

2022

Defense Logistics Agency Energy Fiscal Year 2022

FACT BOOK



45th Edition

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NOTE: The first section of this book is current as of November 2022. Information provided is a snapshot of DLA Energy's facts and figures for fiscal year 2022.

(Front cover: U.S. Navy photo by PO 3rd Class Catie Coyle Back cover: U.S. Air Force photo by Joshua Seybert)

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 2022, 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 comprehensive 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 the DRI goals. DLA Energy developed a core competency in utilities privatization and has become the single procurement organization for Navy, 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



It has been an absolute honor and privilege to command DLA Energy for a third year. Leveraging this continuity permitted our organization to advance closer to the demands of the nation's defense strategy while responding to real world challenges. We balanced competing priorities while supporting global operations in Ukraine, Hurricanes Fiona and Ian relief efforts, climatization goals, 2022 National Defense Authorization Act Section 352 implementation, and the defueling and closure of the Red Hill Bulk Fuel Storage Facility.

Red Hill, a nearly 80-year-old underground fuel storage facility on Oahu, has long held strategic importance in the Pacific. DLA Energy played a critical role in the historic decision by the Secretary of Defense to close the facility in part due to the November 2021 fuel leak but also to better posture fuel reserves in the region. We continued to supply uninterrupted fuel support to customers and played a key role in the Defueling Plan and Cost Projection Report delivered to Congress and key stakeholders.

The DLA Energy Europe & Africa team remained steadfast in its support to U.S. European Command requirements for the ongoing conflict in Ukraine, providing fuel to critical sites that are directly involved with supporting U.S. Forces at forward operating bases in Germany, Romania, Bulgaria, and Poland.

The 2022 NDAA Sec. 352 legislation is providing an opportunity to address many challenges within the bulk fuel enterprise. As such, DLA Energy is partnering with the U.S. Transportation Command as they assume the role as the "Element Responsible for Bulk Fuel Management and Delivery" for DoD on a global basis. DLA is jointly collaborating to develop a course of action that will leverage existing core competencies across both organizations to provide a comprehensive solution that fully supports all Combatant Command requirements.

Supporting relief efforts from Hurricanes Fiona and Ian, DLA Energy and its Task Force Americas provided fuel to critical infrastructure points and emergency responders for Federal Emergency Management Agency and Defense Support to Civil Authorities operations. Prior to landfall for both hurricane systems, Task Force Americas mobilized to ensure the DoD supply chain was well prepared.

Commander's Update

The DLA Energy workforce continues to make great progress in advancing Climate Change efforts in order to meet clean energy goals. DLA Energy is teaming with the military services and other government agencies to aggressively pursue procurement of Carbon Pollution-Free Electricity to achieve goals set forth in Executive Orders.

In fiscal year 2022, we celebrated the opening of three new Defense Fuel Support Points to provide strategic support operations to the Warfighter; one at the North Pole in Alaska and two in Scotland.

DLA Energy implemented a new Electronic Point of Sale system that will improve customer service and streamline business. EPoS will soon be used at more than 600 Defense Fuel Support Points to provide a more secure automated system that reduces paper documents and improves reliability.

In line with integrated deterrence efforts, DLA Energy Europe & Africa hosted the 17th annual International Fuels Exchange Agreements Forum in Germany. This was the largest forum since its inception in 2007. More than 90 representatives from international partners met in person to talk fuel infrastructure, future operations, future initiatives, challenges, and increased partnership opportunities.

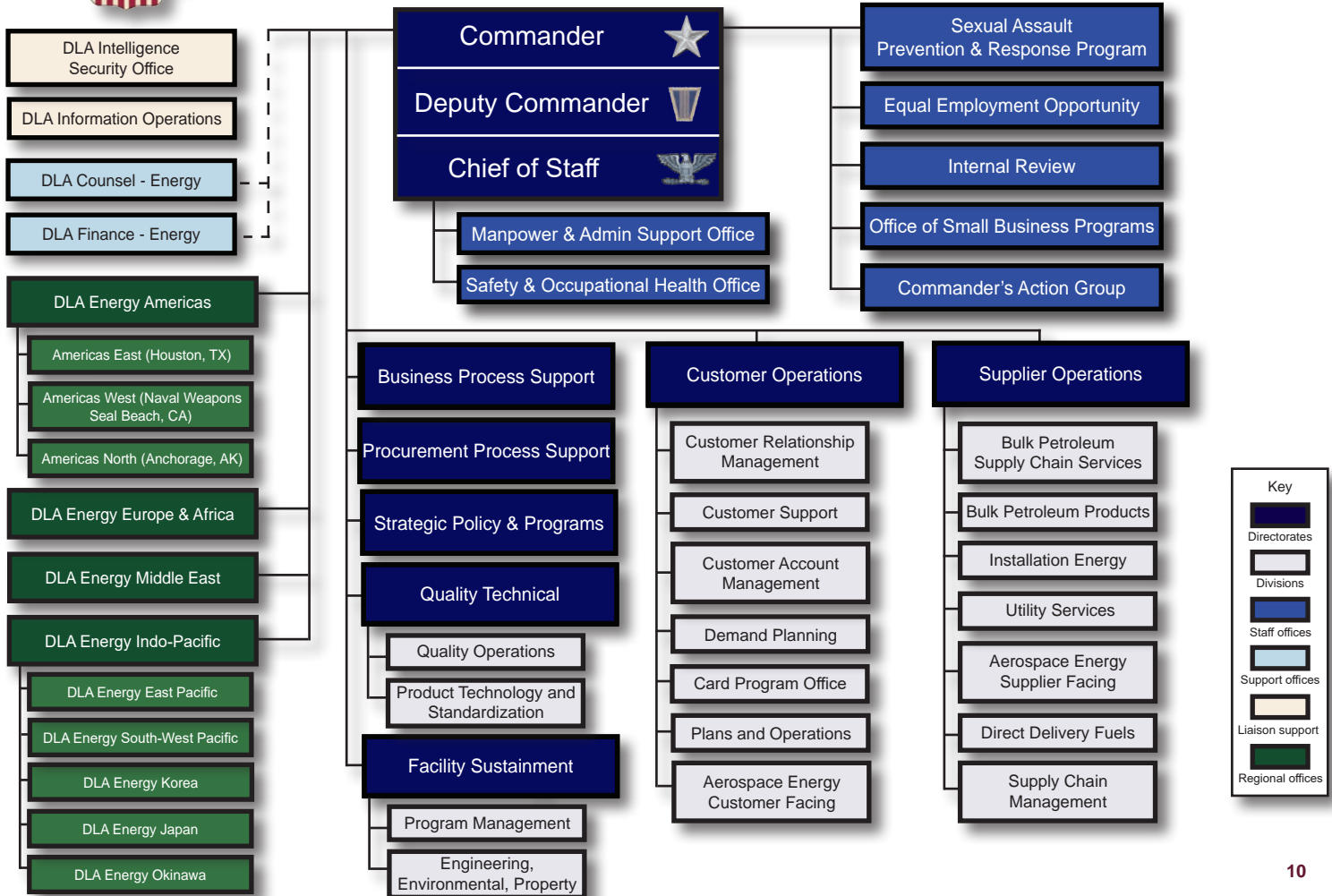
The fiscal year ended with Aerospace Energy providing the propellants to launch a United Launch Alliance Delta IV-Heavy rocket from the Vandenberg Space Force Base, California. The rocket carried payloads for the NROL-91 on its last mission in support of the National Reconnaissance Office and the Space Systems Command.

As always, we are proud of our workforce's commitment to providing a wide range of resilient energy solutions to the Warfighter and Whole of Government.

