze Star Medal, Defense Meritorious Service Medal, Meritorious Service Medal with three oak leaf clusters, Air Medal, Aerial Achievement Medal with oak leaf cluster, Air Force Commendation Medal with oak leaf cluster, the Air Force Achievement Medal, Joint Meritorious Unit Award and the Meritorious Unit Award with three oak leaf clusters.

# Deputy Commander, DLA Energy Biography



## David R. Kless

David R. Kless is the Deputy Commander, Defense Logistics Agency Energy, located at Fort Belvoir, VA. Mr. Kless enables mission readiness by providing globally resilient energy solutions (from fuel for airplanes, ships, and equipment, to rocket propellants, cryogenics, alternative energy, natural gas, and electricity) to the DOD and other government agencies.

Prior to his current position, Mr. Kless served as the Executive Director, DLA Operations, responsible for coordinating and synchronizing DLA's day-to-day worldwide logistics, acquisition, and technical support services in support of combatant commands, military services, federal, state, and civil agencies and foreign governments.

Mr. Kless was selected into the Senior Executive Service in 2018. He has over 34 years in combined military and civilian service. He served in the U.S. Navy performing multiple logistics and operational assignments within the logistics and acquisition communities. As a civilian, Mr. Kless served DLA as the Division Chief for Whole of Government Support in Logistics Operations and later as DLA's Deputy Chief of Staff.

Mr. Kless holds a Bachelor of Science degree in Political Science from the U.S. Naval Academy, Master of Science degree in Operations Research from the Navy Postgraduate School and Master of Arts degree in National Security and Strategic Studies from the U.S. Naval War College. He is Level III certified in Acquisition Logistics.

Mr. Kless' awards include the Exceptional Civilian Service Award and two Meritorious Civilian Service Awards. His military awards include Defense Superior Service Medal; Meritorious Service Medal, two awards; Best Retail Sales and Service Award; Navy and Marine Association Peer Selected Leadership Award; Navy Battle Efficiency Award; Admiral Stanley R. Arthur Award for Logistics Excellence; and Navy & Marine Corps Commendation Medal, four awards.

# Head of the Contracting Activity Highlights



## Gabby Earhardt

In FY21, the acquisition workforce continued to thrive and as Head of the Contracting Activity I couldn't be prouder of the way the workforce stepped up and executed its mission. The entire team effectively supported the warfighters' critical energy requirements while learning and mastering new communication platforms and navigating global pandemic requirements. During the period, DLA Energy acquisition professionals procured and managed energy products and services valued at nearly \$9 billion.

In 2021, DLA invited more than 8,000 suppliers to participate in the second DLA Supplier Satisfaction Survey. DLA Energy's survey results were encouraging. Participants were asked to rate DLA Energy on a scale between 1 and 5, and our average rating was 3.57, which is 0.31 higher than in 2018 and 0.16 higher than DLA's average. In fact, our average was higher than the 2018 ratings in every category and factor. I believe increased communication with suppliers is one of the main reasons for the positive survey results.

The pandemic continued to limit the number of in-person events DLA hosted. However, in December 2020, DLA Energy participated in a DLA-hosted Demand Forecast webinar. The intent of the webinar was to communicate an improved demand forecast to industry associations. This event sent a signal to industry that DLA Energy is continuing to meet the warfighters' energy needs and is engaged now, more than ever, to ensure timely support.

Internally, we are committed to continual learning for our workforce. More than 70 front-line contracting officers participated in the fourth cycle of the Contracting Officer Mentor Program. The virtual environment added another layer of challenges, but everyone rose to the occasion and made the most of the opportunity. This cycle's mentors proved once again that well-rounded leaders are willing to share their knowledge and expertise to help build a strong bench of acquisition professionals.

Acquisition professionals continued to demonstrate their commitment to lifelong learning, and they are on track to comply with continuous learning requirements. For the second year in a row, the acquisition workforce completed their training virtually, proving their resiliency and fortitude. Team members earned 56 Defense Acquisition Workforce Improvement Act certifications during fiscal 2021 and six new members joined the Defense Acquisition Corps. The number of delinquencies and waivers remained at zero, thanks in part to the change management initiatives of fiscal 2019.

# Organizational Missions and Functions

## Supplier Operations Directorate

**DLA Energy Aerospace Energy Supplier Division** provides worldwide acquisition of missile and rocket fuels, propellants for systems to include satellites and aerostats, as well as aviator's breathing oxygen, and other bulk industrial gases. Aerospace Energy provides centralized, cradle-to-grave contracting support through aggregation and award of government contracts for supplies and services that support customers worldwide. Supplies and services include helium for aerostats, aviator breathing oxygen for fighter jets and hydrazine for F16s' emergency power units. The business unit also supports the USN nuclear-powered attack submarine program, DOD, space launches, cruise missiles, various federal civilian agencies, as well as federally funded research and development at universities.

**DLA Energy Bulk Petroleum Products Division** provides the Military Services, DOD activities and designated federal agencies with worldwide comprehensive Class III Bulk Petroleum acquisition support. The fuels (JAA, JP8, JP5, and F76) are acquired through four major purchase programs: Inland/East/Gulf Coast; Rocky Mountain/West Coast; Atlantic/European/Mediterranean; and Western Pacific. The business unit also procures bulk additives, bulk lubricants, thermally stable aviation turbine fuel and various services.

**DLA Energy Bulk Petroleum Supply Chain Services Division** 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 contracted 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.

**DLA Energy Direct Delivery Fuels Division** 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 humanitarian relief efforts, provides contract administration support, and provides fuel card acquisition services.



Photo by Air Force Staff Sgt. JaoTorrey Johnson



# Organizational Missions and Functions

**DLA Energy Installation Energy Division** provides acquisition support for facility energy commodities and services including coal, natural gas, electricity, renewable energy, energy savings performance contracts and long term renewable energy project development. The business unit also serves as coordinator and facilitator for the DOD's participation in electricity demand response programs and is the centralized program manager for DOD's Natural Gas Program.

**DLA Energy Utility Services Division** manages the utility services contracting mission supporting the Utilities Privatization programs of Service partners. It provides specialized pre- and post-award contracting and technical expertise to support the Services' conveyance of government-owned utility systems (water, wastewater, electric, natural gas and thermal) to public, private or municipal entities under the authority of Title 10 U.S.C. §2688. It also is the procurement, program management, and technical liaison with the Office of

the Deputy Assistant Secretary of Defense for Environment and Energy Resilience utility services contracting performed in support of the Services' utilities privatization program.

**DLA Energy Supply Chain Management Division** provides enterprise-level management for both defense fuel support point operations and the DLA Energy-owned bulk petroleum inventory. The division supports the acquisition and logistics of petroleum products worldwide and performs supply chain integration for the Directorate of Supplier Operations. It also conducts analysis of supply activities to identify potential shortfalls and develops recommendations to mitigate or resolve shortfalls. Supply Chain Management has three branches: Inventory Accountability, Inventory Management and Terminal Operations.

## Customer Operations Directorate

**DLA Energy Customer Relationship Management Division** provides program management for DLA Energy's petroleum support to the whole of government and authorized non-DOD customers. The division implements and manages agreements for the sale of energy products to these customers ensuring integration of customer requirements with the most appropriate petroleum supply chain. Agreements have been established with 428 organizations with ~\$704 million in annual sales. The team works with DLA Finance and customers to collect payment information and resolve payment issues. The division participates in outreach, marketing, and education to supported customers. The division is also the first touch point for non-DoD customers to access DLA Energy's products and services, determines customer eligibility to purchase from DLA Energy, and guides customers through the appropriate process to obtain support.



Photo by Navy PO1 Natalia Murillo

# Organizational Missions and Functions

**DLA Energy Customer Support Division** provides enterprise-level management for DLA Energy customer account teams worldwide. The division is responsible for development and implementation of customer direct policy, procedures, standardization, and oversight to support DOD, federal civilian and other authorized customers. It also provides defense support to civil authorities by partnering with the Federal Emergency Management Agency during disasters.

**DLA Energy Customer Account Management Division** supports non-DOD customers and approved commercial entities in support of federal agencies. The division provides non-DOD customer access to DLA products and serves as a customer advocate and liaison ensuring integration of customer requirements for DLA Energy's Direct Delivery Fuels. The division guides customers through system resolution issues, conducts various customer training/outreach, and manages sales of energy products to its customers.

**DLA Energy Demand Planning Division** actively engages with DLA Energy customers and supply planners at the headquarters and regions to meet medium and long-term operational petroleum and aerospace requirements. This is done by managing key master data inputs such as customer collaboration and sales forecasting performed on a planning cycle for all DLA Energy petroleum and aerospace sales to federal civilian agencies, DOD and other authorized customers. Demand forecasts are used to support supply planning, acquisition and finance.

**DLA Energy Plans and Operations Division** provides seamless, end-to-end planning and operations support for DOD bulk petroleum and other energy products to the Office of the Secretary of Defense, Department of Homeland Security, Joint Chiefs of Staff, combatant commands, military services, Whole of Government, DLA contingency support teams and DOD exercises.

**DLA Energy Card Program Office** performs overall program management responsibilities, training and support for DLA Energy's customer purchasing tools used worldwide: Aviation Into-plane Reimbursement Card (AIR Card®), Ships' Bunkers Easy Acquisition Card (SEA Card®), Swipe SEA Card® and DOD Fleet Card. The office works directly with the General Services Administration SmartPay® Program Office, GSA Contracting Office, Office of Management and Budget and Inspector General officials to coordinate all government-wide charge card guidance and support to more than 70,000 card holding customers and their Service component program managers. The Card Program Office also is responsible for gathering customer commercial fuel requirements, related to the Card Programs, while ensuring purchasing support is delivered.



Photo by Navy Senior Chief PO RJ Stratchko

# Organizational Missions and Functions

**DLA Energy Aerospace Energy Customer Facing 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 by aggregating customer requirements, managing customer orders and transportation services, and maintaining specialized real property containers.

## Quality Technical Directorate

**DLA Energy Quality Operations Division** provides integrated supply chain support and solutions for the DLA Energy worldwide quality mission. The Division develops policy, programs and procedures for implementing DLA Energy quality assurance (contract and depot) functions, and provides support and oversight of the quality assurance areas to business units, regions and service partners. It resolves quality issues related to fuels, lubricants, additives, propellants, cryogenics and coal, and serves as the focal point for DLA Energy related Customer/Depot Complaints and Quality Notifications. The division develops and maintains a training and certification program for all DLA Energy quality personnel.

**DLA Energy Product Technology and Standardization Division** provides technical support to DLA Energy for various products and services including standardization, engineering support, acquisition support, logistics data (cataloging), science and technology, environmental compliance and partnering with industry technical experts. The division liaises with industry and government agencies to resolve technical issues related to fuels, lubricants and additives, and manages DLA Energy's research and development program that supports the Class III Bulk Petroleum supply chain.

## Facility Sustainment Directorate

**DLA Energy Program Management Division** is responsible for sustaining, restoring and modernizing 75% of the DOD's fixed fuels infrastructure at 563 sites across 391 installations worldwide that store DLA Energy-owned petroleum, oil and lubricants. The \$650 million per year program provides enterprise level Sustainment (maintenance and repair activities to keep facilities in good working order over their expected service lives), Restoration (repairs required to return degraded facilities to good condition) and Modernization (maintenance and repair required to keep facilities functioning beyond their expected service lives or to meet new requirements) at DLA Energy capitalized fuel facilities. The objective of the program is to meet operational and emerging Warfighter requirements.

**DLA Energy Engineering, Environmental, Property Division** provides comprehensive engineering, environmental, security and property accountability for DLA Energy's supported infrastructure worldwide. The division ensures fixed fuel infrastructure containing DLA-owned fuel meets DOD standards and environmental regulations. The team oversees planning, design and execution of DLA Energy fuels infrastructure Military Construction Projects worldwide through



Photo by Navy P03 Rafael Avelar

# Organizational Missions and Functions

the DOD Construction Agents. The division also provides environmental services management and technical oversight for all Service requested environmental compliance and restoration requirements.

## **Business Process Support Directorate**

Maximizes the efficiency and effectiveness of DLA Energy's business processes and business cycles, coordinating the alignment of DLA Energy to the Enterprise Process Management tenets, and implementing the Enterprise Business System and Base-Level Support Application systems to execute the supply chain and provide best value support to DLA Energy's customers. The directorate provides policy and procedural support to DLA Energy operational areas including order fulfillment (inventory management/order management); demand and supply planning; technical/quality; human performance; and reports and analysis processes pertaining to DLA Energy's various missions and supply chains.

