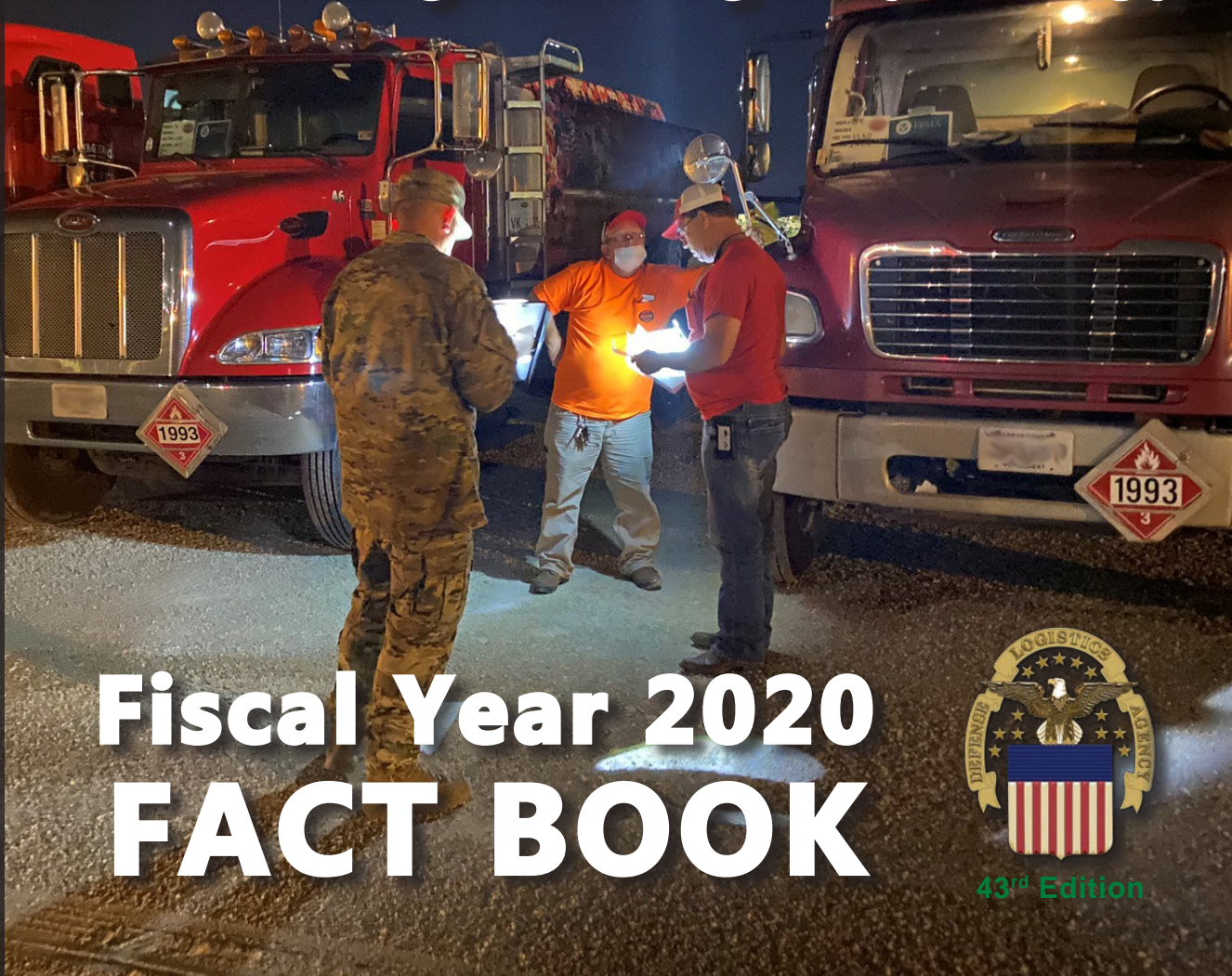


2020

Defense Logistics Agency Energy



Fiscal Year 2020 FACT BOOK



43rd Edition

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NOTE: The first section of this book is current as of December 2020. Information after the Financial Results section is a snapshot of DLA Energy's facts and figures for fiscal year 2020. (Front cover photo by DLA Energy Task Force Americas. Back cover photo by Army National Guard Staff Sgt. Gregory Stevens)

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 2020, unless otherwise indicated.