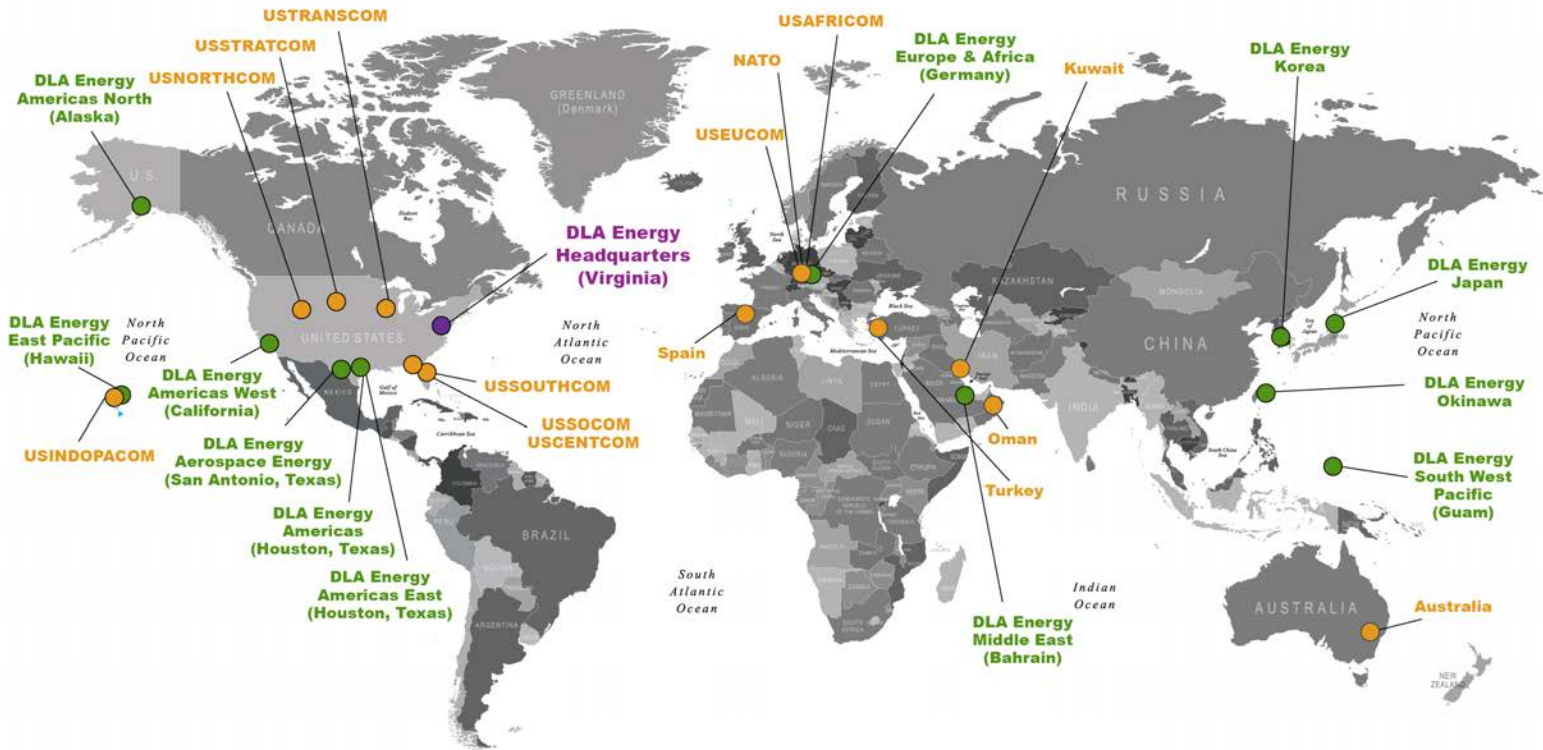
Warfighter Always,
Jimmy "Vegas" Canlas



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 Keith Mecham, USAF



Customer Operations
Col Eric Haler, USAF



Supplier Operations
Gabriella Earhardt



Commander's Action Group
Bruce Blank



Facility Sustainment
CAPT Timothy Bellott, USN



Procurement Process Support
Jake Moser



Strategic Policy & Programs
Regina Gray



Quality Technical
Patricia Wilkins



Business Process Support
Tom Turets



DLA Finance Energy
Richard Sninsky



Indo-Pacific Director
Scott Thomas



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



Safety Manager
Andre Remy



Europe & Africa
LTC Benverren Fortune USA



Middle East
LTC Alberto Cordova USA



Americas
COL Josielyn Carrasquillo USA



Americas East
LTC Christopher Masson USA



Americas West
CDR Anas Maazouzi USN



Americas North
Lt Col Barton Land USAF



East Pacific
CDR William Jakubowicz USN



South-West Pacific
CDR Christopher Radke USN



Korea
LTC Dennis Han USA



Japan
Lt Col James Smith 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 Life Cycle Logistics Advanced.

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

The DLA Energy acquisition workforce had another busy year in fiscal 2022. I'm proud to report the workforce successfully supported its customers' critical energy requirements, while also continuing to master a work environment that vacillated between virtual and hybrid communication platforms. In 2022, DLA Energy acquisition professionals procured and managed energy products and services valued at more than \$11 billion.

Early in the fiscal year, the Acquisition Workforce Development and Intern Center hosted a virtual workforce symposium for employees in the subregions of DLA Energy Americas. The Workforce Development team emphasized the importance of continuous learning, self-awareness and personal growth to motivate its audience and increase their capacity to support the warfighter.

Sixty front-line contracting officers participated in the fifth cycle of the Contracting Officer Mentor Program. Participants heard from mentors regarding how to identify skill gaps, develop leadership and management skills, actions to take and best practices to follow for dealing with contracting challenges and the art of practicing due diligence. The participants once again stepped up in fiscal 2022 and proved that DLA Energy is committed to producing well-rounded leaders.

The acquisition workforce was required to complete their training virtually, proving that when this group puts their minds to something they are unstoppable. Team members earned 52 Defense Acquisition Workforce Improvement Act certifications during fiscal 2022.

In fiscal 2022, acquisition professionals continued to demonstrate their commitment to lifelong learning and the workforce is on track to comply with continuous learning points requirements. The number of delinquencies and waivers remained at zero, thanks in part to change management efforts.

It's never too early to start thinking about the next DLA Energy Worldwide Energy Conference. We have started our planning and can't wait to see you at the Gaylord National Hotel, National Harbor, Maryland, April 22-24, 2024.

Organizational Missions and Functions

Supplier Operations Directorate

DLA Energy Aerospace Energy Supplier Division provides worldwide acquisition, inventory accountability, and supply planning 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 DoD and FedCiv customers worldwide. Provides inventory accountability and supply planning for products stored by Aerospace Energy. Supplies and services include, but not limited to: helium for aerostats, aviator breathing oxygen and liquid nitrogen for various airframe, hydrazine for F16 emergency power units, support to the USN nuclear-powered attack submarine program, DOD, space launch fuels and oxidizers, and tomahawk and cruise missile fuel.



Photo by U.S. Navy PO 3rd Class Jared Mancuso

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.

Organizational Missions and Functions

DLA Energy Installation Energy Division provides acquisition support for facility energy commodities and services including coal, natural gas, electricity/carbon pollution-free 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 approximately \$981 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 U.S. Air Force Staff Sgt. Steven Adkins

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 support to the Office of the Secretary of Defense, Department of Homeland Security, Joint Chiefs of Staff, combatant commands, military services' missions, DLA contingency support teams and DOD exercises.

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®, Logistics Fuel 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 Fuel Card Programs, while ensuring purchasing support is delivered.



Photo by U.S. Marine Corps Lance Cpl. Manuel Alvarado

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.

DLA Energy Quality Policy and Training Division provides quality policy and training guidance to the contracting, supply, transportation, and facility functions of DLA Energy. The division manages the directorate's audit efforts and DLA Energy and military services quality and technical automation requirements. It manages the Quality Assurance Specialist Trainee program, Commodity Certification Program, J-Course curriculum and serves as DLA Energy expert for DAWIA coordination. The division manages Quality Assurance Provisions for inspection acceptance and Contract Quality Assurance requirements for product and service contracts. It manages the directorate's coordination and governance of policy documents and efforts.

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 \$900 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

Organizational Missions and Functions

oversees planning, design and execution of DLA Energy fuels infrastructure Military Construction Projects worldwide through 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

On behalf of DLA Energy and in support of DLA Acquisition and higher-level directives, PPSD advises the Commander, the Head of the Contracting Activity and the acquisition community on procurement-related matters and provides oversight for business units to ensure the quality and integrity of procurement functions. The directorate implements contracting plans, procedures and instructions and disseminates policy; provides program management and execution of the Contract Quality Review, Contracting Officer Representative Appointment, Contracting Officer Warrant, and the Acquisition Workforce Certification programs; supports the acquisition portion of the Agency Management Review;

assesses impact and makes recommendations for proposed legislation affecting DLA Energy; leads Acquisition Review Boards and Acquisition Services Review Boards; supports directorates with the Service Requirements approval process internally and submission to the DLA Senior Services Manager; oversees submissions to the federal contracting reporting systems and the Purchase Card and Travel Charge Card Programs; 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, process health and data cleansing efforts for the Procure-to-Pay business cycle; and is responsible for acquisition workforce development and talent management related programs to include the DLA Pathways Program for DLA Energy.

Strategic Policy & Programs Directorate

Manages long-range and strategic initiatives including audit sustainment, continuous process improvement, knowledge management, support and analysis of DLA Energy Governance activities (including strategic planning and business unit performance management), and centrally-managed studies, projects, and business case analyses that have agency-wide mission implications. The directorate maintains policy and procedures for managing energy commodities in support of DOD and federal agencies and maintains situational awareness and currency for all DLA issuances that affect non-energy aspects of DLA Energy's mission. It acts as a 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 is the 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.

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.

Organizational Missions and Functions

DLA Energy Office of Small Business Programs

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 Commander's Action Group synchronizes and communicates the Commander's vision and intent to support DLA Energy's strategic vision. The CAG manages the Commander's programs that align with the DLA Strategic Plan and DLA Energy's Operating Plan. The CAG 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.



Photo by DLA Energy Task Force Americas

Organizational Missions and Functions

DLA Energy Americas East operates out of Houston, Texas, to enable the receipt, quality testing, delivery and further distribution of 3.5 billion gallons of bulk fuel and customer direct energy products supporting 291 locations within 37 states, Washington D.C., and seven countries, 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 covers all of Europe and Africa, extending from 500 miles off the Atlantic coast of the United States to the Pacific coast of Russia—spanning eighteen time zones.

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 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 Armed Forces and United Nations Sending States. The team continually monitors and oversees millions of gallons of fuel while directing a large network of accounts 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 2022 Facts and Statistics:

Financial Results

Enterprise FY22 Snapshot

Military Fuel	
Inventory	51.5 million barrels*
Storage Locations	590
Transactions	5.6 million
Barrels Sold	82.6 million
Fuel Card Sales	\$1.2 billion
Aerospace Energy Sales	\$61.0 million

Expanding Energy Solutions**	
Natural Gas	\$350 million
Electricity	\$805 million
Coal	\$104 million
Renewable Energy	\$825 million
Energy Savings Performance	\$3.26 billion
Utilities Privatization	\$760 million

Petroleum Net Sales: All Customers		
Fiscal Year	Barrels (in millions)	Dollars (in billions)
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
2022	82.6	\$11.7
Foreign Military Sales		
FY22 Net Sales	0.4 MM barrels	\$43.9 million
Bulk Contract Awards	2.0 MM barrels	\$156.1 million

Forward Presence	
Co-located: 3 Service Control Points	
10 geographic regions: 284 personnel	
Personnel On Board	
Civilians	1,104
Military	67

* 42 gallons = 1 barrel

** Total estimated contract value

Energy Summary

(U.S. dollars in millions)	Fiscal 2020	Fiscal 2021	Fiscal 2022
Energy Expenses⁽¹⁾	\$9,826.9	\$9,217.5	\$11,265.4
Net Sales⁽²⁾	\$10,375.0	\$8,966.3	\$11,927.0
Ending Inventory⁽³⁾	\$3,916.3	\$4,313.0	\$6,492.5

⁽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 U.S. Marine Lance Cpl. Manuel Alvarado