## **Procurement Process Support Directorate**

Advises the Commander and the acquisition community on procurement-related matters and provides oversight for business units to ensure quality and integrity of procurement functions. It consists of the Procurement Planning and Support Division, Procurement Oversight Division, EProcurement Division, Procurement Functional Support Division, Acquisition Support Division, Acquisition Workforce Development Division and Market Research Division. The directorate 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; serves as the DLA Energy focal point for Procurement processes within the DLA Enterprise Business System (EBS); provides functional support to the vendor direct and supply chain commodities; provides market research and intelligence to the organization, manages auditability for the Procure-to-Pay business cycle; and is responsible for employees in the Pathways Recent Graduate and Intern programs for the contracting, quality and supplies series.

## **Strategic Policy & Programs Directorate**

Manages long-range and strategic initiatives affecting the DLA Energy mission including audit sustainment, continuous process improvement, knowledge management, support and analysis of all DLA Energy Governance activities (including strategic planning and business unit performance management), responsibilities of the Class IIIB supply chain Executive Agent, and centrally-managed studies, projects, and business case analyses that have DLA Energy-wide mission implications. The directorate maintains policy and procedures for managing energy commodities in support of DOD and federal agencies as well as maintains situational awareness and currency for all DLA issuances that affect non-energy aspects of DLA Energy's mission. It acts as a DLA Energy focal point for evidentiary matter oversight and works with DLA Information Operations to ensure DLA Energy follows records management requirements in support of audit sustainment. It also serves as the DLA Energy focal point for the DLA-wide Enterprise Process Management implementation and oversight to ensure seamless audit sustainment compliance.

# Organizational Missions and Functions

## Support Offices

**DLA Finance–Energy** obtains and allocates resources, analyzes execution, provides fiscal guidance to support the DLA Energy business areas in accomplishing their mission and provides the best return on investment to the taxpayer through a highly motivated team of dedicated financial professionals who are well-trained and committed to customer support.

**DLA Counsel–Energy** provides the full range of legal support to the Commander and 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 Accountability Office, the Equal Employment Opportunity Commission and the Merit Systems Protection Board. It 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 matters. In addition, DLA Counsel-Energy manages DLA Energy's fraud, waste and abuse program.

## Liaison Support

**DLA Intelligence Security Office** provides an Intelligence Security Specialist for DLA Energy to support the Commander and staff with management and coordination of DLA Energy Information Security, Industrial Security, Operations Security, Personnel Security, and Foreign Disclosure.

**DLA Information Operations** provides a Business Relationship Manager for DLA Energy to support the Commander and staff with information technology needs. The liaison assists with IT issues and long range planning.

## Staff Offices

**DLA Energy Manpower and Administrative Support Office** provides centralized manpower and administrative support to the Commander, staff and region offices. It is the control point for all personnel actions and issues between DLA Energy directorates, staff, region offices and Human Resources Services in liaison with DLA. The office develops and manages a comprehensive DLA Energy Human Capital Management program to include personnel forecasting, liaison support to Energy managers for all personnel requests, workforce representation, survey tools and leadership enhancement. Provides administrative support for DLA Energy leadership.

**DLA Energy Safety & Occupational Health Office** advises and assist the DLA Energy Commander and its directorates on safety and health programs. The SOH Office assures Energy functions are performed in a manner that safeguards human health and provides a safe and healthful working environment for all employees. It assures the organization complies with applicable laws, regulations, and policies.



Photo courtesy of DLA Energy Americas East

# Organizational Missions and Functions

**DLA Energy Sexual Assault Prevention & Response Program** aims to prevent sexual assault in our workforce and support victims when an assault is reported. Services are confidential and available 24/7. To reach a Sexual Assault Response Coordinator contact the DLA SAPR hotline at 1-800-841-0937.

**DLA Energy Internal Review Office** provides nonpartisan reviews and assessments that improve the stewardship of resources and promote the effectiveness and efficiency of local programs and operations. The office provides external audit liaison functions and performs hotline investigations.

**DLA Energy Office of Small Business Programs** DLA is responsible to the DLA Energy Commander for the management and administration of small business programs. The office assists the DLA Energy contracting workforce in meeting small business contracting goals established by DLA headquarters. DLA Energy's Office of Small Business Programs manages the subcontracting plan review program, ensuring that applicable large businesses comply with DOD mandated efforts to subcontract to small businesses.

**DLA Energy Equal Employment Opportunity, Diversity and Inclusion Program** advises and assists the Commander in developing, executing and evaluating the EEO Program. The office develops, coordinates and executes specific actions to meet Special Emphasis Programs, the Federal Women's Program, the Hispanic Employment Program and the Disability Program and Diversity Management Program objectives. It also assists with EEO-specific training for the workforce such as Prevention of Sexual Harassment, No FEAR Act and Reasonable Accommodations for Managers and Supervisors.

**DLA Energy Strategic Communications Group** synchronizes and communicates the Commander's vision and intent to support DLA Energy's strategic vision. The SCG manages the Commander's programs that align with the DLA Strategic Plan and DLA Energy's Operating Plan. The SCG includes the DLA Energy Public Affairs Office, which is responsible for media relations, public information programs and public affairs policy development. It is responsible for the DLA Energy internal/external websites and researches, writes and publishes articles highlighting the efforts of DLA Energy's workforce.

## Regional Offices

DLA Energy regional offices located around the world provide energy solutions operations that enable combatant commanders to execute their concept of operations and intent. The offices project and sustain joint bulk petroleum resources from receipt and storage to quality surveillance and distribution of various energy products to DLA Energy customers.

**DLA Energy Americas** is located in Houston, Texas, with an area of responsibility that includes North, Central and South Americas, plus the Caribbean Island states and territories. DLA Energy Americas is divided into three offices: DLA Energy Americas East, DLA Energy Americas West, and DLA Energy Americas North. 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 in support of Defense Support of Civil Authorities.

# Organizational Missions and Functions

**DLA Energy Americas East** operates out of Houston, Texas, to enable the receipt, quality testing, delivery and further distribution of 1.1 billion gallons of bulk fuel and customer direct energy products supporting 289 bases within 37 states in the Continental U.S., Central and South America, and islands in the Caribbean.

**DLA Energy Americas West** operates out of Naval Weapons Station Seal Beach, California, to perform exercise and real-world contingency support, energy logistics and quality functions for the delivery and distribution of 617 million gallons of bulk fuel and customer-direct energy products supporting 114 bases within 11 states in the western region of the U.S.

**DLA Energy Americas North** operates out of Anchorage, Alaska, to provide 390,000 tons of coal for power and heating plants at Eielson Air Force Base and Fort Wainwright. AMN supports 83 federal sites and five DoD main operating bases. The team maintains and operates a Level "A" Fuels Lab complex in support of DoD and whole of government customers within the Alaska region.

**DLA Energy Europe & Africa** supports the U.S. European Command and U.S. Africa Command areas of responsibility. Forward-positioned in Kaiserslautern, Germany, the region includes Europe, Africa and parts of Asia and North America. The office serves as the theater item manager for bulk fuel distribution and storage.

**DLA Energy Middle East** supports U.S. Central Command and other government activities operating in the CENTCOM area of responsibility. Forward-positioned in Manama, Bahrain, the region encompasses the Middle East and Central Asia. The team focuses on providing wartime effectiveness and peacetime efficiency.

**DLA Energy Indo-Pacific Integration Office** integrates DLA Energy policies, strategy, and guidance across the five DLA Energy Indo-Pacific regional offices and acts as the technical expert and primary advisor on all Energy related matters in the region. The Joint Base Pearl Harbor Hickam based office acts as the single point of contact for customers and synchronizes DLA Energy operations across the Indo-Pacific.

**DLA Energy East Pacific** forward-positioned in Pearl Harbor, Hawaii, to support the U.S. Indo-Pacific Command and the Eastern Pacific Theater region.

**DLA Energy Japan** forward-positioned in Yokota Air Base in Fussa, Japan, the team provides inventory management, quality surveillance and theater transportation support of fuel to U.S. Forces Japan.

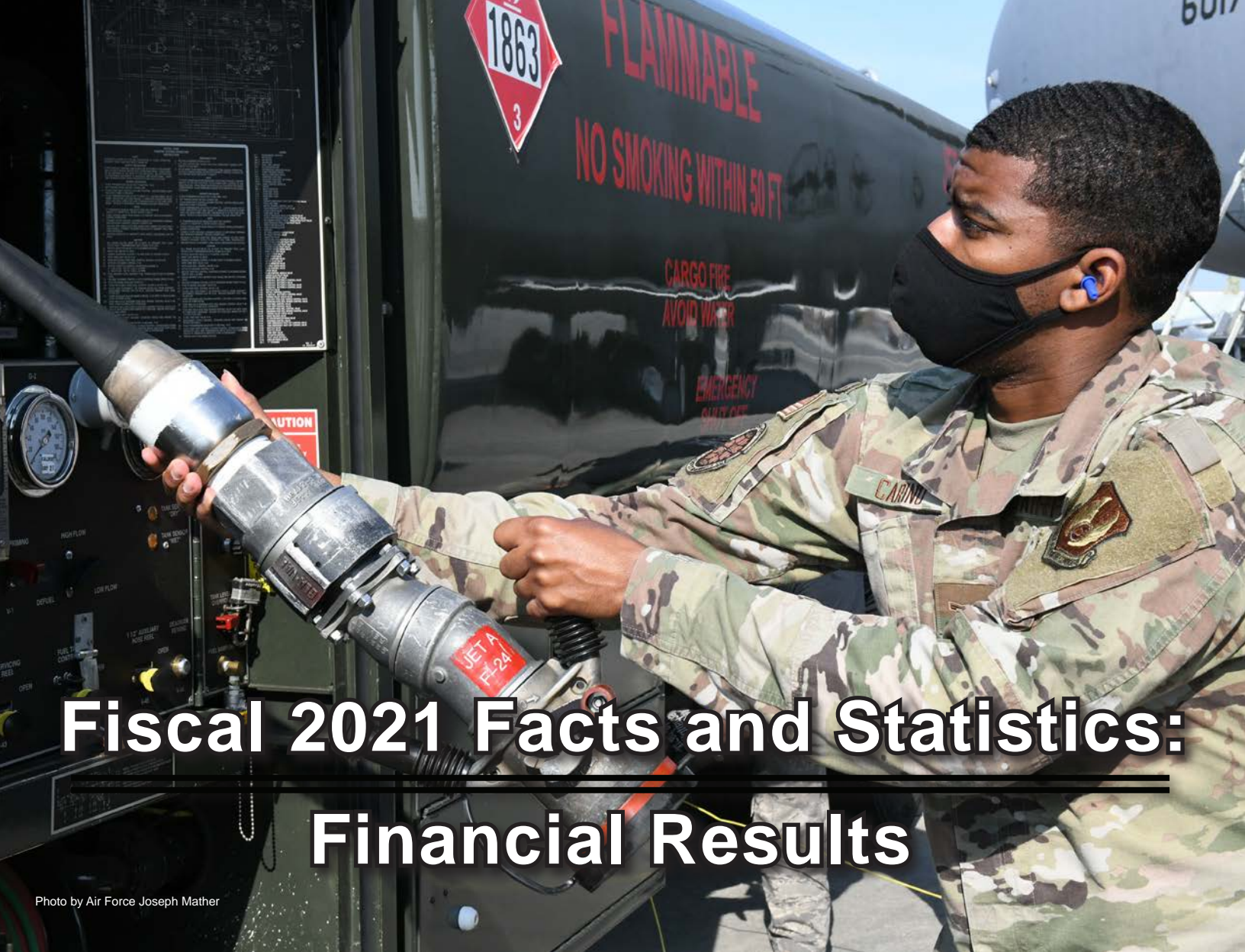
**DLA Energy Korea** forward-positioned at Camp Walker, Daegu, to support the U.S. Forces in the Republic of Korea including South Korea. The team continually monitors and oversees millions of gallons of fuel while directing a large network of accounts and hundreds of thousands of transactions annually.

**DLA Energy Okinawa** is forward-positioned on the Chibana compound, adjacent to Kadena Air Base, the team's focus is to sustain operational effectiveness of the Warfighter while remaining stewards of the Okinawan environment.

**DLA Energy South-West Pacific** is forward-positioned in Guam, Singapore, and Australia, to support the U.S. Indo-Pacific Command, Pacific Fleet, Pacific Air Force, U.S. Army Pacific, Marine Forces Pacific, Commander Task Force 73, Joint Region Marianas and other operational units in the South-Western Pacific.