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

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



**Providing
Globally
Resilient
Energy
Solutions**

Mission and Vision

Mission:

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

Vision:

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



DLA Energy's History

The Defense Logistics Agency is America's combat logistics support agency responsible for sourcing and providing nearly every consumable item used by our military forces worldwide. DLA Energy is a DLA major subordinate command responsible for providing globally resilient energy solutions to the Warfighter and Whole of Government.

DLA Energy's roots date back to World War II. Originally, it was an entity of the Department of Interior as the Army-Navy Petroleum Board with the mission of administering critical petroleum requirements during the war. In 1945, the organization was transferred to the War Department and became the Joint Army-Navy Purchasing Agency.

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

In 1973, DLA Energy progressed from a wholesale fuel central procurement activity to a more comprehensive mission as the Integrated Materiel Manager for the DOD petroleum mission. Phase I of IMM added management of the acquisition, storage, distribution and sale of fuel with responsibility ending at the Service installation boundary. In 1991, Phase II expanded the ownership of bulk petroleum products to include most bulk storage installations.

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

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

In 1998, DLA Energy became the Defense Energy Support Center with a new mission to build an energy program aimed at moving the DOD out of the management of energy infrastructure and into the management of energy products. The initiative to deregulate electricity in the U.S. added another mission to DLA Energy's responsibilities. As states deregulated, DLA Energy pursued and awarded contracts for electricity services to DOD and federal civilian agency installations.

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

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

In 2002, DLA Energy assumed the mission to manage and perform the worldwide energy quality mission, consolidating functions previously performed by the Defense Contract Management Agency.

In 2004, the Secretary of Defense designated DLA as the Executive Agent for bulk petroleum. The authority was delegated to DLA Energy with the responsibility to execute Supply Chain Management for all DOD bulk petroleum, with an emphasis on improving efficiency and minimizing duplication and redundancy within the supply chain.

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

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

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

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

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

Commander's Update



In June, I was honored to assume command of DLA Energy, an organization with a mission ever so critical to our nation's defense. Throughout the coronavirus pandemic and maximum telework posture, I have witnessed the incredible talent of our workforce working hard to provide globally resilient energy solutions to the warfighter and whole of government. We have adapted and remained resilient through border crossing closures, movement restrictions, and curfews to continue replenishment fuel and keep deliveries on schedule.

While COVID forced the postponement of our planned 2021 Worldwide Energy Conference, we continue to search for creative ways to keep the energy enterprise connected. We transitioned many key engagements to virtual platforms to maintain momentum with our initiatives while keeping our workforce safe. In September, we reexamined DLA Energy's organizational strategy and charted the way forward for our command. Senior leadership gathered from around the globe at a virtual offsite to discuss our alignment with the National Defense Strategy, which led to a new mission and vision statement (see page 2) to ensure we are agile, adaptable and ready for great power competition.

As the Defense Department's trusted leader in energy logistics, DLA Energy provides a wide scope of energy solutions. From fuel for airplanes, ships and equipment, to rocket propellants, cryogenics, alternative energy, natural gas, and electricity, DLA Energy is keeping pace with the speed of change.

Over the year, the DLA Energy Aerospace team continued to be the supplier of choice supporting space agencies as well as the DOD's newest service, the U.S. Space Force. This included 10 rocket launches on missions to carrying critical payloads to orbit including NASA's Mars 2020 Perseverance rover, Advanced Extremely High Frequency and GPS III satellites, NASA's Solar Orbiter, International Space Station resupply missions, and National Reconnaissance Office classified payloads.

In the first joint effort between DLA Energy and Navy utilities, Naval Station Mayport, Florida, became the newest military installation to begin utilities privatization for a wastewater utility system.

Commander's Update

The 2020 hurricane season proved to be one of the busiest in recent memory, and DLA Energy Americas remained postured to support over 15 hurricanes and tropical storms. At Federal Emergency Management Agency's request, DLA Energy twice activated contingency fuel contracts and Task Force Americas to deploy in response to hurricanes Laura and Delta which made landfall off the Gulf Coast of Louisiana.