Statement of Financial Conditions

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

Assets	Fiscal 2020	Fiscal 2021	Fiscal 2022
Accounts receivable	\$548.68	\$387.1	\$653.3
Inventories	\$3,916.33	\$4,313.0	\$6,492.5
Fund balance with treasury	\$2,163.44	\$1,883.7	\$2,345.2
Other assets	\$296.69	\$388.5	\$243.9
Total assets	\$6,925.14	\$6,972.3	\$9,735.0
Liabilities			
Accounts payable	\$667.95	\$674.6	\$1,054.2
Advances from others	\$6.55	\$0.0	\$0.0
Custodial liabilities	\$0.19	\$0.8	\$1.5
Other liabilities	\$23.49	\$25.3	\$26.0
Estimated clean-up cost	\$1,104.06	\$1,249.8	\$612.1
Total liabilities	\$1,802.24	\$1,950.4	\$1,693.8
Net position			
Accumulated operating results	\$5,122.90	\$5,021.9	\$8,041.2
Total capital	\$5,122.90	\$5,021.9	\$8,041.2
Total liabilities and capital	\$6,925.14	\$6,972.3	\$9,735.0

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 2020	Fiscal 2021	Fiscal 2022
U.S. Army	\$1,029.6	\$780.3	\$866.2
U.S. Navy	\$3,333.7	\$2,764.6	\$3,925.1
U.S. Air Force	\$5,078.5	\$4,508.0	\$5,721.5
U.S. Marine Corps	\$42.6	\$30.9	\$40.4
Other DOD	\$52.4	\$63.4	\$84.7
Total DOD	\$9,536.9	\$8,147.2	\$10,637.8
Other government agencies	\$415.2	\$503.8	\$782.6
Subtotal	\$9,952.1	\$8,651.0	\$11,420.4
Foreign government	\$300.6	\$242.2	\$439.7
State government	\$0.2	\$0.2	\$0.3
Local government	\$0.003	\$0.004	\$0.042
Commercial	\$373.9	\$300.8	\$368.7
Morale, Welfare and Recreation	\$4.7	\$5.2	\$7.8
Total gross sales	\$10,631.5	\$9,199.4	\$12,237.0
Less:			
Price reduction of sales	\$0.0	\$0.0	\$0.0
Material returns credits applied	\$256.5	\$233.1	\$310.0
Allowance for retail stock loss	\$0.0	\$0.0	\$0.0
Total net sales	\$10,375.0	\$8,966.3	\$11,927.0

Net Sales by Category

Petroleum and Aerospace Energy Material

Category	Fiscal 2020	Fiscal 2021	Fiscal 2022
Bulk and Posts, Camps and Stations: (thousands of barrels)			
AVGAS	5	5	5
Distillates and diesel	18,151	17,230	17,856
Gasohol	591	486	405
JAA and JA1	29,249	31,329	30,977
JP5	9,286	8,999	9,797
JP8, JPTS	21,145	20,798	15,878
Lube oils	19	18	18
Motor gasoline, leaded and unleaded	1,079	1,226	1,211
Residuals	158	70	(66)*
Subtotals	79,682	80,161	76,082
Into-Plane	3,772	4,080	4,015
Bunkers	1,220	1,259	1,147
Local purchase	2,418	1,662	1,328
Total petroleum	87,092	87,161	82,571
Aerospace Energy (millions of dollars)	\$47.0	\$96.0	\$75.0

Note:

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

* Negative value includes credits from Fuel Oil Reclaimed to Point Loma for DLA Disposition Services San Diego

Product Cost

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

Product	Fiscal 2020	Fiscal 2021	Fiscal 2022
Bulk and Posts, Camps and Stations:			
AVGAS	\$0.8	\$0.9	\$1.1
Distillates and diesel	\$1,244.1	\$1,389.5	\$2,257.8
Gasohol	\$43.2	\$43.1	\$56.4
JAA and JA1	\$2,660.4	\$3,150.1	\$5,937.5
JP5	\$632.8	\$724.0	\$1,408.0
JP8, JPTS	\$854.7	\$574.4	\$495.4
Lube Oils	\$4.7	\$5.3	\$6.4
Motor gasoline, leaded and unleaded	\$95.7	\$124.1	\$164.1
Residuals	\$5.6	\$1.6	\$2.2
Bulk subtotals	\$5,542.1	\$6,012.9	\$10,328.9
Into-Plane	\$396.8	\$454.6	\$712.8
Bunkers	\$91.5	\$106.8	\$170.5
Local purchase	\$494.9	\$328.6	\$655.5
Total petroleum	\$6,525.4	\$6,902.8	\$11,867.7
Aerospace Energy	\$31.8	\$36.0	\$36.1

Note:

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

Purchases by Category

Petroleum (thousands of barrels)

Category	Fiscal 2020	Fiscal 2021	Fiscal 2022
Bulk and Posts, Camps and Stations:			
AVGAS	4	5	5
Distillates and diesel	18,024	17,623	16,447
Gasohol	596	480	405
JAA and JA1	44,449	45,190	44,090
JP5	10,133	9,372	10,325
JP8, JPTS	8,553	5,655	3,294
Lube oils	19	18	18
Motor gasoline, leaded and unleaded	1,096	1,232	1,139
Residuals	67	19	17
Subtotals	82,940	79,593	75,741
Into-Plane	3,781	4,076	3,968
Bunkers	1,226	1,256	1,133
Local purchase	2,599	1,850	3,239
Total petroleum	90,546	86,775	84,080

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 2020		Fiscal 2021		Fiscal 2022	
	Barrels	Dollars	Barrels	Dollars	Barrels	Dollars
AVGAS	0.001	\$0.224	0.001	\$0.264	0.001	\$0.304
Distillates and diesel	8.239	\$446.822	8.555	\$570.186	8.225	\$986.771
JAA and JA1	19.327	\$1,151.478	18.918	\$1,465.707	19.297	\$2,653.387
JP5	14.550	\$1,210.719	13.621	\$1,200.765	13.118	\$1,635.956
JP8, JPTS	11.139	\$1,036.775	10.588	\$1,004.211	10.602	\$1,166.506
Lube oils	0.009	\$2.314	0.009	\$2.871	0.009	\$3.360
Motor gasoline and gasohol (leaded and unleaded)	0.140	\$12.561	0.130	\$16.150	0.142	\$22.838
Residuals	0.043	\$3.441	0.034	\$3.171	0.056	\$3.907
Additives	0.012	\$3.266	0.010	\$3.634	0.012	\$5.043
Total on-hand and in transit	53.460	\$3,867.599	51.865	\$4,266.959	51.463	\$6,478.074
Aerospace Energy		\$48.734		\$46.043		\$14.373



Fiscal 2022 Facts and Statistics: Contracts & Programs

Photo by U.S. Air Force Staff Sgt. Joel Pfister

Contract Action Data

Business Unit	Total Business Unit Award Dollars	Contract Actions
Bulk Petroleum Products	\$11.4 billion	5,791
Bulk Petroleum Supply Chain Services	\$386.4 million	385
Ground Fuels Division	\$4.4 billion	22,769
Mobility Fuels Division	\$1.4 billion	188,945
Installation Energy	\$122.1 million	157
Utility Services	\$1.3 billion	973
Aerospace Energy	\$78.9 million	3,485
Local Support (Europe, Africa, Middle East, Pacific)	\$1.4 million	16
Totals	\$19.2 billion	222,521

Note: All data is pulled from Federal Procurement Data System unless otherwise noted. This data does not include non-working capital fund funded contract actions or dollars in Installation Energy.

Small Business Program Achievements

	Fiscal 2020			Fiscal 2021			Fiscal 2022*		
Small Business Preference Program	Targets	Performance	Dollars (millions)	Targets	Performance	Dollars (millions)	Targets	Performance	Dollars (millions)
Total Small Business eligible dollars			\$4,797			\$5,326			\$7,540
Small Business awards	25.0%	26.38%	\$1,257	25.0%	32.17%	\$1,713	28.0%	26.07%	\$1,965
Small Disadvantaged Business awards	5.0%	8.82%	\$423.3	5.0%	9.52%	\$507.1	11.0%	6.37%	\$479.2
Woman-Owned Small Business awards	5.0%	1.25%	\$60.3	5.0%	1.05%	\$56.1	5.0%	0.82%	\$62.1
Hubzone Small Business awards	3.0%	5.63%	\$270.3	3.0%	9.95%	\$530.2	3.0%	7.88%	\$594.8
Service-Disabled Veteran-Owned Small Business awards	3.0%	1.05%	\$50.5	3.0%	0.88%	\$47.0	3.0%	0.87%	\$66.2

* FY22 data pulled October 2022 and subject to change. Final achievements TBD Feb 2023.