# Fiscal 2021 Facts and Statistics: Financial Results



# Enterprise FY21 Snapshot

Military Fuel	
Inventory	51.9 million barrels*
Storage Locations	597
Transactions	5.8 million
Barrels Sold	87.2 million
Fuel Card Sales	\$872.8 million
Aerospace Energy Sales	\$59.2 million

Expanding Energy Solutions**	
Natural Gas	\$350 million
Electricity	\$805 million
Coal	\$104 million
Renewable Energy	\$825 million
Energy Savings Performance	\$3.17 billion
Utilities Privatization	\$757 million

Petroleum Net Sales: All Customers		
Fiscal Year	Barrels (in millions)	Dollars (in billions)
2016	99.3	\$10.0
2017	98.4	\$9.5
2018	96.1	\$10.5
2019	94.2	\$12.1
2020	87.1	\$10.3
2021	87.2	\$8.8
Foreign Military Sales		
FY21 Net Sales	0.3 MM barrels	\$23.8 million
Bulk Contract Awards	1.7 MM barrels	\$129.9 million

Forward Presence	
Co-located: 3 Service Control Points 8 geographic regions: 273 personnel	
Personnel On Board	
Civilians	1,113
Military	63

\* 42 gallons = 1 barrel

\*\* Total estimated contract value

# Energy Summary

(U.S. dollars in millions)	Fiscal 2019	Fiscal 2020	Fiscal 2021
<b>Energy Expenses<sup>(1)</sup></b>	\$11,312.0	\$9,826.9	\$9,217.5
<b>Net Sales<sup>(2)</sup></b>	\$11,868.6	\$10,375.0	\$8,966.3
<b>Ending Inventory<sup>(3)</sup></b>	\$4,830.5	\$3,916.3	\$4,313.0

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

(2) Includes net sales for petroleum and aerospace energy products

(3) Includes petroleum and aerospace energy inventory and transportation expense

**Note:** Defense Department Reporting System Journal Vouchers are excluded from the data presented



Photo by Army Capt. Travis Mueller

# Statement of Financial Conditions

## Petroleum and Aerospace Energy (U.S. dollars in millions)

<b>Assets</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>
Accounts receivable	\$859.7	\$548.68	\$387.1
Inventories	\$4,830.5	\$3,916.33	\$4,313.0
Fund balance with treasury	\$796.9	\$2,163.44	\$1,883.7
Other assets	\$1,463.2	\$296.69	\$388.5
<b>Total assets</b>	<b>\$7,950.3</b>	<b>\$6,925.14</b>	<b>\$6,972.3</b>
<b>Liabilities</b>			
Accounts payable	\$967.7	\$667.95	\$674.6
Advances from others	\$2.1	\$6.55	\$0.0
Custodial liabilities	\$1.7	\$0.19	\$0.8
Other liabilities	\$20.7	\$23.49	\$25.3
Estimated clean-up cost	\$1,165.4	\$1,104.06	\$1,249.8
<b>Total liabilities</b>	<b>\$2,157.5</b>	<b>\$1,802.24</b>	<b>\$1,950.4</b>
<b>Net position</b>			
Accumulated operating results	\$5,792.8	\$5,122.90	\$5,021.9
<b>Total capital</b>	<b>\$5,792.8</b>	<b>\$5,122.90</b>	<b>\$5,021.9</b>
<b>Total liabilities and capital</b>	<b>\$7,950.3</b>	<b>\$6,925.14</b>	<b>\$6,972.3</b>

**Note:**

Defense Department Reporting  
System Journal Vouchers are  
excluded from the data presented

# Statement of Sales

## Petroleum and Aerospace Energy (U.S. dollars in millions)

Customer	Fiscal 2019	Fiscal 2020	Fiscal 2021
U.S. Army	\$1,287.3	\$1,029.6	\$780.3
U.S. Navy	\$3,548.2	\$3,333.7	\$2,764.6
U.S. Air Force	\$5,807.2	\$5,078.5	\$4,508.0
U.S. Marine Corps	\$46.7	\$42.6	\$30.9
Other DOD	\$95.3	\$52.4	\$63.4
<b>Total DOD</b>	<b>\$10,784.8</b>	<b>\$9,536.9</b>	<b>\$8,147.2</b>
Other government agencies	\$464.2	\$415.2	\$503.8
<b>Subtotal</b>	<b>\$11,249.0</b>	<b>\$9,952.1</b>	<b>\$8,651.0</b>
Foreign government	\$438.6	\$300.6	\$242.2
State government	\$0.2	\$0.2	\$0.2
Local government	\$0.01	\$0.003	\$0.004
Commercial	\$463.3	\$373.9	\$300.8
Morale, Welfare and Recreation	\$6.2	\$4.7	\$5.2
<b>Total gross sales</b>	<b>\$12,157.3</b>	<b>\$10,631.5</b>	<b>\$9,199.4</b>
<b>Less:</b>			
Price reduction of sales	\$0.0	\$0.0	\$0.0
Material returns credits applied	\$288.7	\$256.5	\$233.1
Allowance for retail stock loss	\$0.0	\$0.0	\$0.0
<b>Total net sales</b>	<b>\$11,868.6</b>	<b>\$10,375.0</b>	<b>\$8,966.3</b>

**Note:**

Defense Department Reporting System  
Journal Vouchers are excluded from the  
data presented

# Net Sales by Category

## Petroleum and Aerospace Energy Material

Category	Fiscal 2019	Fiscal 2020	Fiscal 2021
<b>Bulk and Posts, Camps and Stations:</b> (thousands of barrels)			
AVGAS	7	5	5
Distillates and diesel	17,864	18,151	17,230
Gasohol	605	591	486
JP4, JAB, JAA and JA1	31,724	29,249	31,329
JP5	9,540	9,286	8,999
JP8, JPTS	23,913	21,145	20,798
Lube oils	18	19	18
Motor gasoline, leaded and unleaded	1,217	1,079	1,226
Residuals	154	158	70
<b>Subtotals</b>	<b>85,041</b>	<b>79,682</b>	<b>80,161</b>
Into-Plane	4,293	3,772	4,080
Bunkers	1,485	1,220	1,259
Local purchase	3,372	2,418	1,662
<b>Total petroleum</b>	<b>94,192</b>	<b>87,092</b>	<b>87,161</b>
<b>Aerospace Energy</b> (millions of dollars)	<b>\$56.9</b>	<b>\$47.0</b>	<b>\$59.2</b>

**Note:**

Defense Department Reporting System Journal Vouchers are excluded from the data presented

# Product Cost

## Petroleum and Aerospace Energy (U.S. dollars in millions)

Product	Fiscal 2019	Fiscal 2020	Fiscal 2021
<b>Bulk and Posts, Camps and Stations:</b>			
AVGAS	\$1.3	\$0.8	\$0.9
Distillates and diesel	\$1,573.9	\$1,244.1	\$1,389.5
Gasohol	\$55.4	\$43.2	\$43.1
JP4, JAB, JAA and JA1	\$3,796.7	\$2,660.4	\$3,150.1
JP5	\$831.1	\$632.8	\$724.0
JP8, JPTS	\$1,154.6	\$854.7	\$574.4
Lube Oils	\$3.8	\$4.7	\$5.3
Motor gasoline, leaded and unleaded	\$107.3	\$95.7	\$124.1
Residuals	\$2.4	\$5.6	\$1.6
<b>Bulk subtotals</b>	<b>\$7,526.6</b>	<b>\$5,542.1</b>	<b>\$6,012.9</b>
Into-Plane	\$534.5	\$396.8	\$454.6
Bunkers	\$146.1	\$91.5	\$106.8
Local purchase	\$960.5	\$494.9	\$328.6
<b>Total petroleum</b>	<b>\$9,167.7</b>	<b>\$6,525.4</b>	<b>\$6,902.8</b>
<b>Aerospace Energy</b>	<b>\$40.0</b>	<b>\$31.8</b>	<b>\$36.0</b>

**Note:**

Defense Department Reporting  
System Journal Vouchers are  
excluded from the data presented



# Purchases by Category

## Petroleum (thousands of barrels)

Category	Fiscal 2019	Fiscal 2020	Fiscal 2021
<b>Bulk and Posts, Camps and Stations:</b>			
AVGAS	7	4	5
Distillates and diesel	17,678	18,024	17,623
Gasohol	601	596	480
JP4, JAB, JAA and JA1	43,155	44,449	45,190
JP5	9,143	10,133	9,372
JP8, JPTS	9,533	8,553	5,655
Lube oils	17	19	18
Motor gasoline, leaded and unleaded	1,105	1,096	1,232
Residuals	20	67	19
<b>Subtotals</b>	<b>81,258</b>	<b>82,940</b>	<b>79,593</b>
Into-Plane	4,204	3,781	4,076
Bunkers	1,471	1,226	1,256
Local purchase	5,595	2,599	1,850
<b>Total petroleum</b>	<b>92,529</b>	<b>90,546</b>	<b>86,775</b>

**Note:**

Defense Department Reporting System Journal Vouchers are excluded from the data presented

# Worldwide Bulk Fuel Ending Inventory

(Millions of barrels and U.S. dollars in millions)

Product	Fiscal 2019		Fiscal 2020		Fiscal 2021	
	Barrels	Dollars	Barrels	Dollars	Barrels	Dollars
AVGAS	0.002	\$0.251	0.001	\$0.224	0.001	\$0.264
Distillates and diesel	8.719	\$658.680	8.239	\$446.822	8.555	\$570.186
JP4 (JP4, JAB, JAA and JA1)	17.808	\$1,587.289	19.327	\$1,151.478	18.918	\$1,465.707
JP5	14.564	\$1,415.966	14.550	\$1,210.719	13.621	\$1,200.765
JP8, JPTS	10.673	\$1,087.213	11.139	\$1,036.775	10.588	\$1,004.211
Lube oils	0.009	\$2.371	0.009	\$2.314	0.009	\$2.871
Motor gasoline and gasohol (leaded and unleaded)	0.129	\$14.294	0.140	\$12.561	0.130	\$16.150
Residuals	0.027	\$0.924	0.043	\$3.441	0.034	\$3.171
Additives	0.034	\$7.013	0.012	\$3.266	0.010	\$3.634
<b>Total on-hand and in transit</b>	<b>51.966</b>	<b>\$4,774.001</b>	<b>53.460</b>	<b>\$3,867.599</b>	<b>51.865</b>	<b>\$4,266.959</b>
<b>Aerospace Energy</b>		<b>\$56.481</b>		<b>\$48.734</b>		<b>\$46.043</b>

**Note:** Defense Department Reporting System Journal Vouchers are excluded from the data presented



# Fiscal 2021 Facts and Statistics: Contracts & Programs



# Contract Action Data

Business Unit	Total Business Unit Award Dollars	Contract Actions
Bulk Petroleum Products	\$4.3 billion	7,162
Bulk Petroleum Supply Chain Services	\$298.8 million	599
Ground Fuels Division	\$1.45 billion	33,624
Mobility Fuels Division	\$906.4 million	151,233
Installation Energy	\$204.8 million	3,279
Utility Services	\$1.1 billion	760
Aerospace Energy	\$48.6 million	4,657
Local Support (Europe, Africa, Middle East, Pacific)	-\$1.9 thousand*	15
<b>Totals</b>	<b>\$8.31 billion</b>	<b>201,329</b>

Note: Dollar values include all reported fiscal 2021 awards and modifications. All data is pulled from FPDS unless otherwise noted. This data does not include non-WCF funded contract actions or dollars in Installation Energy. Mobility Fuels actions and dollars include data from a third party source. \*Totals include termination for convenience (complete or partial).

# Small Business Program Achievements

Small Business Preference Program	Fiscal 2019			Fiscal 2020			Fiscal 2021*		
	Targets	Performance	Dollars (millions)	Targets	Performance	Dollars (millions)	Targets	Performance	Dollars (millions)
<b>Total Small Business eligible dollars</b>			<b>\$5,591</b>			<b>\$4,774</b>			<b>\$4,894</b>
Small Business awards	21.29%	31.08%	\$1,738	25.0%	26.38%	\$1,258	25.0%	32.31%	\$1,581
Small Disadvantaged Business awards	6.4%	9.75%	\$545.7	5.0%	9.01%	\$425.3	5.0%	8.97%	\$439.2
Section (8)a (Subset of SDB – no separate target)	N/A	0.003%	\$0.192%	N/A	0.01	\$5.0	N/A	0.00%	\$0.081
Woman-Owned Small Business awards	0.99%	1.42%	\$79.7	5.0%	1.26%	\$60.3	5.0%	1.11%	\$54.4
Hubzone Small Business awards	4.0%	3.46%	\$193.7	3.0%	5.70%	\$271.3	3.0%	10.40%	\$509.1
Service-Disabled Veteran-Owned Small Business awards	1.0%	0.94%	\$52.9	3.0%	0.99%	\$47.4	3.0%	0.66%	\$32.2

\* FY21 data pulled Nov 2021 and subject to change. Final achievements TBD Feb 2022.

# Bulk Petroleum Products

DLA Energy Bulk Petroleum Products Division provides contract support for the bulk petroleum supply chain, primarily worldwide commercial and military specification fuel requirements, including 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.