Beyond the supply chain, DLA Energy continues to be a leader in continuous process improvement. The Rocky Mountain West Bulk Petroleum team conducted workshops evaluating procedures to find efficiencies and eliminate duplication to better serve its customers. Through these efforts and their ongoing strong industry partnerships, the team completed one of the agency's two largest bulk fuel purchase programs on time during a particularly challenging year.

To improve the speed of fuel tank repairs and reduce costs, DLA Energy teamed up with the Naval Facilities Engineering Command, U.S. Army Corps of Engineers and the Air Force Civil Engineer Center to implement "Predictive Repairs." Their efforts reduced out of compliance tanks from 237 to 81 in the past four years and repair time from two years to a year.

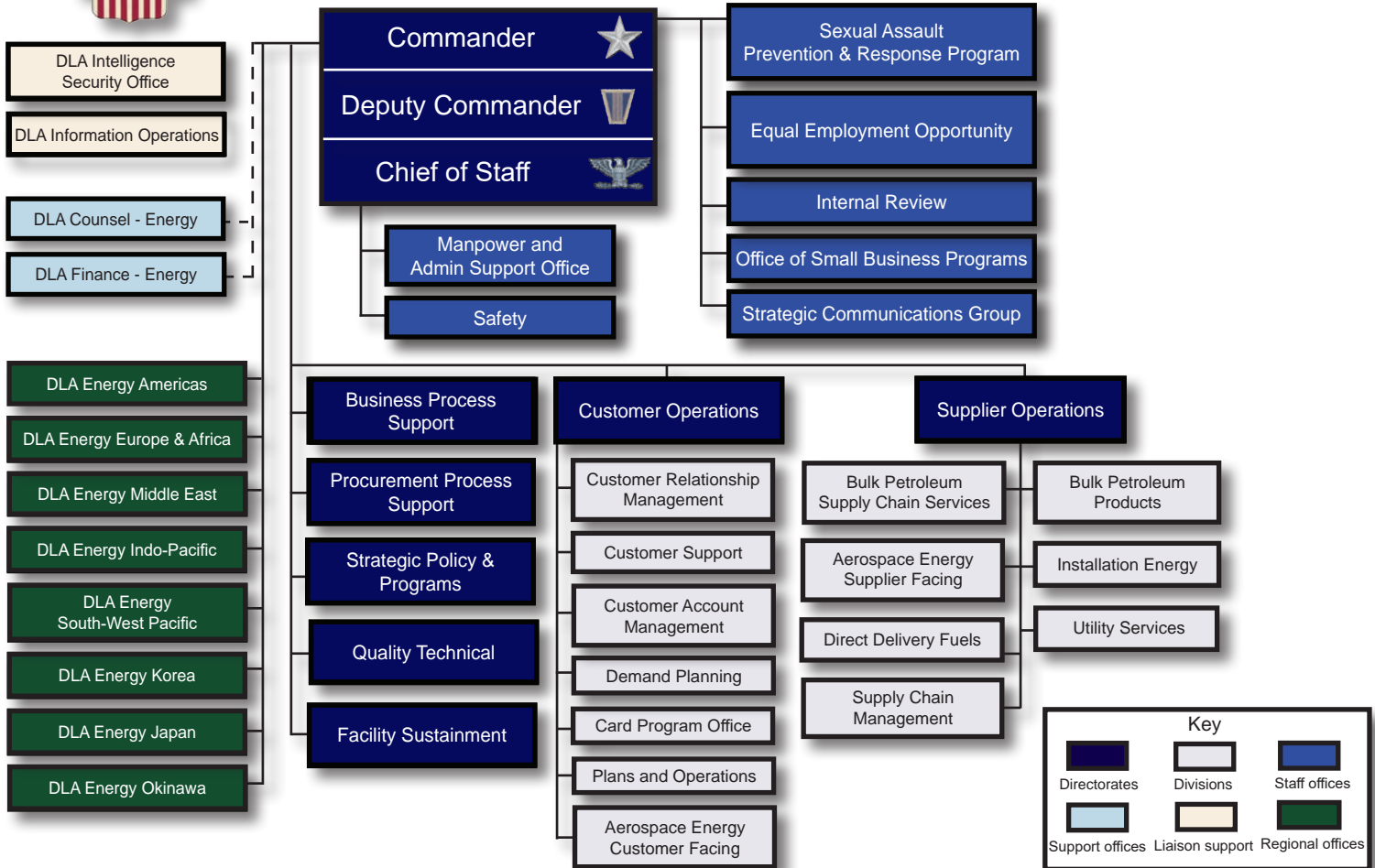
In 2020, a realignment plan for the global DLA capitalized fuel facilities Sustainment, Restoration and Modernization Program Management improved processes and provided "one voice" to customers. The plan brought together three different DLA Energy funded organizations into a single chain of command to improve military construction project design, management and construction.