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, and 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 Coast	Oct. 1 - Sept. 30
Western Pacific	Jan. 1 - Dec. 31



Photo by DLA Energy Public Affairs

Source: DLA Energy Bulk Petroleum Products

Into-Plane Contracts

Domestic

- 304 locations supported
- 304 contracts
- \$2.16 billion contract value
- 15.8 million barrels

Overseas

- 121 locations supported in 69 countries
- 42 contracts
- \$780 million contract value
- 8.3 million barrels

Active multi-year contract data as of Sept. 30, 2022



Ships' Bunkers Contracts



Photo by U.S. Navy PO 2nd Class Nolan Pennington

Domestic

- 28 ports supported
- 12 contracts
- \$305 million contract value
- 2.6 million barrels

Overseas

- 67 ports supported in 25 countries
- 27 contracts
- \$335 million contract value
- 3.7 million barrels

Active multi-year contract data as of Sept. 30, 2022

Posts, Camps and Stations Contracts

Domestic

- 217 contracts
- 1,736 activities supported
- \$3.0 billion contract value
- 30.9 million barrels

Overseas

- 116 contracts
- 302 activities supported in 59 countries
- \$2.3 billion contract value
- 28.7 million barrels

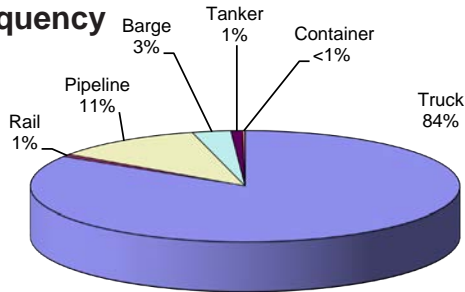
Active multi-year contract data as of Sept. 30, 2022



Photo by Shannon Mormon, DLA Land and Maritime

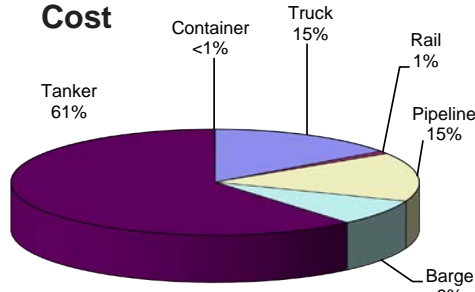
Worldwide Bulk Product Transportation

Frequency



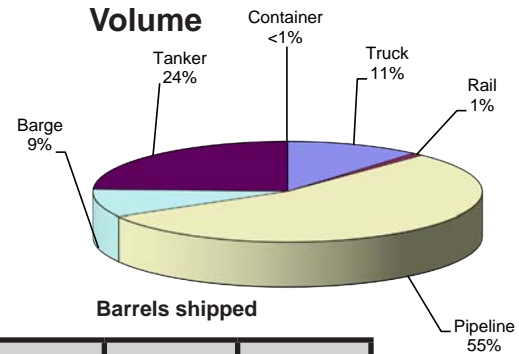
Number of shipments

Cost



Transportation costs

Volume



Barrels shipped

FY22		Truck	Rail	*Pipeline	Barge	**Tanker	Seavan	Total
Within the Continental United States	Shipments	18,591	82	2,211	566	60	-	21,510
	Cost (millions)	81.6	3.1	84.5	39.4	108.4	-	317.0
	Barrels (millions)	10.6	0.6	41.9	9.6	8.5	-	71.2
Outside the Continental United States	Shipments	2,460	115	629	160	153	54	3,571
	Cost (millions)	3.4	1.9	-	5.6	236.9	0.4	248.2
	Barrels (millions)	1.9	0.4	18.9	0.5	18.6	0.01	40.3
Total	Shipments	21,051	197	2,840	726	213	54	25,081
	Cost (millions)	85.0	5.0	84.5	45.0	345.3	0.4	565.2
	Barrels (millions)	12.5	1.0	60.8	10.1	27.1	0.0	111.5

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

** Tankers Cost Estimate based on Customer billing delays

Transportation Expense

(U.S. dollars in millions)

Worldwide Petroleum Fuel	Fiscal 2020	Fiscal 2021	Fiscal 2022
AVGAS	\$0.0	\$0.0	\$0.0
Distillates and diesel	\$104.7	\$76.8	\$122.5
JAA and JA1	\$258.2	\$197.0	\$328.4
JP5	\$58.9	\$40.9	\$76.9
JP8, JTS	\$49.7	\$24.7	\$24.5
Lube oils	\$0.1	\$0.1	\$0.1
Motor gasoline (leaded and unleaded)	\$9.8	\$7.5	\$11.5
Residuals	\$0.3	\$0.0	\$0.1
Total	\$481.7	\$346.9	\$564.2
Worldwide Aerospace Energy	\$1.4	\$3.5	\$2.4

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 studies that identify 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 12 studies in FY22 in the following areas:

- » Contractor-owned, contractor-operated (COCO)
- » Government-owned, contractor operator (GOCO)
- » Hybrid (COCO/GOCO)
- » Current Operations

FY22 Highlights:

- » Reviewed and evaluated 15 approved contract efforts
- » Updated DLA Energy Defense Wide Working Capital Fund Optimization Programming Policy to include new real estate agreements



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	44	106	3	248
Government-Owned, Contractor-Operated	15	8	29	128	180
Contractor-Owned, Contractor-Operated	0	0	0	50	50
Commercial Pipeline	0	0	0	34	34
Floating Storage	0	61	0	0	61
Foreign Government	0	0	0	17	17
Total	110	113	135	232	590

NOTES: All DFSPs contain DLA Energy Capitalized (DWCF) Product.

Government-Owned, Government-Operated: Facility owned and operated by Military Service

Government-Owned, Contractor-Operated: Facility owned by Military Service, operated by Contractor

Contractor-Owned, Contractor-Operated: Facility owned/operated by DLA Energy Contractor

Commercial Pipeline: Facility/pipeline commercially owned/operated IAW Military Freight Traffic Unified Rules Publication (MFTURP), pipeline tender and/or Tariff

Floating Storage: Vessel owned, contracted, and/or operated by Navy or Military Sealift Command (MSC)

Foreign Government: Facility owned by foreign government, operated under a DLA Energy International Agreement/NATO Agreement

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

Terminal Operations Contract
Obligations in FY22: **\$485.5M**



Photo by Air Force employee Mauricio Campino

Source: DLA Energy Supply Chain Management

Alongside Aircraft Refueling



Photo by U.S. Marine Corps Gurney Sgt. Steve Cushman

29 locations

- 29 contracts
- \$490 million award amount (Base & Options)
- \$114.88 million approximate annual value

Active contract data
as of Sept. 30, 2022

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 (24)

NATO
FSA – Central European Pipeline System
Belgium
Joint FEA
Germany
Joint FEA
United Kingdom
FSA – Exolum Pipeline System
Air Force FEA
Navy FEA
FSA – Scotland Depots
Poland
Navy FEA
Greece
Air Force FEA
Navy FEA
FSA – Souda Bay Depot
Italy
Navy FEA
Air Force FEA
FSA – Sigonella Pipeline
FSA – Augusta/Gaeta Depot
Spain
Air Force FEA
Navy FEA
FSA – Spanish Pipeline System
Turkey
Air Force FEA
Navy FEA
FSA – Turkish NATO Pipeline System
Romania
Joint DBA
Lithuania
Joint DBA
Estonia
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 FEA

Agreement Type	Agreements	FY22 Financial
Fuel Support Agreements – product/service	13	\$115 million
Fuel Exchange/Direct Bill Agreements – sales/purchases	30	\$389 million
Stand-alone ACSA Orders – sales/purchases	25	<u>\$87 million</u>
		Total: \$593 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 \$21.7 million in FY22

Active contract data as of Sept. 30, 2022

Aerospace Energy Contracts

- 92 national stock numbers
 - » 28 different products
 - » Three product classes: liquid propellants, cryogenics and compressed gases
- 89 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)
- Lowest price technically acceptable & trade off process
- Strategic supplier engagements
- Requirements posted to www.sam.gov
- Growing supplier base
- Every product supports a DOD major weapon system or DOD space application



Photo by United Launch Alliance

Source: DLA Energy Aerospace Energy Supplier Operations

Hazardous Material Shipments

Product	Cylinders/ Drums	Bulk
Argon	6	0
Helium	0	235
Hydrazine	87	0
JP10/PF1	0	17
Dinitrogen Tetroxide (N ₂ O ₄)	52	0
RP1 and RP2	0	1
Nitrogen	1	0
Hydrogen	0	25
Total	146	278

Energy Savings Performance Contracts

DLA Energy has partnered with various energy service companies to complete energy savings projects on behalf of DOD installations. The energy service company conducts a comprehensive energy audit and identifies improvements to save energy. In consultation with DLA Energy and the installation, the energy service company 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:

- 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 ⁶)	Cumulative Energy Savings (btu x 10 ⁶)
2022	\$139.2	\$232.4	\$185.8	23	271,306	6,240,038
2001-2021	\$1,365.4	\$3,094.4	\$3,074.8	20	3,174,593	67,720,861

Coal Program

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

Fiscal 2022 Coal Program Summary:

400,000 tons of coal, valued at \$35 million under contract in support of these customers



Photo by Air Force Senior Airman Willard Grande

Natural Gas Program

DLA Energy serves as DoD's centralized procurement agent to competitively acquire direct supply natural gas on an assisted acquisition basis. The program includes over 20 industry suppliers delivering in excess of 50 million dekatherms annually to +200 DoD and federal civilian customers. DLA Energy is actively managing ~108 million dekatherms valued at \$309.6 million under multiple-year contracts.

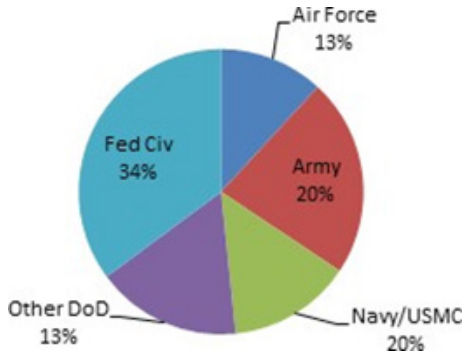
Fiscal 2022 Program Summary

Component	Customers per Component	Dekatherms Awarded (millions)	Contract Value* (millions)
Army	49	28.4	\$79.3
Navy/Marines	45	25.1	\$66.6
Air Force	37	21	\$67.7
Other DOD	14	2.1	\$5.1
Federal Civilian	74	31.7	\$90.9
Total	219	108.3	\$309.6

* Represents value at DLA Energy indexed contract rates. Contracts typically have performance periods of 24 months in duration.