The Bulk Petroleum Products Division is also responsible for the purchase of bulk additives, such as fuel system icing inhibitor, corrosion lubricity additive and lubricity improver additive, bulk lubricants, such as L40, LA6, BLB, LO6 and LTL, thermally stable aviation turbine fuel, and various transportation services to U.S. military customers worldwide.

DLA Energy bulk petroleum solicitations are available on the System for Award Management, or SAM. Go to <https://www.sam.gov> and under the Contract Opportunities heading select Search Contract Opportunities and enter "SPE602" in the Keywords box.

## Purchase Programs

The four major acquisition purchase programs for bulk petroleum and corresponding periods of performance are listed below. Dates may be subject to change.



Photo by DLA Energy SRM

Atlantic/Europe/ Mediterranean	July 1 - June 30
Inland East Gulf Coast	April 1 - March 31
Rocky Mountain/West	Oct. 1 - Sept. 30
Western Pacific	Jan. 1 - Dec. 31



Photo by DLA Energy Public Affairs

# Into-Plane Contracts

## Domestic

- 302 locations supported
- 316 contracts
- \$1.8 billion contract value
- 14.2 million barrels

## Overseas

- 122 locations supported in 67 countries
- 40 contracts
- \$676 million contract value
- 6.0 million barrels

Active multi-year contract data as of Sept. 30, 2021



Photo by Air Force Senior Airman Gage Daniel



# Ships' Bunkers Contracts



Photo by Navy PO2 Eric Coffey

## Domestic

- 32 ports supported
- 13 contracts
- \$258 million contract value
- 2.2 million barrels

## Overseas

- 70 ports supported in 26 countries
- 27 contracts
- \$988 million contract value
- 11.5 million barrels

Active multi-year contract data as of Sept. 30, 2021

# Posts, Camps and Stations Contracts

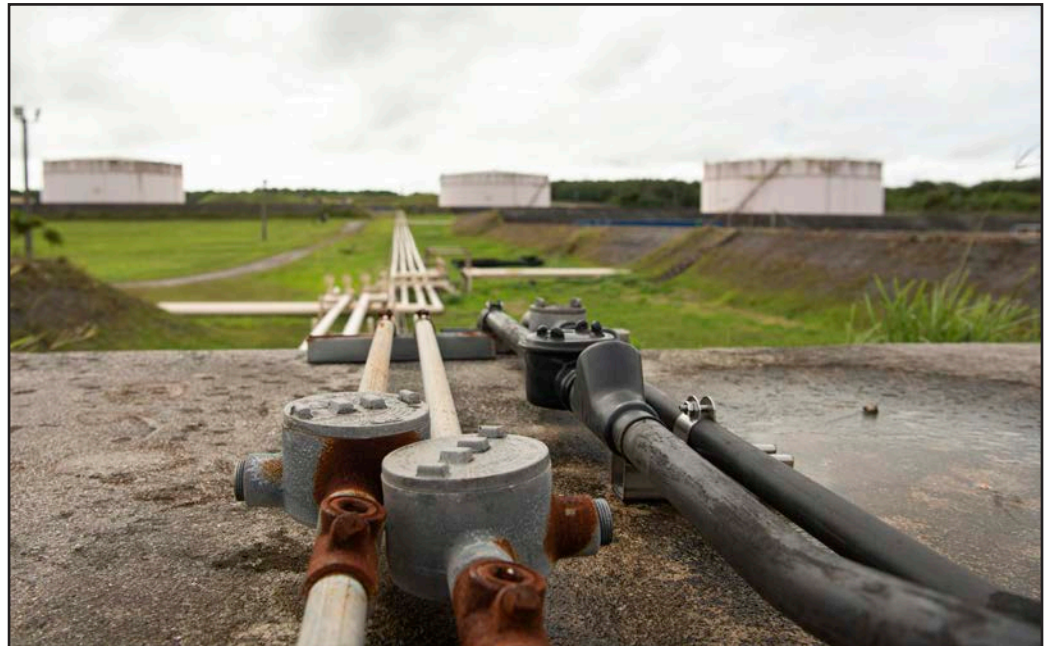
## Domestic

- 245 contracts
- 1,825 activities supported
- \$3.1 billion contract value
- 34.7 million barrels

## Overseas

- 89 contracts
- 277 activities supported in 64 countries
- \$2.5 billion contract value
- 30.2 million barrels

Active multi-year contract data as of Sept. 30, 2021

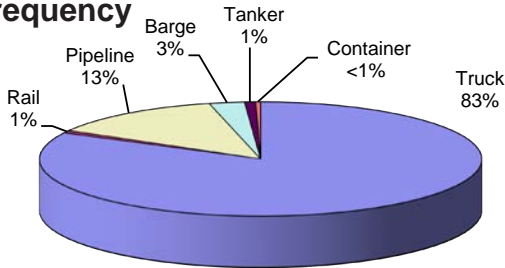


Source: DLA Energy Direct Delivery Fuels

Photo by Air Force Senior Airman Aubree Owens

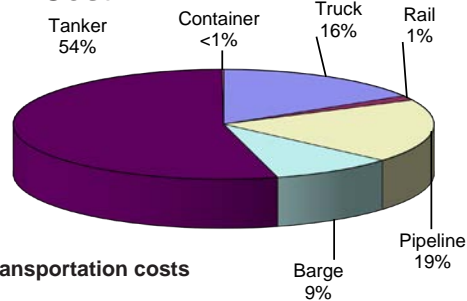
# Worldwide Bulk Product Transportation

## Frequency



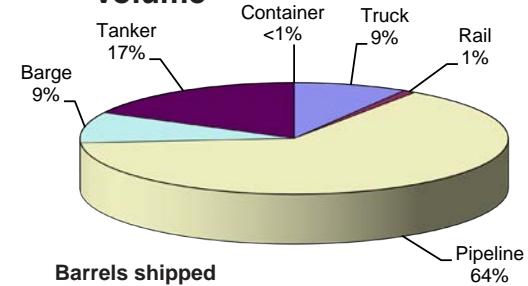
Number of shipments

## Cost



Transportation costs

## Volume



Barrels shipped

FY21		Truck	Rail	*Pipeline	Barge	**Tanker	Seavan	Total
Within the Continental United States	Shipments	20,931	127	2,879	616	53	-	24,606
	Cost (millions)	\$69.6	\$4.4	\$82.3	\$37.7	\$60.0	-	\$254.0
	Barrels (millions)	11.0	0.9	58.5	11.3	5.9	-	87.6
Outside the Continental United States	Shipments	1,953	91	712	97	169	100	3,122
	Cost (millions)	\$2.0	\$1.7	-	\$3.7	\$176.9	\$0.7	\$185.0
	Barrels (millions)	0.5	0.4	27.5	0.7	17.4	0.01	46.5
Total	Shipments	22,884	218	3,591	713	222	100	27,728
	Cost (millions)	\$71.6	\$6.1	\$82.3	\$41.4	\$236.9	\$0.7	\$439.0
	Barrels (millions)	11.5	1.3	86.0	12.0	23.3	0.0	134.1

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

\*\* Tankers cost is an estimate due to new billing system delays

# Transportation Expense

(U.S. dollars in millions)

Worldwide Petroleum Fuel	Fiscal 2019	Fiscal 2020	Fiscal 2021
AVGAS	\$0.0	\$0.0	\$0.0
Distillates and diesel	\$85.3	\$104.7	\$76.8
JP4, JAB, JAA and JA1	\$208.2	\$258.2	\$197.0
JP5	\$44.1	\$58.9	\$40.9
JP8, JTS	\$46.0	\$49.7	\$24.7
Lube oils	\$0.1	\$0.1	\$0.1
Motor gasoline (leaded and unleaded)	\$8.2	\$9.8	\$7.5
Residuals	\$0.0	\$0.3	\$0.0
<b>Total</b>	<b>\$392.0</b>	<b>\$481.7</b>	<b>\$346.9</b>
<b>Worldwide Aerospace Energy</b>	<b>\$1.9</b>	<b>\$1.4</b>	<b>\$3.5</b>

**Note:** Defense Department Reporting System Journal Vouchers are excluded from the data presented

# DWCF Optimization Program Overview

The Defense Working Capital Fund Optimization Program performs optimization studies that are used as a tool for DLA Energy leadership to recommend optimal storage, operational and infrastructure solutions for an installation. These studies often reduce government-owned infrastructure by incorporating best commercial practices while minimizing a service component's investment in Class III (B) supply chain management.

## Conducted nine studies in FY21 in the following areas:

- » Contractor-owned, contractor-operated (COCO)
- » Government-owned, contractor operator (GOCO)
- » Hybrid (COCO/GOCO)
- » Current Operations
- » U.S. Army-Europe Contracting Officer Representative duties
- » Misawa Air Base, Japan injectors

## FY21 Highlights:

- » Reviewed and evaluated 20 approved contract efforts
- » Assisted in determination of commissioning course of action for new Injectors at Misawa AB
- » Provided analysis to assist in USARUER COR duties



Photo by Air Force Airman 1st Class Amanda Flower-Raschella

# Defense Fuel Support Points

Type of operation	Army	Navy	Air Force	DLA	Total
Government-Owned, Government-Operated	95	45	105	3	248
Government-Owned, Contractor-Operated	16	8	29	129	182
Contractor-Owned, Contractor-Operated	2	1	1	49	53
Commercial Pipeline	0	0	0	36	36
Floating Storage	0	63	0	0	63
North Atlantic Treaty Organization	0	0	0	6	6
Foreign Government	0	0	3	6	9
<b>Total</b>	<b>113</b>	<b>117</b>	<b>138</b>	<b>229</b>	<b>597</b>

# Storage and Distribution Services

## Types of storage and distribution services:

- Government-owned, government-operated
- Government-owned, contractor-operated
- Contractor-owned, contractor-operated
- Foreign government
- North Atlantic Treaty Organization

Expenditures in FY21: \$392.8 million



Photo by Air Force Mauricio Campino

# Alongside Aircraft Refueling



Photo by Air Force Airman 1st Class Amanda Flower-Raschella

## 29 locations

- 29 contracts
- \$452.5 million award amount (Base & Options)
- \$45.2 million approximate annual value

Active contract data  
as of Sept. 30, 2021



# Worldwide Agreements Snapshot

## U.S. Northern Command (2)

### Canada

Air Force DBA  
Navy FEA

## U.S. Central Command (3)

### Bahrain

FSA – Bulk Product Agreement

### Oman

FSA – Product & Service Agreement

### United Arab Emirates

Joint FEA

## U.S. European Command (23)

### NATO

FSA – Central European Pipeline System

### Belgium

Joint FEA

### Germany

Joint FEA

### Greece

Air Force FEA

Navy FEA

FSA – Souda Bay Depot

### Italy

Navy FEA

Air Force FEA

FSA – Sigonella Pipeline

FSA – Augusta/Gaeta Depot

### Poland

Navy FEA

### Spain

Air Force FEA

Navy FEA

FSA – Spanish Pipeline System

### Turkey

Air Force FEA

Navy FEA

FSA – Turkish NATO Pipeline System

### United Kingdom

FSA – Exolum Pipeline System

Air Force FEA

Navy FEA

FSA – Scotland Depots

### Romania

Joint DBA

### Lithuania

Joint DBA

## U.S. Indo Pacific Command (9)

### Australia

Joint FEA

### India

Joint DBA

### Indonesia

Navy FEA

### Japan

Joint FEA

### Korea

FSA – Kunsan Pier Service Agreement

FSA – South North Pipeline Service

Agreement

Joint FEA

### New Zealand

Joint DBA

### Singapore

FSA – Senoko Depot (UK)

## U.S. Southern Command (5)

### Argentina

Navy FEA

### Chile

Navy FEA

Air Force FEA

### Honduras

Air Force FEA

### Peru

Navy DBA

Agreement Type	Agreements	FY21 Financial
Fuel Support Agreements – product/service	13	\$99 million
Fuel Exchange/Direct Bill Agreements – sales/purchases	28	\$258 million
Stand-alone ACSA Orders – sales/purchases	26	\$185 million
		Total: \$542 million

# Testing Contracts



# Environmental Contracts

- 15 contracts for specific locations (Point Loma, CA; Norwalk, CA; two at San Pedro, CA; Ozol, CA; Eielson Air Force Base, AK; Whittier, AK; Ft. Hood, TX; Melville, RI; Verona, NY; Tampa, FL; Jacksonville, FL; Charleston, SC; Norfolk, VA; Hunter Army Air Field, GA) with a total estimated value of \$178.8 million
- Two contracts for specific services: Spill Response training in accordance with the Oil Pollution Act of 1990, supporting 121 sites worldwide; and environmental documents, which can be utilized by DLA and the Military Services for compliance documents with a total estimated value of \$5.4 million
- Awarded Task Orders/Modifications on existing contracts for continued environmental services totaling \$66.8 million in FY21

Active contract data as of Sept. 30, 2021

# Aerospace Energy Contracts

- 92 national stock numbers
  - » 28 different products
  - » Three product classes: liquid propellants, cryogenics and compressed gases
- 119 active contracts
  - » 95% requirements-type contracts
  - » Normally multi-year, 3-5 years
  - » Both free on board origin and destination
- “Cradle to grave” (pre-award to contract closeout)
- Low price technically acceptable & trade off process
- Strategic supplier engagements
- Requirements posted to [www.sam.gov](http://www.sam.gov)
- Growing supplier base
- Every product supports a DOD major weapon system or DOD space application

Photo by DLA Energy Aerospace Damon Moore



Source: DLA Energy Aerospace Energy Supplier Operations

# Hazardous Material Shipments

Product	Cylinders/ Drums	Bulk
Helium	0	124
Argon	435	0
Hydrazine	149	0
JP10/PF1	0	14
Dinitrogen Tetroxide (N <sub>2</sub> O <sub>4</sub> )	78	0
RP1 and RP2	0	4
Nitrogen	17	0
Hydrogen	0	13
<b>Total</b>	<b>679</b>	<b>155</b>

# Energy Savings Performance Contracts

DLA Energy has partnered with various energy service companies to complete energy savings projects on behalf of Defense Department installations. The ESCO conducts a comprehensive energy audit and identifies improvements to save energy. In consultation with DLA Energy and the installation, the ESCO designs and constructs a project that meets the installation's needs and arranges the necessary funding. The ESCO guarantees that the improvements will generate energy cost savings to pay for the project over the term of the contract (up to 25 years). After the contract ends, all additional cost savings accrue to the installation.