Finally, 2020 was a big year for DLA Energy as it celebrated its 75th anniversary. A lot has changed over seven decades, but one thing has remained constant: a strong culture and dedicated workforce that provides world-class support to the Warfighter. I would like to thank everyone – present and past – whose talent, hard work and service continue to make this agency great.

Warfighter Always,
Jimmy "Vegas" Canlas



DLA Energy Organization



Worldwide Locations



HEADQUARTERS

REGIONAL OFFICE

DLA ENERGY LIAISON

DLA Energy Senior Leadership



Deputy Commander
Eric Smith



Commander
Brig Gen Jimmy Canlas, USAF



Chief of Staff
COL Robert Rochon, USA



Customer
Operations
Col James McClellan, USAF



Supplier
Operations
Gabriella Earhardt



Strategic Comms
Group
Col James Wilkie, USAF



Facility
Sustainment
CAPT Jay Hamilton, USN



Procurement
Process Support
Bruce Blank



Strategic Policy
& Programs
Regina Gray



Quality
Technical
Pam Serino



Business Process
Support
Tom Turets



DLA Finance
Energy
Richard Sninsky



Americas
COL Raphael Heflin
USA



Europe & Africa
LTC Donna Welch
USA



Middle East
Lt Col Jennifer Neris
USAF



DLA Counsel
Energy
Kathleen Murphy



Internal
Review
Maria Spicer



Office of Small
Business Programs
Greg Thevenin



Equal Employment
Opportunity
Ahmad Burse



Sexual Assault
Response Coordinator
Ella Warren



Americas East
LTC Julian Perez
USA



Americas West
CDR Frank Kim
USN



Americas North
Maj Marcus McWilliams
USAF



Indo-Pacific
CDR Eric Lockett
USN



SW Pacific
CDR Angela Watson
USN



Korea
LTC Jose Medina
USA



Japan
Maj Charles Coffman
USAF



Okinawa
Maj Tracy Gilmore
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



W. Eric Smith

Eric Smith assumed his current position as the deputy commander of the Defense Logistics Agency Energy, a major subordinate command of DLA at Fort Belvoir, Virginia, Nov. 24, 2019. As the deputy commander, he is responsible for enabling mission readiness by providing globally resilient energy solutions to the Warfighter and Whole of Government.

In his previous position, Smith served as the Department of Energy's deputy director for Minority Programs and Business Operations in the Office of Economic Impact and Diversity. Prior to this position, Smith served as the National Nuclear Security Administration's acting associate administrator for Emergency Operations and the deputy associate administrator for Emergency Management and Preparedness.

A former Army logistics management colonel and DLA alumnus, Smith served as executive officer to the DLA Director in 2007 and staff director for DLA's Logistics Operations Center in 2006.

Smith became a member of the Senior Executive Service in 2007, when he was selected to join the Federal Emergency Management Agency as the member charged with envisioning, creating, and leading the post-Katrina mandated transformation of domestic disaster logistics. With FEMA, he successfully served simultaneously as FEMA's disaster logistics national program executive, executive lead coordinator for Emergency Support Function #7, and the executive lead of the FEMA National Response Coordination Center's Resource Support Section.

During his seven years of leadership with the Department of Homeland Security, Smith implemented an effective and collaborative national and interagency all hazards operations support concept. He instituted a comprehensive "whole community" public and private sector resource planning and operations support capability to respond to catastrophic disasters, other national emergencies and special events.