Electricity Program

Percentage of Total Contract Value

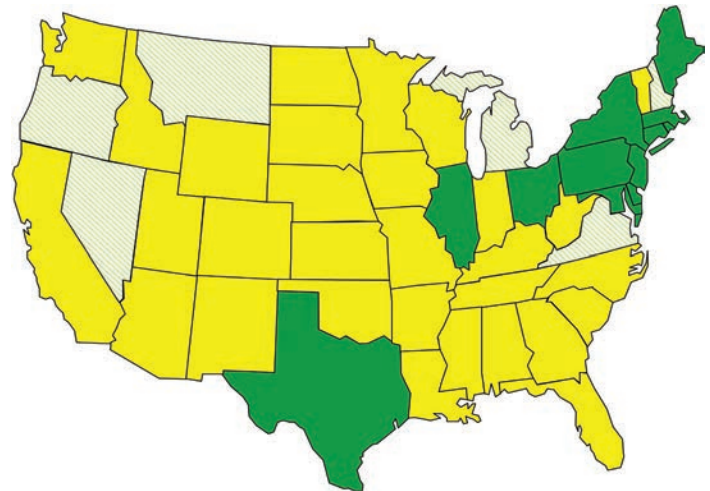


DLA Energy is actively managing roughly 17 million megawatt hours of electricity valued at \$821 million under multiple-year contracts. DLA Energy has experience in all states in which deregulation/restructuring has occurred and in which customer requirements have been received

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

Fiscal Year 2022 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	832,467,000	\$37,078,080
New England	359,000,266	\$46,161,602
Texas	2,442,230,544	\$112,434,288
MISO	264,525,696	\$10,192,352
New York	209,035,657	\$9,285,190
Strategic Petroleum Reserve	17,164,200	\$1,453,636
Total	16,867,176,694	\$821,060,960



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 2022 Program Overview

Component	Number of Demand Response Installations	States (current enrollment)	Kilowatts Enrolled	Savings*	Savings Since Inception (fiscal 2008 - 2022)
Air Force	9	MD, TX, OH, FL, MA, NY	18,000	\$311,000	\$4,569,760
Army	2	MD, WV	8,000	\$70,000	\$4,716,137
Navy/USMC	4	DC, VA, RI	~7,500	\$154,000	\$14,217,182
Other DOD	6	VA, PA, DC, MD,	~10,000	\$550,000	\$6,459,525
Fed. Civilian	24**	DC, IL, MD, NJ, VA, NY, PA	~48,000	\$1,641,000	\$13,938,752
Total	45		~91,500	\$2,231,000	\$43,456,356

*Additional savings from FY22 performance period will continue to be realized during FY23

** Represents account holders per installation, may have multiple addresses

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 achieved from increased efficiency or additions of new capacity at an existing hydroelectric project.

Fiscal 2022 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
Totals			135.8		654,770			\$824.4



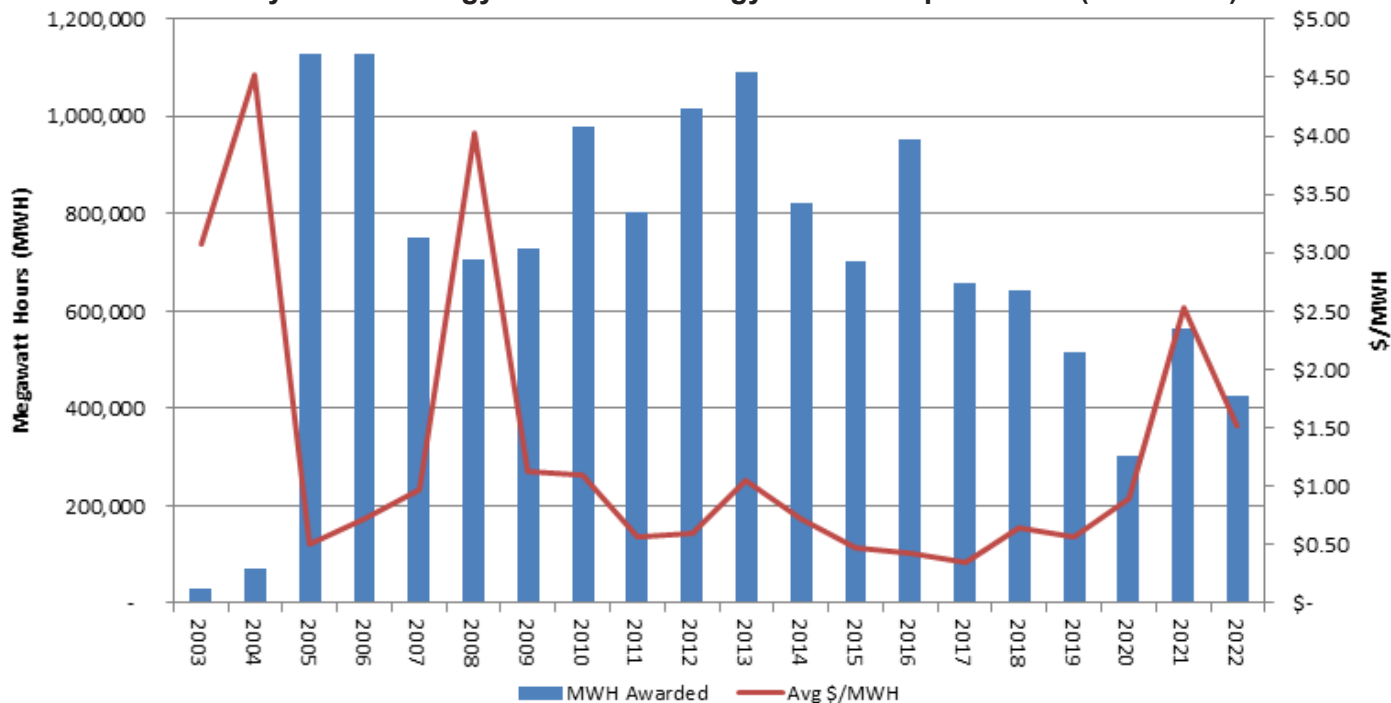
Photo courtesy of Vandenberg Air Force Base

Source: DLA Energy Installation Energy

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 (2003-2022)



For fiscal year 2022, the Energy Policy Act of 2005 requires that not less than 7.5% 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.

FY22 Automation Budget Execution: \$51,297,800

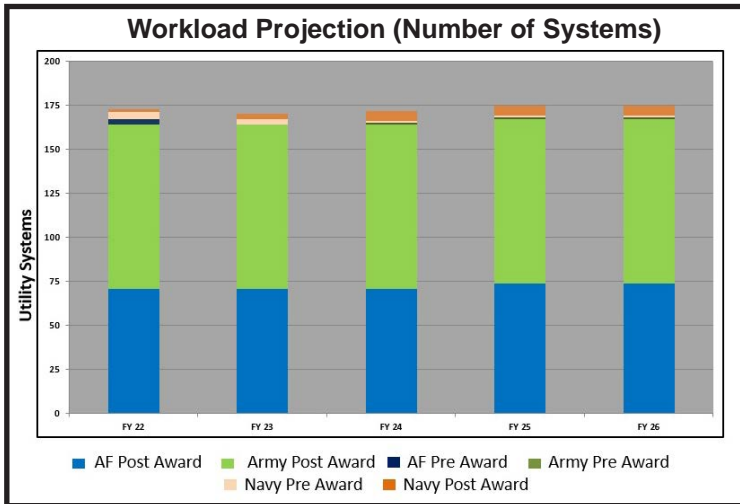
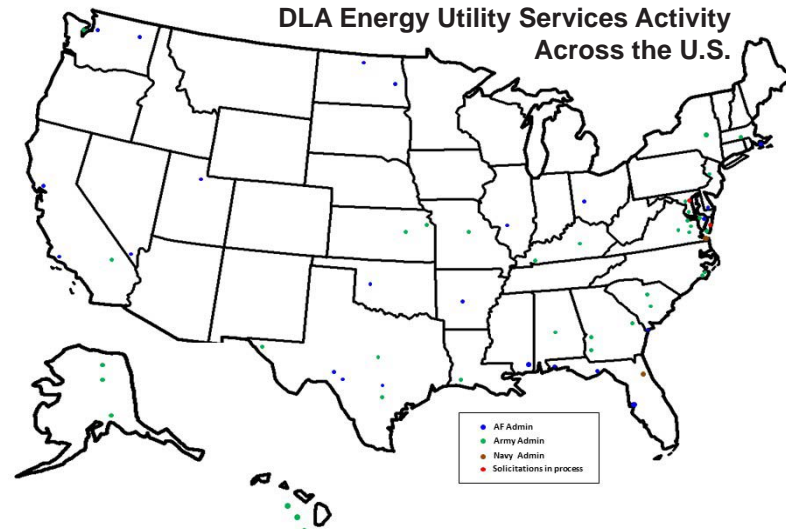
	Energy	NON-Energy	Other (P&D / UMC)	Total
FY 2018	\$177,000	\$0	\$23,012 / \$2,039	\$202,051
FY 2019	\$94,300	\$101,900	\$49,805 / \$17,366	\$263,371
FY 2020	\$200,900	\$144,800	\$27,000 / \$16,736	\$389,436
FY 2021	\$232,300	\$18,000	\$0 / \$9,726	\$260,026
FY 2022	\$105,400	\$0	\$26,000 / \$6,130	\$137,530
FY 2023	\$129,000	\$0	\$61,702	\$190,702

Note: Source of figures as of November 17, 2022

Utility Services Contracts

Utility Services Contract Award Summary

- 72 locations supported
- 173 systems
- Types of contracted support
 - » Water distribution
 - » Wastewater collection
 - » Electrical distribution
 - » Central heat and power plant
 - » Natural gas distribution
 - » Water plant
 - » Wastewater plant
- \$29.2 billion contract award value through FY22
- Active multi-year contract data as of Sept. 30, 2022



Source: DLA Energy Utility Services

Fiscal 2022 Utility Services Contract Awards

Location	System(s)	Total Value
Mayport Naval Station, FL	Wastewater	\$341,583,001
Total		\$341,583,001

Fiscal 2022 Services Legacy Contract Transfers

Location	System(s)	Total Value
Fort Benning, GA	Electric	\$85,005,454
Fort Irwin, CA	Electric	\$250,000,000
Fort Leavenworth, KS	Electric	\$9,482,166
Fort Leavenworth, KS	Water/Wastewater	\$73,902,074
Total		\$418,389,694

Petroleum Quality Information System

Purpose:

- Implemented by the 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: Requests for PQIS information shall be submitted to the DLA Energy Quality Technical Directorate, 8725 John J Kingman Road, Fort Belvoir, VA 22060 or pqis@dla.mil



Photo by DLA Energy Quality Assurance Team Middle East

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 U.S. Navy PO 1st Class Donovan Patubo



- 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	Development of Field Portable Device for Detecting Fuel Additives
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	Investigation of Waste-Based Feedstocks for Sustainable Aviation Fuel Production
MIL-PRF-17331 2190 TEP Lubricating Oil Supply Chain Study	Condition Based Maintenance and Calibration of Fuel Flow Meters
Woody Biomass Conversion to Liquid Hydrocarbon Fuels	Arctic Fuel System Supply Point Study

Source: DLA Energy Quality Technical

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**
 - » **Federal Aviation Administration Aviation Sustainability Center of Excellence**
 - » **Lends technical support to the Sustainable Aviation Fuel Grand Challenge**
 - U.S. DOE, DOT, USDA, other federal agencies, industry, and academia developing a comprehensive strategy & roadmap to produce Sustainable Aviation Fuel (SAF) at commercial scale supporting goals of 3 and 35 billion gallons per year of domestic SAF production by 2030 and 2050 respectively
- Projects include:
 - » **Defense Production Act Title III Commercial Biorefinery Development Support**
 - Technical expertise/support to two awardees for production of commercial and military specification drop-in fuels
 - » **Co-production of Liquid Hydrocarbon Fuels and Materials from Woody Biomass**
 - Develop the co-production of liquid hydrocarbon fuels (suitable to meet DOD bulk fuel requirements), chemicals & wood fiber products from cellulosic (woody) biomass
 - » **Scale-up and Optimization of Advanced Pyrolysis Oil from Woody Biomass Material**
 - Develop a continuous-process system to scale-up the production of fast pyrolysis oil (PO) into advanced pyrolysis oil (APO™) for further processing renewable transportation meeting commercial/military specifications and reducing lifecycle greenhouse gas emissions



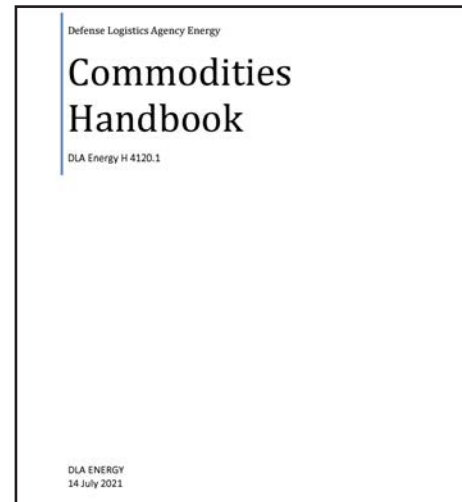
Photo by U.S. Navy
PO 1st Class Donovan Patubo



Photo by U.S. Navy
PO 2nd Class Kristopher Haley

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
- 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 January 20, 2022. 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.)
- 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



Photo by U.S. Air Force Airman 1st class Alexander Nottinghamham

Quality Assurance Training & Certification

- Develops, maintains and implements the DLA Energy Quality Assurance Specialist 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
 - J15: Specification Testing of Aviator's Breathing Oxygen
 - 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
- 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
- Administers the DLA Energy Quality Pathways to Career Excellence Program (PaCE) which develops a cadre of highly qualified QAS capable of performing at a journeyman level, with a high degree of technical competence and a broad understanding of the total DLA organization and mission.

DLA Supply Chain Sustainability & HAZMIN Team

Photo by U.S. Marine Cpl. Reese Lodder



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.

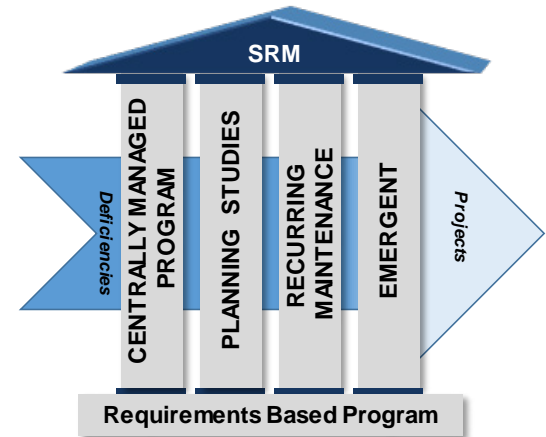
Sustainment, Restoration and Modernization

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

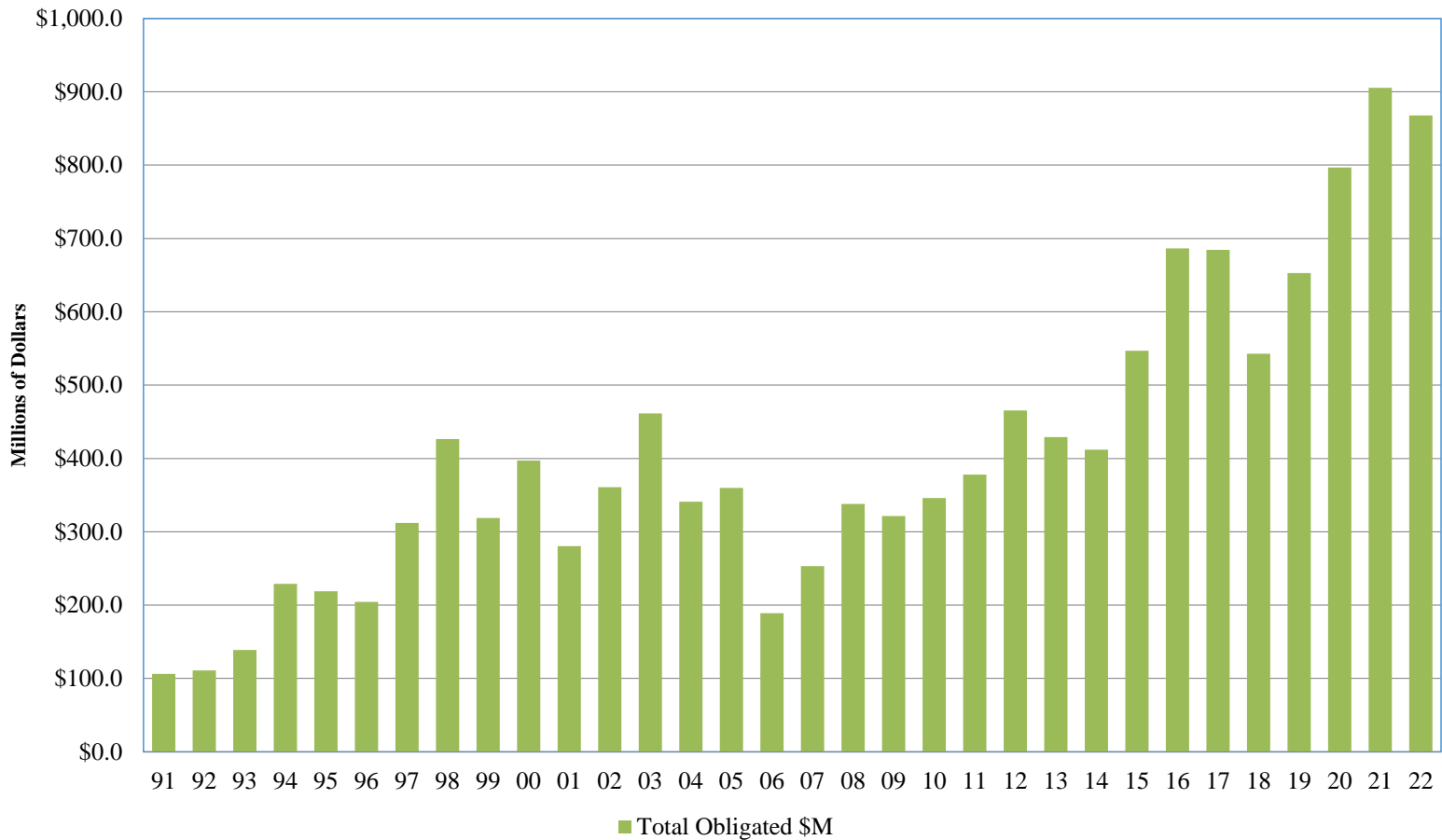
Program funds **75%** of DOD **fixed-fuel infrastructure** through Service Construction Agents



	FY18	FY19	FY20	FY21	FY22
Return-to-Operator Tank Count	112	112	121	97	95
Installations using the Reoccurring Maintenance Program	450	522	519	518	518
Total Projects	1,541	1,637	1,325	1,282	1,892
Projects related to Emergent Requirements	12%	13%	12%	11%	12%
Total Obligated (in millions)	\$499.7	\$652.7	\$796.8	\$905.4	\$867.7

From Fixing to Maintaining Infrastructure

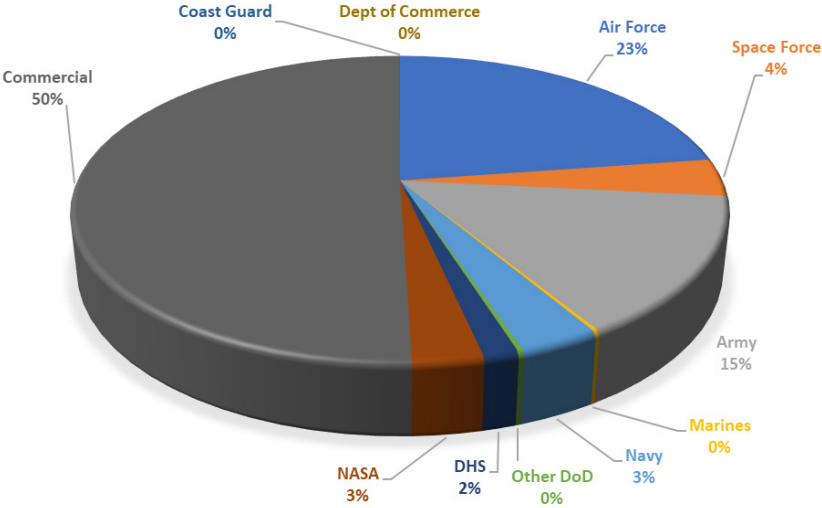
Sustainment, Restoration and Modernization