DLA Energy ESPC Portfolio (\*FY21 awards):

- Army: 99th Regional Support Command, Fort Hamilton, Fort Hood, Fort Jackson, Fort Meade, U.S. Army Garrison Sembach
- Air Force: Arnold AFB, Cannon AFB\*, JB Charleston, Eglin AFB, Hurlbert Field\*, Hill AFB, Kadena AB, Keesler AFB, Kirtland AFB, Kunsan AFB, Langley AFB\*, JB McGuire Dix Lakehurst, Misawa AB, Moody AFB, Oklahoma City Air Logistics Command, Osan AB, Robins AFB, JB San Antonio, Seymour Johnson AFB, Yokota AB
- Other DoD: Defense Intelligence Agency
- Federal Civilian: United States Coast Guard Petaluma Training Center (TRACEN)

DLA Energy ESPC Program Summary						
Fiscal Year	Project Investment (millions)	Guaranteed Cost Savings (millions)	Contract Price (millions)	Average Period of Performance (years)	Annual Energy Savings (btu x 10 <sup>6</sup> )	Cumulative Energy Savings (btu x 10 <sup>6</sup> )
2021	\$93.6	\$143	\$141	21	228,398	4,991,864
2001-2020	\$1,271.8	\$2,951.4	\$2,933.8	20	2,946,195	62,728,997

# Coal Program

DLA Energy supports two installations in the State of Alaska with sub-bituminous coal:  
Fort Wainwright and Eielson Air Force Base

## **Fiscal 2021 Coal Program Summary:**

400,000 tons of coal, valued at \$34.2 million in support of these customers



Photo by Air Force Senior Airman Willard Grande

# 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 in excess of 50 million dekatherms annually to approximately 200 DOD and federal civilian customers

## Fiscal 2021 Program Summary

Component	Customers per Component	Dekatherms Delivered (in millions)	Expenditures* (in millions)	Cost Avoidance** (in millions)	Percent Savings vs. Local Utility	Fiscal 1991-2021 Cost Avoidance (in millions)
Army	52	13.3	\$42.6	\$10.1	24.1%	\$374.5
Navy/Marines	38	12.2	\$52.3	\$15.9	24.3%	\$389.5
Air Force	39	10.4	\$40.3	\$6.1	14.8%	\$235.0
Other DOD	9	0.8	\$3.3	\$1.2	27.2%	\$50.1
Fed. Civilian	80	16.0	\$61.2	\$20.3	27.0%	\$351.7
<b>Total</b>	<b>218</b>	<b>52.7</b>	<b>\$199.7</b>	<b>\$53.6</b>	<b>23.5%</b>	<b>\$1,400.8</b>

Additional consumption and cost avoidance from FY21 will be realized as utility invoices are received in accordance with standard industry practices

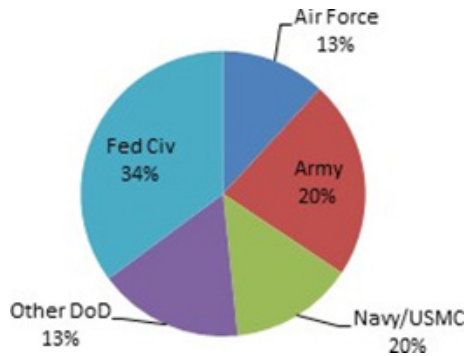
\* Includes deliveries to the utility and deliveries directly off the pipeline

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



# Electricity Program

## Percentage of Total Contract Value

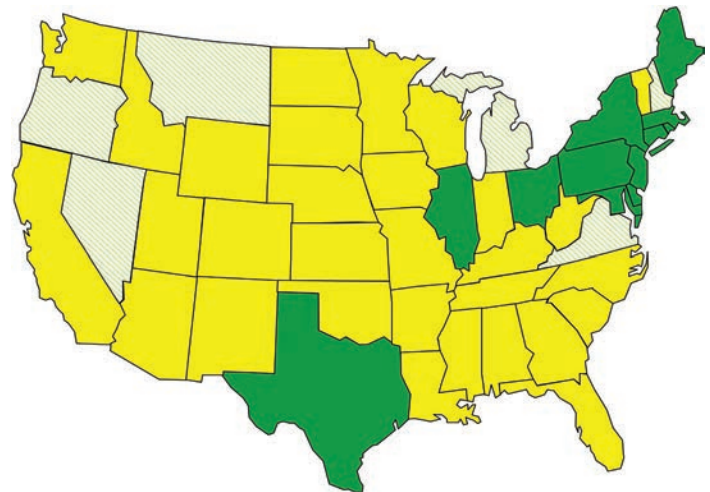


DLA Energy is actively managing roughly 17 million megawatt hours of electricity valued at \$804 million under multiple-year contracts. DLA Energy has experience in all states in which deregulation/restructuring has occurred and in which customer requirements have been received

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

## Fiscal Year 2021 Electricity Program Summary

Program	kWh Awarded	Contract Value
PJM Portfolio	6,561,391,045	\$362,516,855
PJM	4,884,381,750	\$179,402,126
PJM Navy	1,296,980,536	\$62,536,830
Fermi	883,329,597	\$40,792,161
New England	382,918,678	\$26,841,121
Texas	2,442,230,544	\$112,434,288
MISO	264,525,696	\$10,192,352
New York	203,375,777	\$9,285,190
Strategic Petroleum Reserve	28,182,000	\$966,924
<b>Total</b>	<b>16,947,315,623</b>	<b>\$804,967,847</b>



Source: DLA Energy Installation

# Electricity - Demand Response Program

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

## Fiscal 2021 Program Overview

Component	Number of Demand Response Installations	States (current enrollment)	Kilowatts Enrolled	Savings*	Savings Since Inception (fiscal 2008 - 2020)
<b>Air Force</b>	8	MD, TX, OH, FL, MA, NY	18,000	\$250,000	\$4,258,760
<b>Army</b>	2	MD, WV	8,000	\$5,000	\$4,646,137
<b>Navy/USMC</b>	6	DC, MD, VA, PA	10,000	\$50,000	\$14,063,182
<b>Other DOD</b>	4	VA, PA, DC, MD,	8,000	\$50,000	\$5,959,525
<b>Fed. Civilian</b>	16	DC, IL, MD, NJ, VA, NY, PA	35,000	\$1,000,000	\$12,297,752
<b>Total</b>	<b>36</b>		<b>79,000</b>	<b>\$1,355,000</b>	<b>\$41,225,356</b>

\*Additional savings from FY21 performance period will continue to be realized

# Renewable Energy Program

**Renewable Power:** Any source of energy that is continually available or that can be renewed or replaced. The Energy Policy Act of 2005 defines renewable energy as electric energy generated from solar, wind, biomass, landfill gas, ocean (including tidal, wave, current and thermal), geothermal, municipal solid waste or new hydroelectric generation capacity at an existing hydroelectric project

## Fiscal 2021 Renewable Energy Program

Installation	Service	Renewable Technology	Size (MW)	On-site / Off-site	Est. Annual Delivery (MWh)	Contract Term	Contract Award Date	Estimated Dollar Value (in millions)
Vandenberg AFB	Space Force	Solar	28.2	On-site	53,530	26 years	Jan 2017	\$96.2
Fort Hood	Army	Solar/Wind	65	On- and off-site	430,000	29 years	Jan 2016	\$377.5
Fort Detrick	Army	Solar	14.6	On-site	24,240	25 years	Mar 2015	\$61.8
Fort Drum	Army	Biomass	28	On-site	147,000	20 years	Sep 2014	\$288.9
<b>Totals</b>			<b>135.8</b>		<b>654,770</b>			<b>\$824.4</b>

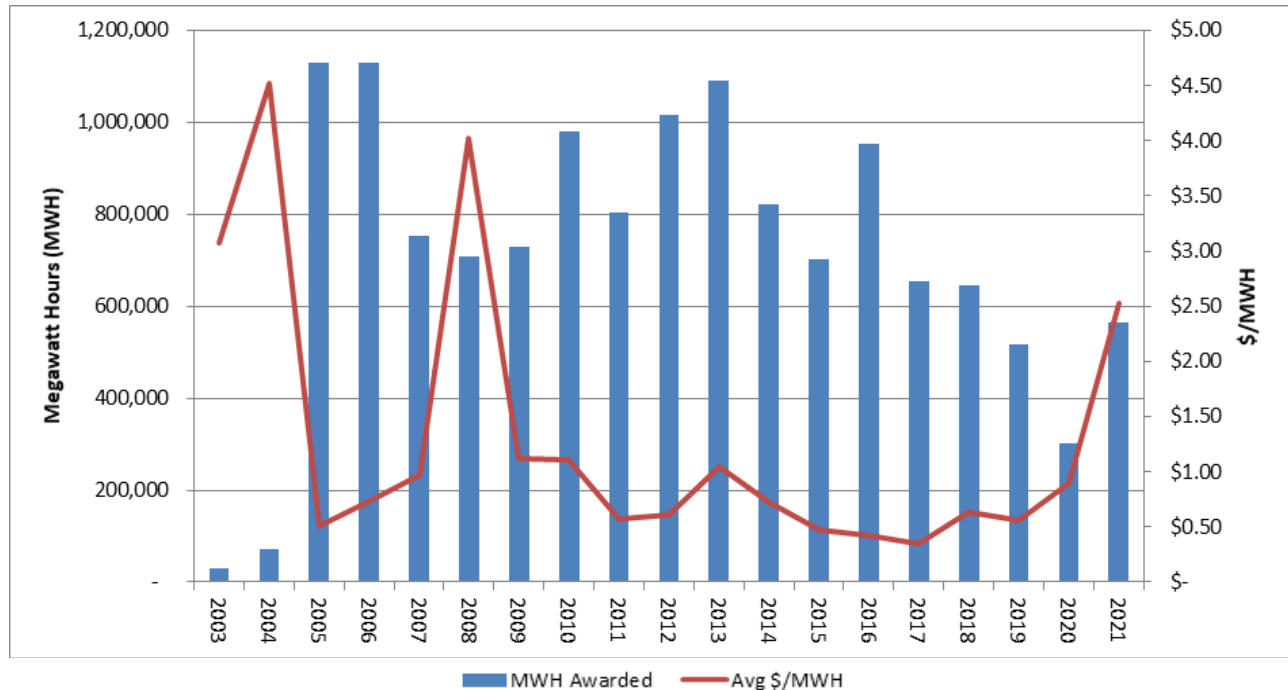


Photo courtesy of Vandenberg Air Force Base

# Renewable Energy Program (cont.)

**Renewable Energy Certificates:** A REC is a tradable, non-tangible energy commodity in the United States that represents proof that one megawatt-hour 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 Energy Certificate purchases (2003-2021)**



For fiscal year 2021, 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

Source: DLA Energy Installation Energy

# Engineering Programs

The Engineering Team provides fuel technical support for DLA Energy-funded fuel assets worldwide.

Installation Planning and Review Board (IPRB): A DLA Energy program that prioritizes fuels infrastructure construction projects supporting DoD's Global Energy supply chain.

Operational Technology & Automation Initiative: This program provides increased capabilities in monitoring and control of fuel facilities, while ensuring accountability and accuracy of fuels inventory levels and early identification of potential system fuels leaks.