Smith earned a Master in National Security Strategy from the National War College in Washington, D.C.; a Master in Business Administration from Saint Ambrose University in Davenport, Iowa; and a Bachelor in Political Science from the University of Tennessee at Chattanooga.

Head of the Contracting Activity Highlights



Gabby Earhardt

It's safe to say that 2020 has been a year unlike any other in recent memory. The coronavirus pandemic, full-time telework, quarantined teammates and virtual meetings upended life as we knew it. However, the DLA Energy acquisition workforce wasn't thwarted. Instead, they continued executing missions and supporting warfighter critical energy requirements without missing a beat. In fiscal 2020, DLA Energy acquisition professionals procured and managed energy products and services valued at over \$10 billion.

Overcoming the COVID-19 challenges, DLA Energy Supplier Advocates hosted many groundbreaking virtual events with industry, solidifying valuable partnerships and generating new business opportunities and vendor relationships. Using tele- and videoconferencing tools, business unit experts held pre-solicitation meetings, pre-proposal conferences, virtual site visits and other engagements, proving their ability to be flexible and adaptive. Demonstrating transparency and adaptability, the team launched a new supplier engagement webpage to share timely information with vendors. Check it out here: www.dla.mil/Energy/Business/IndustryEngagement/

Throughout the year, we had many career accomplishments despite the unprecedented time. Another successful cycle of the DLA Energy Contracting Officer Mentor Program resulted in 75 new front-line contracting officers. Program participants used various online resources for face-to-face mentoring, overcame technological issues and adapted to new tools to meet their objectives. DLA Energy acquisition team members earned 139 Defense Acquisition Workforce Improvement Act certifications during fiscal 2020 and 115 new members joined the Defense Acquisition Corps.

Several members also participated in career-broadening opportunities like the DSO/Americas Immersion Program. For the third consecutive year, a member of DLA Energy Americas' acquisition workforce participated in the program. Members of the lifecycle logistics; product, quality and manufacturing; and contracting workforce are eligible to participate. This unique acquisition opportunity helps employees develop through on-the-job training, expand their cross-functional networks, and share information.

Lifelong learning is a hallmark of the DLA Energy culture as demonstrated by the compliance with Continuous Learning Points at 98%. The best practices learned from the change management initiative of fiscal 2019 continue to elevate the general knowledge within the acquisition community resulting in zero delinquencies and waivers in fiscal 2020.

Organizational Missions and Functions

Supplier Operations Directorate

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



Photo courtesy of United Launch Alliance

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, 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. The division participates in outreach, marketing and education to supported customers.

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.



Photo by Air Force Airman Azaria E. Foster

Organizational Missions and Functions

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® and DOD Fleet Card. The office works directly with DOD Purchase Card program officials, General Services Administration

SmartPay® Program Office, GSA Contracting Office, Office of Management and Budget and Inspector General officials to coordinate all government-wide charge card guidance and support to more than 70,000 card holding customers and their Service component program managers. The Card Program Office also is responsible for gathering customer commercial fuel requirements, related to the Card Programs, while ensuring purchasing support is delivered.

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.



Photo courtesy of United Launch Alliance

Organizational Missions and Functions

Quality Technical Directorate

DLA Energy Quality Operations Division provides integrated supply chain support and solutions for the DLA Energy worldwide quality mission. Quality Operations 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 assurance issues related to fuels, lubricants, additives, propellants, cryogenics and coal, and serves as the focal point for DLA Energy related Customer/Depot Complaints and Quality Notifications. The division develops and maintains a training and certification program for all DLA Energy quality personnel.

DLA Energy Product Technology and Standardization Division provides technical support to DLA Energy for various products and services including standardization, engineering support, acquisition support, logistics data (cataloging),

science and technology, environmental compliance and partnering with industry technical experts. The division liaises with industry and government agencies to resolve technical issues related to fuels, lubricants and additives, and manages DLA Energy's research and development program that supports the Class III Bulk Petroleum supply chain.