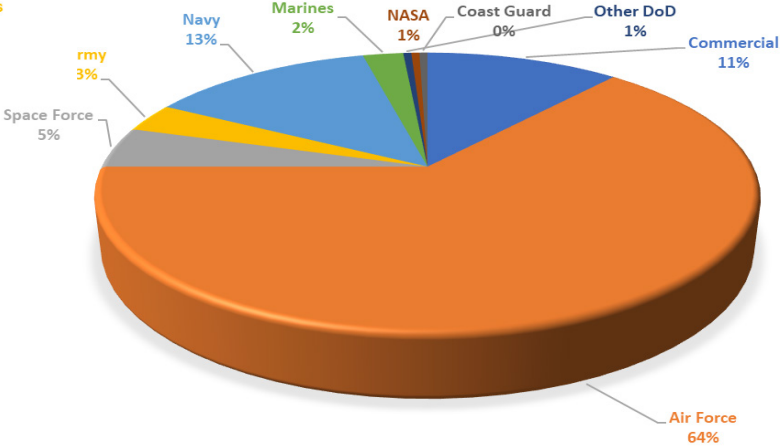
Source: DLA Energy Facility Sustainment

Aerospace Energy Customer Profile

By total sales: \$61.2 million



By number of customers: 212



Source: DLA Energy Aerospace Energy

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 U.S. Air Force Airman 1st Class Edgar Grimaldo



Source: DLA Energy Aerospace Energy



Photo by U.S. Air Force Staff Sgt. Kenny Holston

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



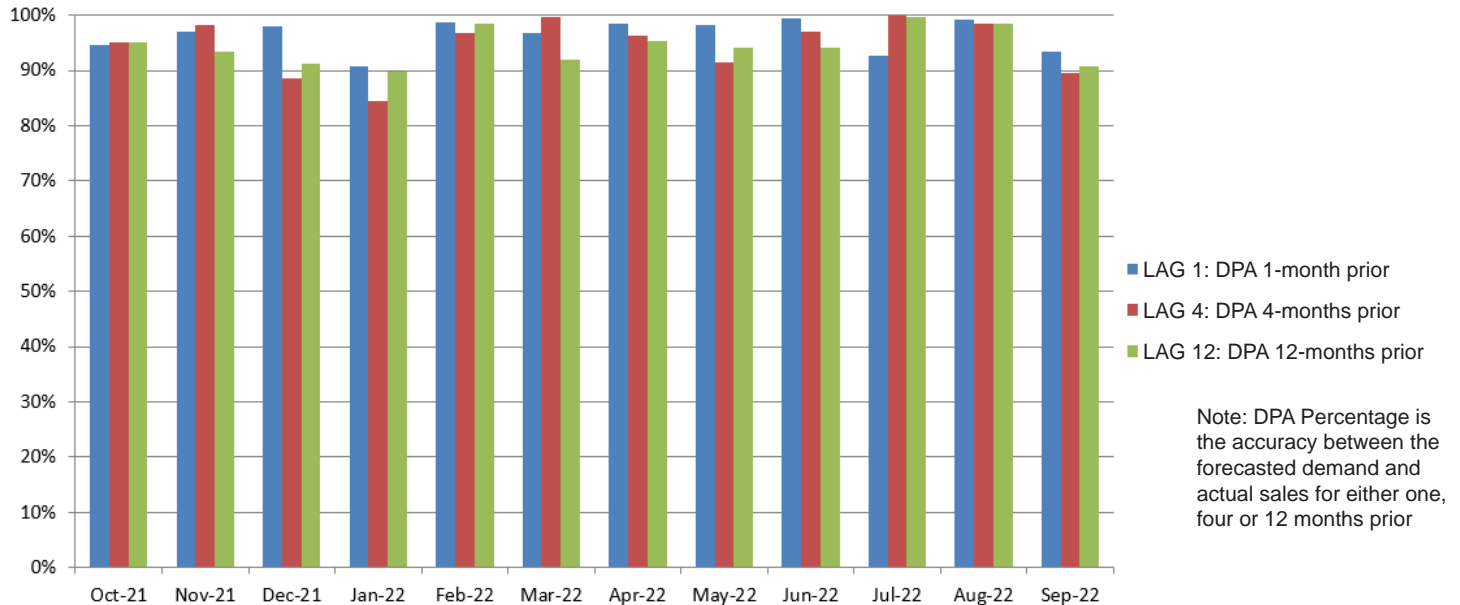
Photo courtesy of United Launch Alliance

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 FY22 – LAG 1 = 96.47%, Lag 4 = 94.64%, Lag 12 = 94.36%



Source: DLA Energy Demand Planning

Whole of Government Support

	Whole of Government	U.S. Government Contractors
Number of Agreements	97	336
Top Sales (in millions)	USCG (\$199) CBP (\$90) USPS (\$61) USDA (\$49)	Atlas Air (\$77) Omni Air International (\$42) National Airline (\$41)
Total Sales (in millions)	\$648	\$333

Note: Primarily managed by DLA Energy Customer Relationship Management Team



Photo by U.S. Coast Guard Lt. Joseph Blinsky

U.S. Government AIR Card®

Established in 1997, the U.S. Government Aviation Into-plane Reimbursement (AIR) Card® Program provides the military services and federal civilian agencies a means to procure aviation fuel, fuel-related supplies and approved ground services worldwide at both DLA Energy contract locations and commercial airports.

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

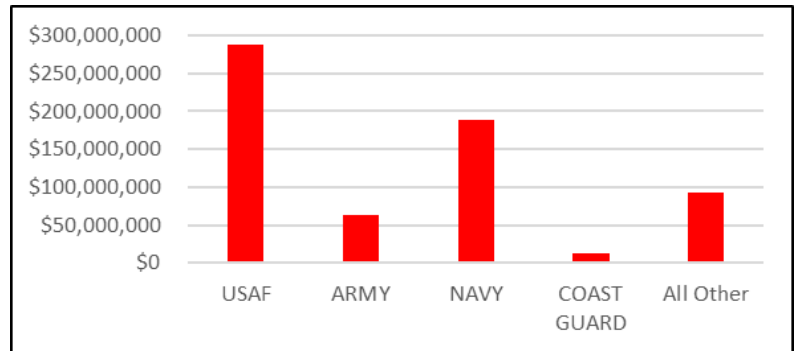
Fiscal stewardship

- Fiscal 2022 AIR Card® fuel purchases rebate is \$956,150
- Strategic Sourcing Report: Identifies contract locations where the AIR Card® customer purchases retail fuel

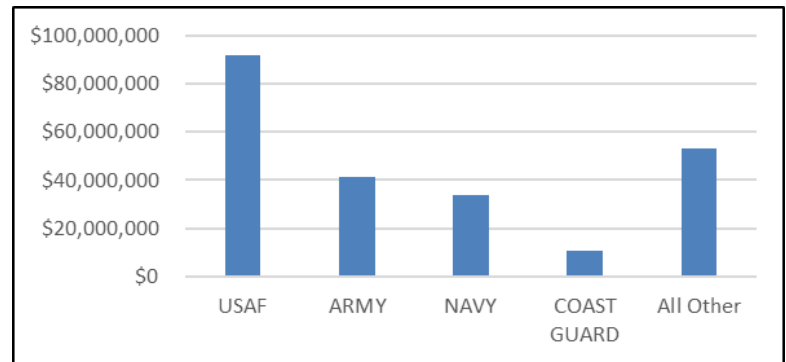
Fiscal 2022 sales data

- \$643 million in AIR Card® contract fuel purchases
 - » 166 million gallons
 - » 231,000 transactions
- \$231 million in AIR Card® retail fuel purchases
 - » 53 million gallons
 - » 80,000 transactions

AIR Card® contract fuel purchases



AIR Card® retail fuel purchases



Note: "Other" pertains to federal and DOD agencies

DOD Fleet Card

Established in 2005, the DOD Fleet Card Program uses a fuel charge card to provide the DOD and U.S. Coast Guard a means to procure ground fuel, parts, maintenance and roadside assistance at commercial service stations in CONUS while conducting official government business. The DoD Fleet card is limited to vehicles owned or dry-leased by the DOD.

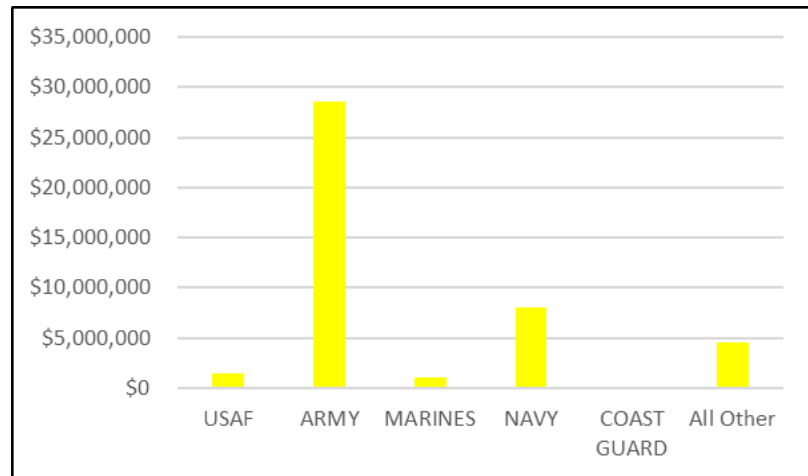
Warfighter benefits

- 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
- \$1,042,972 in fiscal 2022 rebates

Fiscal 2022 sales data

- \$44 million in DOD Fleet Card fuel purchases
 - » 12 million gallons
 - » 508,000 transactions

DOD Fleet Card fuel purchases



Note: "Other" pertains to Federal and DOD agencies

DOD Logistics Fuel Card

Established in 2022, the Logistics Fuel Card Program is a dual platform card solution that provides the DOD and Federal Civilian agencies with a means to procure fuel only worldwide at commercial service stations for storage tanks in support of official government business.