FY21 Automation Budget Execution: \$61,556,331.77

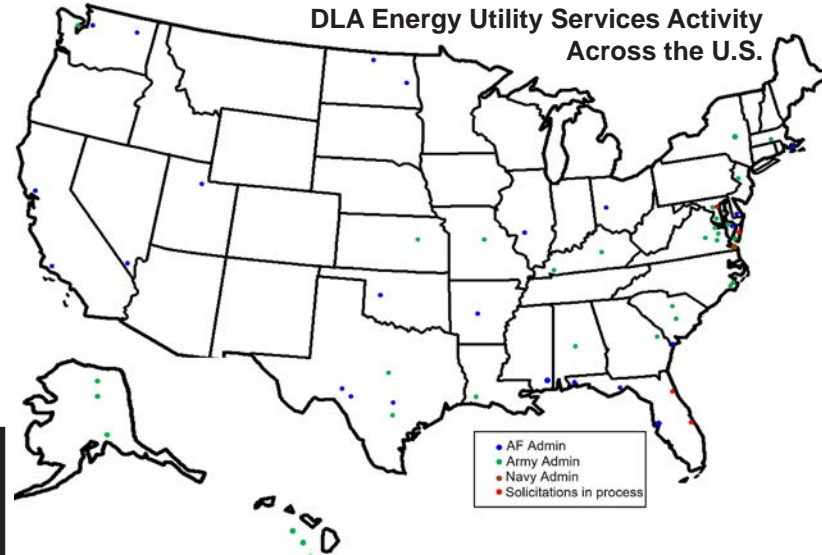
	Energy	NON-Energy	Other (P&D / UMC)	Total
<b>FY 2018</b>	\$177,000	\$0	\$23,012 / \$2,039	\$202,051
<b>FY 2019</b>	\$94,300	\$101,900	\$49,805 / \$17,366	\$263,371
<b>FY 2020</b>	\$200,900	\$144,800	\$27,000 / \$16,736	\$389,436
<b>FY 2021</b>	\$232,300	\$18,000	\$0 / \$9,726	\$260,026
<b>FY 2022</b>	\$105,400	\$0	\$26,000 / \$6,130	\$137,530
<b>FY 2023</b>	\$151,305	\$0	\$58,589	\$209,894

**Note:** Source of figures as of Sept. 30, 2021

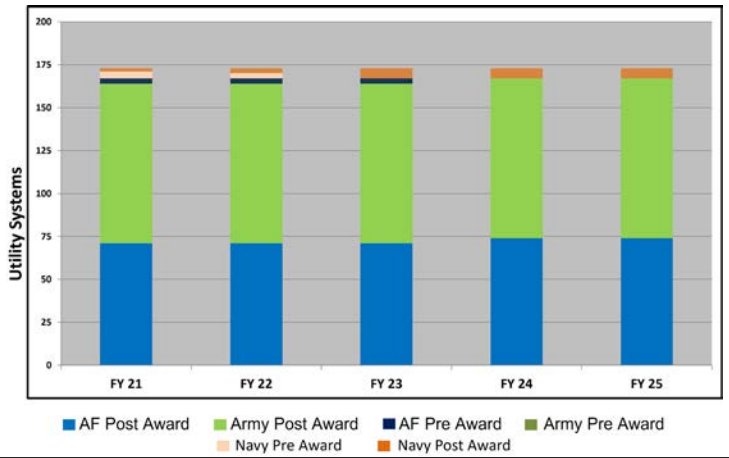
# Utility Services Contracts

## Utility Services Contract Award Summary

- 69 locations supported
- 167 systems
- Types of contracted support
  - » Water distribution
  - » Wastewater collection
  - » Electrical distribution
  - » Central heat and power plant
  - » Natural gas distribution
  - » Water plant
  - » Wastewater plant
- \$21.2 billion contract value through fiscal year 2021
- Active multi-year contract data as of Sept. 30, 2021



## Workload Projection (Number of Systems)



Source: DLA Energy Utility Services

## Fiscal 2021 Services Legacy Contract Transfers

Location	System(s)	Total Value
Fort AP Hill, VA	Electric	\$22,057,643
Fort Bliss, TX	Gas	\$41,674,977
Fort Bliss, TX	Water/Wastewater	\$253,473,357
Fort Bliss, TX	Electric	\$166,728,754
Fort Campbell, KY/TN	Water/Wastewater	\$28,530,738
Fort Leonard Wood, MO	Gas	\$59,716,719
Pohakuloa/Kilauea, HI	Water	\$69,984,077
Schofield Barracks, HI	Wastewater	\$62,100,099
Fort Shafter OWS, HI	Wastewater	\$49,344,264
<b>Total</b>		<b>\$753,610,628</b>

# Petroleum Quality Information System

## 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 acquisition 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.)
- Provides a first look at alternative fuel quality properties
- The raw data used to create the PQIS report can be queried through a custom query system
- System allows for tracking of specific fuel properties over any period of time

Note: Effective with FY14 data, distribution of information collected in the Petroleum Quality Information System shall be for U.S. DOD components only. Requests by others for PQIS information shall be submitted with justification of the need to DLA Energy Quality Technical Directorate, 8725 John J Kingman Road, Fort Belvoir, VA 22060 or pqis@dla.mil



Photo by Air Force Staff Sgt. JacTorey Johnson

PQIS includes quality data for aviation fuel (AN8, JP4, JP5, JP8, JA1, F24, JPTS and TS1), marine fuel (F76, MGO 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 (ATJ8 and ATJ5), direct sugar to hydrocarbon (DSH76) and hydroprocessed depolymerized cellulosic diesel (HDCD76)

# Research and Development Product Support

Photo by Navy Brandon Taylor



- Program manager for DLA Energy-funded projects
- Establishes and implements long-term projects and studies to resolve issues impacting the Class III (B) supply system, and petroleum product/additive specification requirements and allowances
- Partners with commercial industry, military services and federal agencies

## Projects include:

Test and Evaluation of Alternative Rocket Fuels	Clay Filtration Impact on Thermal Stability
Fuel Accountability in Collapsible Fuel Tanks, Accuracy and Precision Measurements and Improved Reporting Procedures	Development of New Ground Vehicle Fuel Contamination Limits Compatible with High Pressure Common Rail Engines
Review of Hydraulic Fluid Contamination in Jet Fuel	Jet Fuel Thermal Stability Heater Tube Evaluation
Filter/Separator Plugging/Deactivation by Microbial Growth in Bulk Fuel Storage	Portable Biodiesel Content / Contamination Quantification Instrument Development
Determine the Impacts from Fuels Other Than F-76 on Ship Stability and Weight for U.S. Navy Surface Ships	Condition Based Maintenance and Calibration of Fuel Flow Meters
Woody Biomass Conversion to Liquid Hydrocarbon Fuels	



# Alternative Energy R&D 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
- Partners with commercial industry, Military Services and federal agencies:
  - » **Commercial Aviation Alternative Fuels Initiative**
    - Continued development and implementation of alternative fuels in partnership with the commercial aviation industry
  - » **Aviation Sustainability Center of Excellence**
    - Contributed towards research efforts in the areas of aviation emissions reductions and alternative fuel certification requirements including the National Jet Fuels Combustion Program
- Projects include:
  - » **Defense Production Act Title III Commercial Biorefinery Development Support**
    - Provided 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, which resulted in the award of government funds to two enterprises for the construction of commercial facilities to produce military grade biofuels
  - » **Co-production of Liquid Hydrocarbon Fuels and Materials from Woody Biomass**
    - Focus on solutions to develop innovative industrial practices for the co-production of liquid hydrocarbon fuels (suitable to meet DOD bulk fuel requirements), chemicals, and wood fiber products from cellulosic (woody) biomass. The research may include the development of practices for additional co-product items determined to be economically viable with the production of liquid hydrocarbon fuels



Photo by Navy SA Zachary Guth



Photo by Navy PO3 Adam Butler

# 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
- Works with the DLA Standardization Executive Agent
- Responsible for the creation, deletion and maintenance of national stock numbers
- Manages and maintains Defense Logistics Agency Energy Commodities Handbook

# Quality Assurance/Surveillance Program

- Provides quality-related support and direction to the Bulk Petroleum Products, Bulk Petroleum Supply Chain Services, Direct Delivery 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' 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 Service Partners, DFSP Management, DLA Energy regional offices, DLA Energy Inventory Accountability, and DLA Energy Finance
- Maintains quality metrics
- Manages the commercial laboratory program
- Evaluates and determines acceptability of marine vessels offered by Military Sealift Command for transporting DLA Energy product
- Provides support for secure fuels and processes secure fuels commercial lab invoices

# DOD Standard Practice Quality Assurance

## DOD Standard Practice Quality Assurance for Bulk Fuels, Lubricants and Related Products (MIL-STD-3004-1A)

The current edition is MIL-STD-3004-1A dated October 1, 2020. This standard:

- Develops and assures implementation of DOD Standard Practices in conjunction with the Military Services
- Provides DOD policy, general instructions, 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 DOD
- Covers quality assurance where applicable (e.g., direct delivery to customers, destination acceptance, etc.)
- Includes policy and responsibilities derived from DOD Directive 5101.8E, “DOD Executive Agent for Bulk Petroleum,” which designates the director of DLA as the DOD Executive Agent for Bulk Petroleum, with authority to re-delegate to DLA Energy
- The standard also contains intra-governmental receipt limits for U.S. government-owned fuels
- Details about Packaged Products are included in MIL-STD-3004-2 published by DLA Aviation

# Quality Assurance Training & Certification

## Quality Assurance Specialist and QAS Supervisors Training & Certification Program

- Develops, maintains and implements the DLA Energy QAS and QAS Supervisors Training and Certification Program
- Develops, maintains, and implements training and certification program requirements for DLA Energy quality personnel worldwide, in accordance with applicable DOD and DLA guidance. As part of those requirements, the program determines the minimum course and on-the-job training necessary for a wide range of commodity-specific disciplines
- Determines course requirements for this program in order to develop the lesson plans and course content, as well as provide the sponsorship and classroom instruction for the following core commodity-specific courses:
  - J07: Quality Assurance of Into-plane Servicing Contracts
  - J20: Petroleum Quality Assurance
  - J22: Confined Space
- The U.S. Air Force provides the following training for DLA Energy quality personnel:
  - J03: Specification Testing of Propellants
  - J15: Specification Testing of Aviator's Breathing Oxygen
- Determines course requirements in order to develop the lesson plans and course content, as well as provide the classroom instruction for the following overview course for non-QAS:
  - J10: Petroleum Quality Assurance – General

# DLA Supply Chain Sustainability & HAZMIN Team

Photo Air Force Tech. Sgt. Chelsea FitzPatrick



## DLA Energy is the liaison to the DLA Supply Chain Sustainability and Hazardous Minimization team

The HAZMIN team promotes the procurement and use of “green” products as classified below:

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

DLA Energy supports customers in going “green” with the procurement of flex fuels such as blends of biodiesel or ethanol with petroleum. The agency also provides insight and information pertaining to other alternative fuels including sustainable aviation fuel and renewable diesel.

The team educates users and establishes Environmental Attribute Codes for B20 and E85 to assist customers in identifying and ordering environmentally preferable alternative fuels. E85 is a flex fuel gasoline mixed with 51-83% ethanol and designed to operate Flex Fuel Cars. B20 is a blend of 20% biodiesel and 80% conventional diesel.