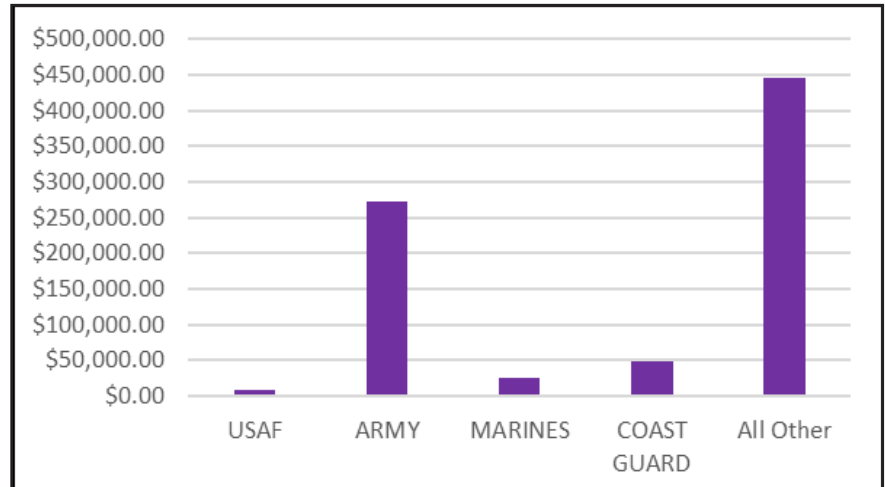
Warfighter benefits

- More than 66 accounts established
- Supports FUEL ONLY customer tank refueling/s not supported by another DLA Energy solution
- Accepted at more than 500,000 commercial locations World-Wide
- Enables standard unit pricing
- \$3,673 in fiscal 2022 rebates

Fiscal 2022 sales data

- \$800,000 in DOD Logistics Fuel Card fuel purchases
 - » 215,000 gallons
 - » 600 transactions

DOD Logistics Fuel Card fuel purchases



Note: "Other" pertains to Federal and DOD agencies

DOD SEA Card System®

Established in 2005, the Ships' bunkers Easy Acquisition (SEA) Card® program uses the SEA Card® Order Management System, known as SEA Card® Online, to allow military services, U.S. Coast Guard and authorized federal agency vessels to purchase fuel from commercial ship refueling merchants at ports worldwide.

Warfighter benefits

- Total online order management system supporting ships' bunker refueling
- Electronically connects DLA Energy bunkers merchant to vessel ordering officials
 - » Eliminates inefficient manual paper process
- Fiscal 2022 DOD SEA Card® fuel purchases rebate is \$469,205

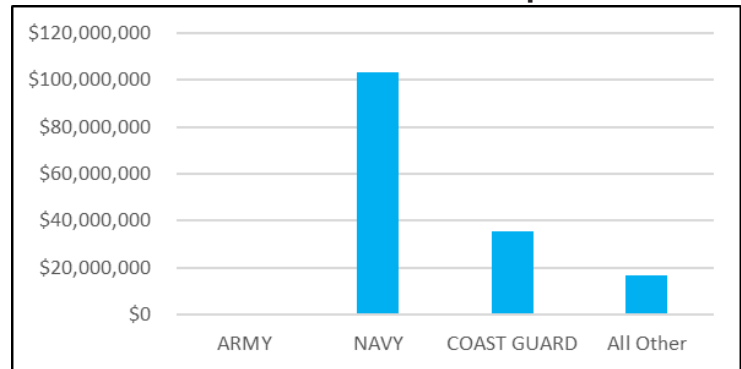
Global support

- More than 780 DOD 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

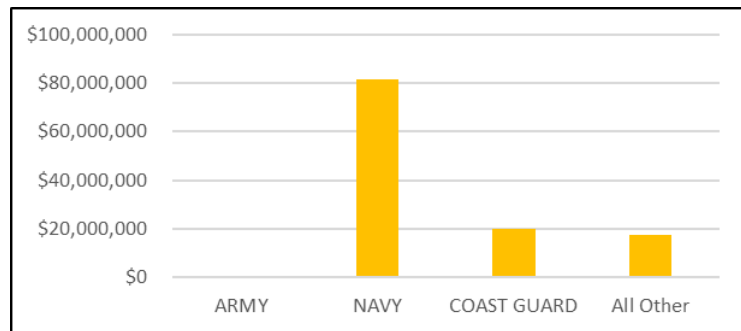
Fiscal 2022 sales data

- \$156 million contract fuel
 - » 46 million gallons
 - » 1,107 transactions
- \$119 million non-contract fuel
 - » 34 million gallons
 - » 749 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®

Established in 2010, the Swipe SEA Card® program provides the military services and federal agency users with a credit card to purchase fuel up to the simplified acquisition threshold of \$250,000. The card is intended for use at marinas where small boats can “gas and go.”

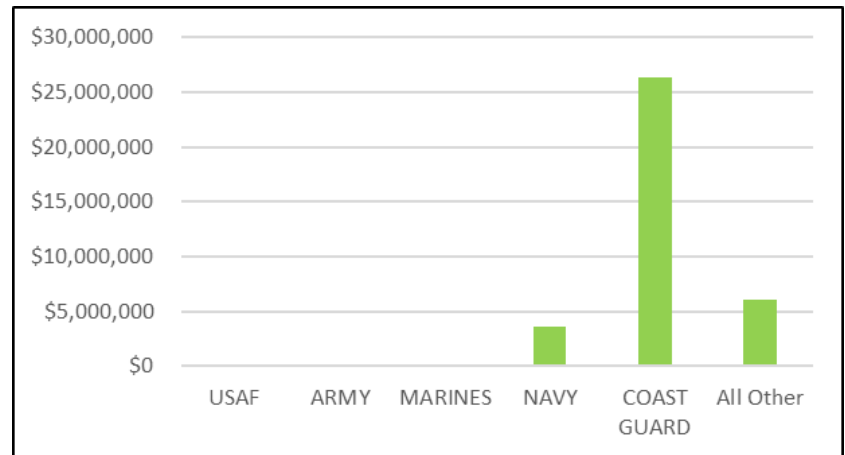
Warfighter benefits

- More than 1,900 DOD small vessels registered
- The card is accepted at locations worldwide for fuel only
- Enables standard unit pricing
- \$195,094 in fiscal 2022 rebates

Fiscal 2022 sales data

- \$36 million in DOD Swipe SEA Card® fuel purchases
 - » 10 million gallons
 - » 26,000 transactions

DOD Swipe SEA Card® fuel purchases



Note: “Other” pertains to Federal and DOD agencies

Strategic Policy and Programs

Strategic Initiatives Office

- FY22 NDAA Sec 352: Led DLA coordination and analysis of Congressionally mandated direction naming USTRANSCOM as the single element for Global Bulk Fuel Management and Delivery. Pending approval by the SECDEF and President, USTRANSCOM will assume a new mission as the bulk fuel “Single Manager” with a major focus on governance, posture, and war planning. DLA Energy retains Integrated Material Manager responsibilities ensuring DLA’s retention of critical management activities.
- Joint Petroleum Seminar: Hosted the annual event attended by a broad cross-section of the Military Services and civilians within DoD supporting the Class IIIB supply chain at the strategic, operational, and tactical levels. Over 200+ individuals participated in-person and virtually. The seminar’s theme was Contested Logistics.
- Supply Chain Training: Finished expanding Joint Bulk Petroleum Training Curriculum to six courses that enhance the joint petroleum supply chain knowledge base: 100-DLA Energy Supply Chain Course; 110-DLA Energy Quality Operations Course; 200 A & B-Joint Petroleum Course; 210-Bulk Petroleum Refresher Course; 300-Joint Petroleum Capstone Course; and 400-Advanced Petroleum Planning Application Course.

Policy & Procedures Management Office

- Successfully awarded additional resources through the Program Budget Review process to staff the G-Invoicing Program Management Office.
- Marching toward full compliance with the Department of Treasury’s requirement for Federal Agencies to process intragovernmental buy/sell transactions using its G-Invoicing System.
- Completed extensive CPI mapping for 7600A, 7600B, and Order to Cash processes to improve Energy’s G-Invoicing workload execution.

Strategic Policy and Programs

Audit & Sustainment Office

- Provided responses to 147 Provided-By-Client requests from the Independent Public Auditor (IPA) with a 99.3% on-time response. Coordinated and executed five Business Process Overviews/Process Walkthroughs with a mix of virtual and on-site venues.
- For the End-of-Year Inventory effort, DLA Energy accompanied the IPA to six Defense Fuel Support Points to conduct 100% physical inventories of all DLA-owned products on site; 100 fuel tanks and barges were manually gauged and the inventories of 42 pieces of rolling stock were verified.
- DLA Energy provided more than 2,500 documents to the IPA to support the End-of-Year Inventory effort.
- Identified DLA Energy's Assessable Unit and Sub-Assessable Unit Managers and completed the annual Assessable Unit Project Plan in support of Enterprise Risk Management.

Strategic Management & Process Improvement Office

- Per U.S. Treasury mandate to implement G-Invoicing, DLA Energy's CPI team facilitated and mapped both the 7600A/7600B processes to establish standards of operation, identify impediments to implementation, and to document and communicate improvements to procedure as G-Invoicing is rolled out.
- Facilitated and mapped the end-to-end, cross-organizational Order to Cash process from the setup of the customer record through reconciliation. The initiative identified complexities and improvement opportunities that will strengthen DLA Energy's largest revenue source.

Records Management

- Processed 400 boxes of documents received by DLA Energy after the closure of DFSP Bagram, Afghanistan. Processed records were then shipped to NARA Federal Record Center (FRC).

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 (JP5, JP8, JP10, Jet A1, 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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