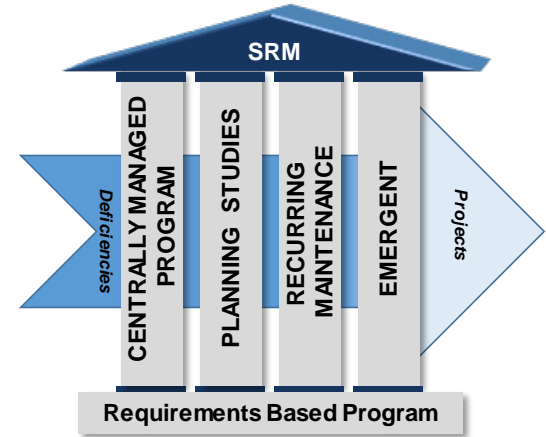
# Sustainment, Restoration and Modernization

**Sustainment:** Maintenance and repair activities

**Restoration:** Repairs required to return degraded facilities to good condition

**Modernization:** Maintenance to keep facilities functioning beyond expected service lives or to meet new requirements

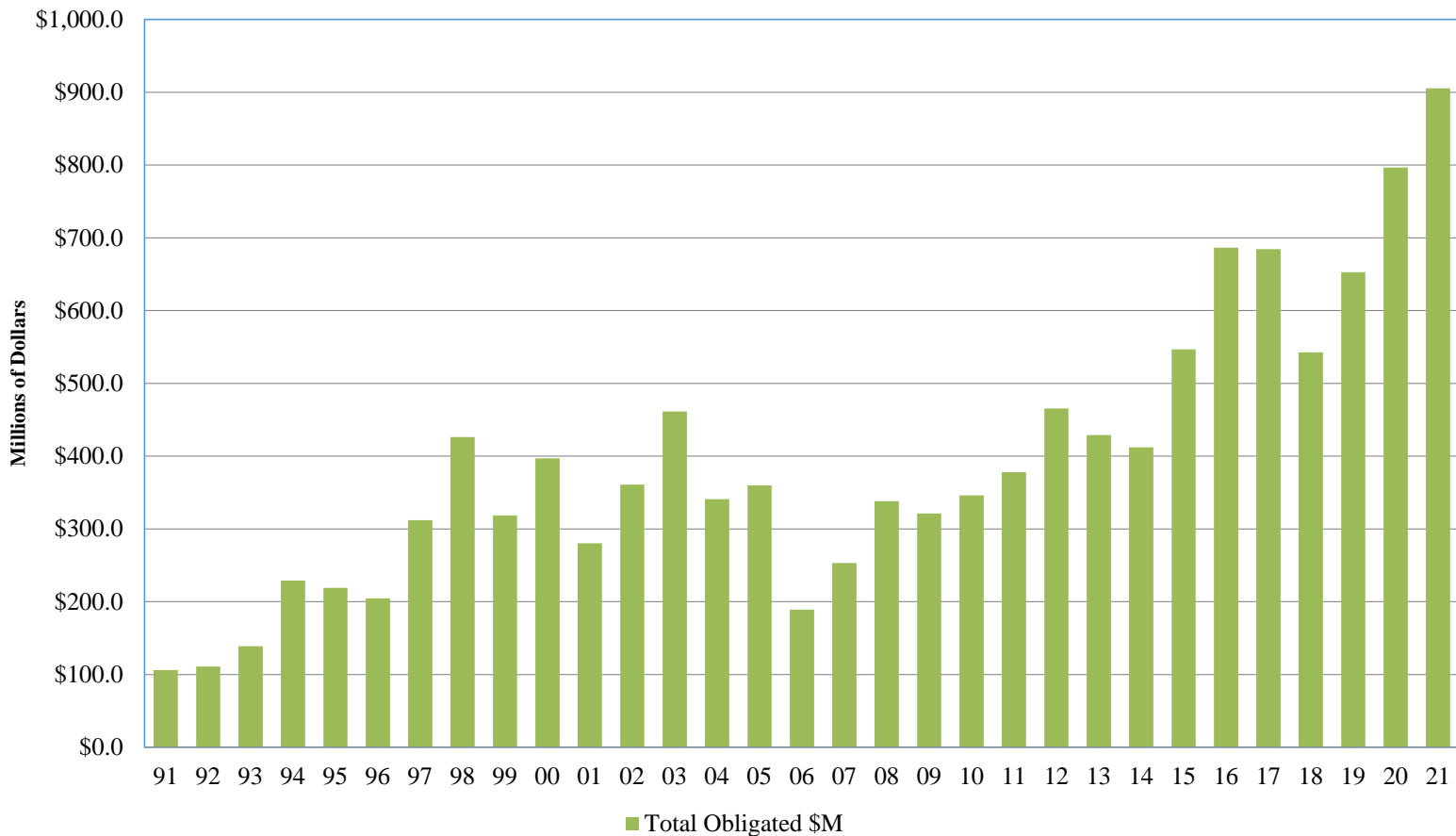
Program funds **75%** of DOD **fixed-fuel infrastructure** through Service Construction Agents



	FY17	FY18	FY19	FY20	FY21
<b>Return-to-Operator Tank Count</b>	147	112	112	121	97
<b>Installations using the Reoccurring Maintenance Program</b>	433	450	522	519	518
<b>Total Projects</b>	1,570	1,541	1,637	1,325	1,282
<b>Projects related to Emergent Requirements</b>	13%	12%	13%	12%	11%
<b>Total Obligated (in millions)</b>	\$684.5	\$499.7	\$652.7	\$796.8	\$905.4

***From Fixing to Maintaining Infrastructure***

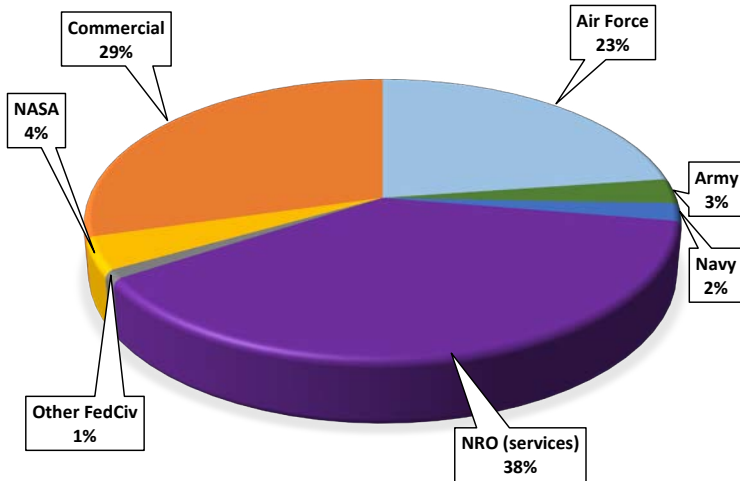
# Sustainment, Restoration and Modernization



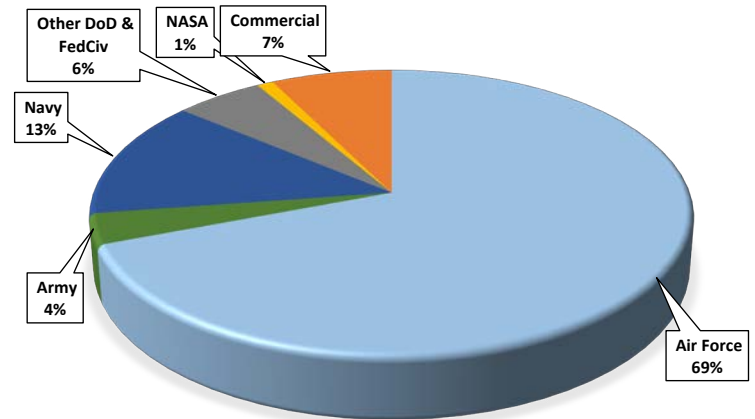


# Aerospace Energy Customer Profile

By total sales: \$95.3 million



By number of customers: 202



# Aerospace Energy Product Line Overview

## Compressed gases

- Helium
- Nitrogen
- Argon
- Hydrogen

## Propellants

- Hypergolic
  - » Hydrazine fuels
  - » Dinitrogen tetroxide
- Non-hypergolic
  - » Rocket propellant – Grades 1 and 2
  - » JP10
- Cryogenic
  - » Liquid oxygen
  - » Liquid hydrogen

## Non-propellant cryogenics

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

Photo by Air Force Senior Airman Noah Sudoltean



Source: DLA Energy Aerospace Energy



Photo by Donna Burton, U.S. Customs and Border Protection

# Aerospace Programs Supported

- Commercial space launch in support of National Security Space Launch program – United Launch Alliance Atlas V and Delta IV
- F-16 emergency power unit
- F-15/F-16 air intercept missile, Avenger, Sidewinder
- Cruise missiles – Navy Tomahawk, Harpoon, and USAF air launched cruise missiles
- Surface to Air Stinger missile
- DOD depot level production operations and maintenance facilities
- Air Force and Army research and development programs
- Army Terminal High Altitude Area Defense (THAAD) missile
- DOD aircraft life support and maintenance
- U.S. Navy nuclear-powered attack submarine program
- DoD and Department of Homeland Security Border Patrol Aerostats programs
- Military, NASA, and commercial satellites
- Air Force Ground Based Strategic Deterrent (GBSD) program



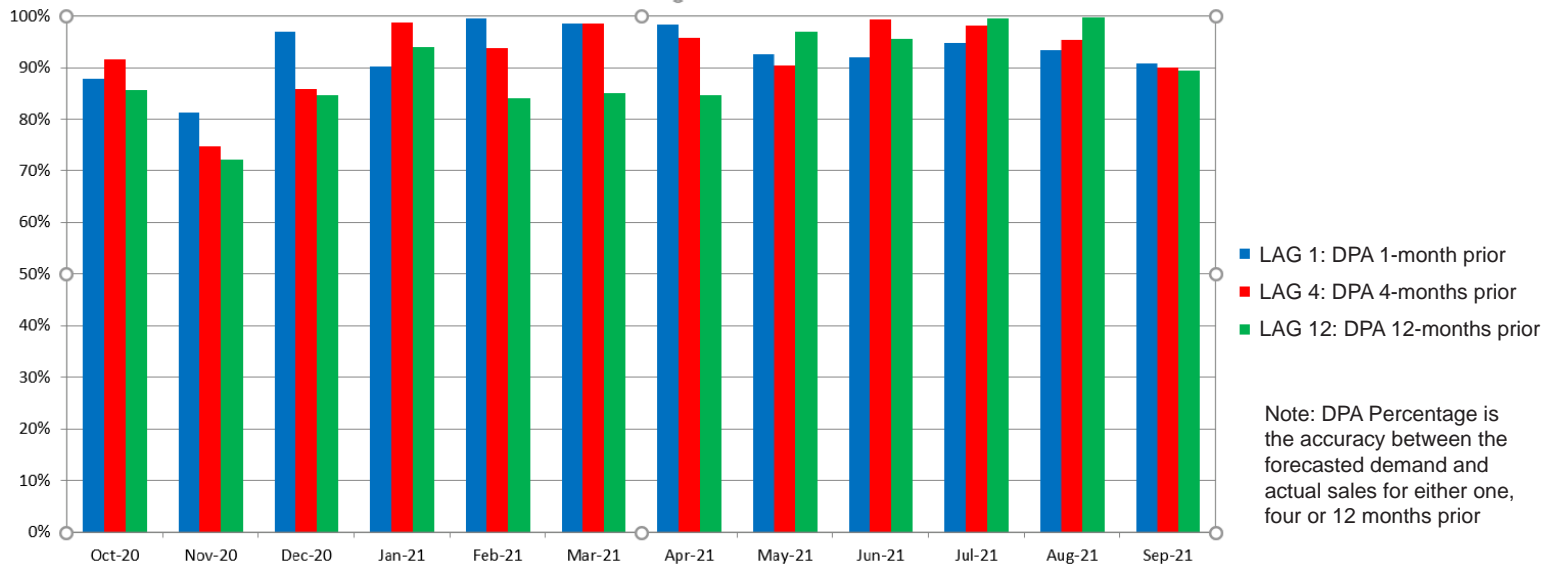
Photo courtesy of NASA Jet Propulsion Laboratory, Caltech

# Demand Planning Support

- Manages customer collaboration for petroleum requirements at both into-stock and customer direct locations
- Maintains demand data for 730 into-stock and 3,500 customer direct locations
- Produces demand plans from historical data, statistical modeling and interactive collaboration
- Coordinates demand plans and customer requirements with supplier operations to plan and perform acquisition actions
- Conducts demand/supply alignment meetings with services/customers and internal DLA Energy stakeholders

## DLA Worldwide Demand Plan Accuracy

Aggregate DPA for FY21 – LAG 1 = 93.07%, Lag 4 = 92.71%, Lag 12 = 89.33%



Source: DLA Energy Demand Planning

# Whole of Government Support

	Whole of Government	U.S. Government Contractors
Number of Agreements	98	330
Top Sales (in millions)	USCG (\$139), CBP (\$63), USDA (\$44), USPS (\$36)	Atlas Air (\$80), Kalitta Air (\$40), Omni Air International (\$24)
Total Sales (in millions)	\$443	\$261

**Note:** Primarily managed by DLA Energy Customer Relationship Management Team



Photo by PO3 Ryan Noel

# U.S. Government AIR Card®

## Warfighter benefits

- Supports over 20,000 aircraft in procuring commercial aviation fuel and ancillary services
- Supports DOD installation and DLA Energy into-plane contract refueling
- Accepted at more than 3,000 commercial airports worldwide

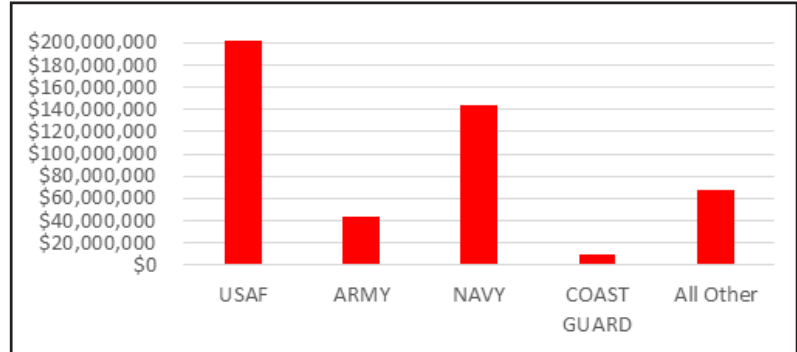
## Fiscal stewardship

- Fiscal 2021 AIR Card® fuel purchases rebate is \$443,430
- Strategic Sourcing Report: Identifies contract locations where the AIR Card® customer purchases retail fuel

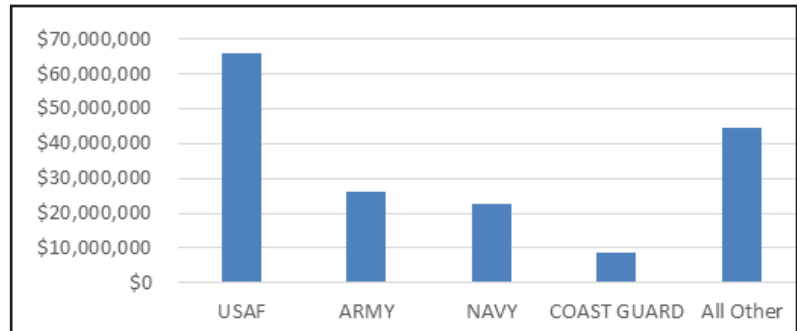
## Fiscal 2021 sales data

- \$467 million in AIR Card® contract fuel purchases
  - » 171 million gallons
  - » 234,000 transactions
- \$168 million in AIR Card® retail fuel purchases
  - » 51 million gallons
  - » 78,000 transactions

## AIR Card® contract fuel purchases



## AIR Card® retail fuel purchases



Note: "Other" pertains to federal and DOD agencies

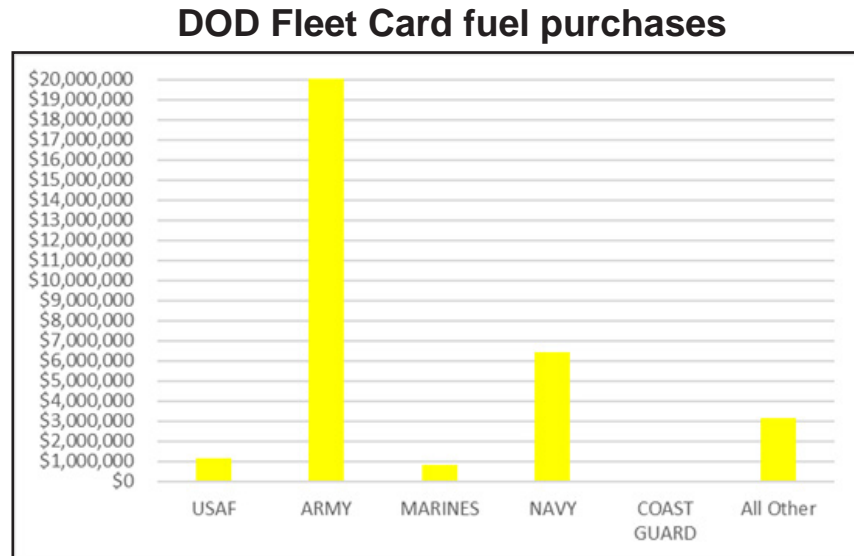
# DOD Fleet Card

## Warfighter benefits

- Supports more than 440,000 vehicle fueling transactions annually
- Provides minor maintenance and roadside assistance support
- Accepted at more than 450,000 commercial locations
- Enables standard unit pricing
- \$712,018 in fiscal 2021 rebates

## Fiscal 2021 sales data

- \$33 million in DOD Fleet Card fuel purchases
  - » 13 million gallons
  - » 514,000 transactions



Note: "Other" pertains to Federal and DOD agencies

# DOD SEA Card 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
- Fiscal 2021 DOD SEA Card® fuel purchases rebate is \$110,130

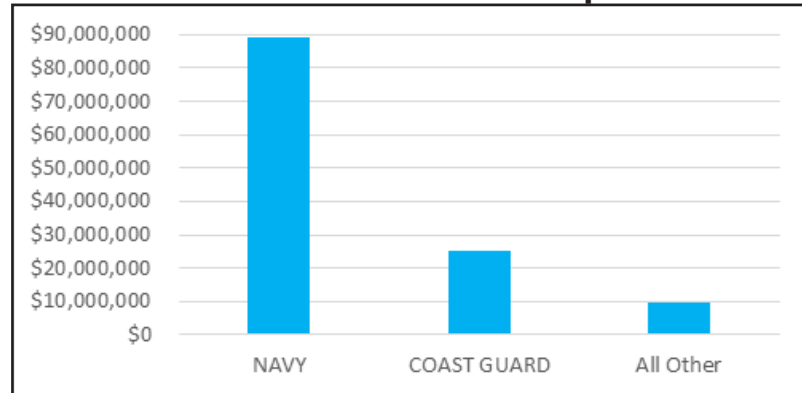
## Global support

- More than 780 Defense Department vessels registered
- 24/7 fuel ordering
- Contract support at more than 170 bunker contract ports
- Open market support at more than 2,000 commercial ports

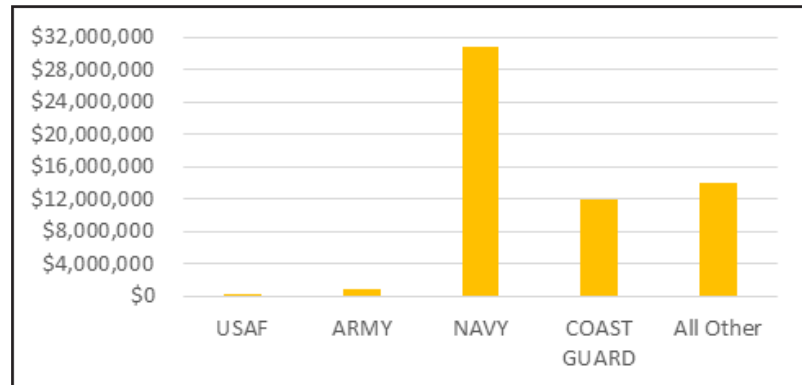
## Fiscal 2021 sales data

- \$124 million contract fuel
  - » 51 million gallons
  - » 1,205 transactions
- \$58 million non-contract fuel
  - » 23 million gallons
  - » 597 transactions

## DOD SEA Card® contract fuel purchases



## DOD SEA Card® open market fuel purchases



Note: "Other" pertains to Federal and DOD agencies



# DOD Swipe SEA Card®

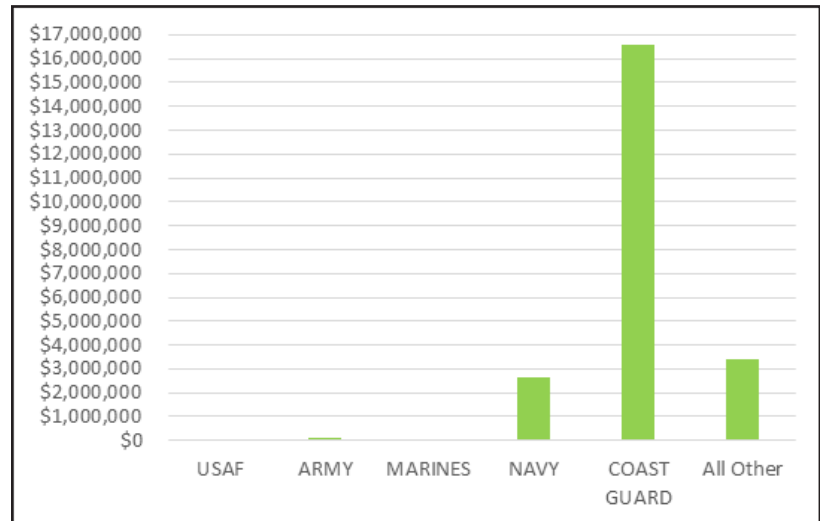
## Warfighter benefits

- More than 500 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 \$250,000
- \$125,536 in fiscal 2021 rebates

## Fiscal 2021 sales data

- \$23 million in DOD Swipe SEA Card® fuel purchases
  - » 9 million gallons
  - » 19,000 transactions

## DOD Swipe SEA Card® fuel purchases



Note: "Other" pertains to Federal and DOD agencies

# Strategic Policy and Programs

## Strategic Initiatives Office

- Participated in the Joint Staff J4 Joint Petroleum Officer Five Eyes (FVEY) Quintilateral Logistics Forum Fuels Study to improve interoperability between the FVEY nations of Australia, Canada, New Zealand, the United Kingdom and the US, and support of joint actions in the INDOPACOM region
- In collaboration with Deputy Assistant Secretary of Defense Environment & Energy Resilience, developed multiple policy and strategy documents, including:
  - The DoD Energy Strategic Plan
  - Revised DoD Instruction 4140.25
  - Operational Energy Annual Report
  - Letters to Congress identifying a bulk fuel manager for the INDOPACOM AOR
  - Bulk Fuel Management Strategy for the INDOPACOM
- Established the DLA Energy Joint Combat Contested Logistics Initiative Integration Working Group

## Policy & Procedures Management Office

- Conducted review of all policies and procedures in support of audit requirements
- Continued efforts to comply with Department of Treasury's requirement for Federal Agencies to process intragovernmental buy/sell transactions using its G-Invoicing System by 2022
- Developed a DLA Energy Standard Operating Procedure to ensure timely staffing of all Policies and Procedures supporting the DLA Energy supply chains

# Strategic Policy and Programs

## **Audit & Sustainment Office**

- Fulfilled 140 Provided By Client (PBC) requests for the FY21 Audit Cycle, meeting all due dates. Prepared and submitted Memorandums for Records (MFRs) for 47 observations
- Provided the Independent Public Auditor all requested evidential matter for 12 Defense Fuel Support Points to accomplish the End-of-Year Inventory assessment utilizing alternative procedures
- Continued efforts to develop a robust Enterprise Risk Management (ERM) Program

## **Strategy Management & Process Improvement Office**

- Conducted the review and mapping of the bulk petroleum transportation and Fuel Card processes to help the audit sustainment team meet their ERM and financial audit requirements
- Developed an organizational strategy and holistic framework for managing all initiatives that support the DLA Energy mission and vision
- Established the Energy Transformation Council to support mission readiness and operations, and ensure development, review, implementation and compliance with processes, policies, and procedures



# 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
CENTCOM .....	U.S. Central Command
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
CPX .....	Command Post Exercise
CSM .....	Customer support management
DBA .....	Direct Bill Agreements
DES .....	DLA Enterprise Support
DFSP .....	Defense fuel support point
DHS .....	Department of Homeland Security
DLA .....	Defense Logistics Agency
DOD .....	Department of Defense

# Acronyms

DPA .....	Demand Plan Accuracy
DPK .....	Dual purpose kerosene
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
EUCOM .....	U.S. European Command
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
FSA .....	Fuel Support Agreements
FSD .....	Facility Sustainment Directorate
FTX .....	Field Training Exercise
FY .....	Fiscal year
GHP .....	Geothermal heat pump
GIA .....	Guam International Airport
GOCO .....	Government-owned, contractor-operated

# Acronyms

GOGO .....	Government-owned, government-operated
GSHP .....	Ground source heat pump
HAZMAT .....	Hazardous Materials
HAZMIN .....	Hazardous Minimization
HRJ .....	Hydrotreated renewable jet
HVAC .....	Heating, ventilating and air conditioning
IA .....	Inventory accountability
IMM .....	Integrated Materiel Management
INDOPACOM .....	U.S. Indo-Pacific Command
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
JPTS .....	Jet Propellant Thermally Stable
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
MWh .....	Megawatt hour
NASA .....	National Aeronautics and Space Administration

# Acronyms

NATO	North Atlantic Treaty Organization
NAVAIR	Naval Air Systems Command
NAVEUR	U.S. Naval Forces Europe-Africa
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



# Acronyms

REC .....	Renewable energy certificate
RIE .....	Rapid improvement event
ROK .....	Republic of Korea
RP .....	Rocket propellant
RSC .....	Regional Support Command
SAP .....	System analysis and program development
SEA .....	Ships' Bunkers' Easy Acquisition
SOAR .....	Subcontracting orientation and assistant review
SOCOM .....	U.S. Special Operations Command
SOUTHCOM .....	U.S. Southern Command
SRM .....	Sustainment, Restoration and Modernization
SRM-E .....	Sustainment, Restoration and Modernization Energy
STS .....	Ship-to-ship
TACM .....	Temperature and API correcting meter
TRANSCOM .....	U.S. Transportation Command
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
USFK .....	U.S. Forces Korea
USMC .....	U.S. Marine Corps
USN .....	U.S. Navy
VFD .....	Variable frequency drives



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