Facility Sustainment Directorate

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

DLA Energy Engineering, Environmental, Property Division provides comprehensive engineering, environmental, security and property accountability for DLA Energy's supported infrastructure worldwide. The division ensures fixed fuel infrastructure containing DLA-owned fuel meets DOD standards and environmental regulations. The team oversees planning, design and execution of DLA Energy fuels infrastructure Military Construction Projects worldwide through the DOD Construction Agents. The division also provides environmental services management and technical oversight for all Service requested environmental compliance and restoration requirements.



Photo by Air Force Airman 1st Class Jacob Wrightsman

Organizational Missions and Functions

Business Process Support Directorate

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

Procurement Process Support Directorate

Advises the Commander and the acquisition community on procurement-related matters and provides oversight for business units to ensure quality and integrity of procurement functions. It consists of the Procurement Planning and Support Division, Procurement Oversight Division, EProcurement Division, Procurement Functional Support Division, Acquisition Support Division, Acquisition Workforce Development Division and Market Research Division. The directorate implements contracting plans, procedures and instructions; assesses impact of proposed legislation affecting DLA Energy and recommends position; leads Acquisition Review Boards and Acquisition Strategy Review Boards; directs the DLA Energy Federal Procurement Data System and Purchase Card Program; serves as the DLA Energy focal point for Procurement processes within the DLA Enterprise Business System (EBS); provides functional support to the vendor direct and supply chain commodities; provides market research and intelligence to the organization, manages auditability

for the Procure-to-Pay business cycle; and is responsible for employees in the Pathways Recent Graduate and Intern programs for the contracting, quality and supplies series.

Strategic Policy & Programs Directorate

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

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 in a manner which 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.

Organizational Missions and Functions

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

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

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



Photo by Air Force Airman 1st Class Jacob B. Wrightsman

Organizational Missions and Functions

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

Regional Offices

Eight 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 provides comprehensive energy support and solutions to various departments and agencies of the U.S. government, as well as international partners. Located in Houston, Texas, the area of responsibility 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 at Houston, Texas; DLA Energy Americas West at San Pedro, California; and DLA Energy Americas North in Anchorage, Alaska. 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 Europe & Africa provides comprehensive energy solutions in the U.S. European Command and U.S. Africa Command areas of responsibility. Forward-positioned in Kaiserslautern, Germany, the region includes Europe, Africa and parts of Asia and North America. The office serves as the theater item manager for bulk fuel distribution and storage.

DLA Energy Middle East provides comprehensive energy solutions to 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.



Photo by Marine Corps Col. Wood

DLA Energy Korea provides comprehensive energy solutions for U.S. Forces in the Republic of Korea. Forward-positioned at Camp Walker, Daegu, the region includes South Korea. The team continually monitors and oversees millions of gallons of fuel while directing a large network of accounts and hundreds of thousands of transactions annually.

DLA Energy Okinawa provides comprehensive energy solutions for the island of Okinawa. Forward-positioned at Camp Shields on Okinawa, the team's focus is to sustain operational effectiveness of the Warfighter while remaining stewards of the Okinawan environment.

DLA Energy South-West Pacific provides comprehensive energy solutions for 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. Forward-positioned in Guam, Singapore, and Australia, the team provides expertise in fuel operations, inventory management and quality management.

DLA Energy Indo-Pacific provides comprehensive energy solutions for U.S. Indo-Pacific Command and the Eastern Pacific Theater region. Forward-positioned in Pearl Harbor, Hawaii, the team's focus is to sustain joint bulk petroleum operations in the area.

DLA Energy Japan provides comprehensive energy solutions for U.S. Forces Japan. Forward-positioned in Yokota Air Base in Fussa, Japan, the team provides inventory management, quality surveillance and theater transportation support of fuel to defense fuel support points and various locations throughout Japan.



Fiscal 2020 Facts and Statistics: Financial Results

Enterprise FY20 Snapshot

Military Fuel	
Inventory	53.5 barrels*
Storage Locations	596
Transactions	5.7 million
Barrels Sold	87.1 million
Fuel Card Sales	\$1.0 billion
Aerospace Energy Sales	\$47.2 million

Expanding Energy Solutions**	
Natural Gas	\$347 million
Electricity	\$790 million
Coal	\$101 million
Renewable Energy	\$825 million
Energy Savings Performance	\$2.89 billion
Utilities Privatization	\$1.39 billion

Petroleum Net Sales: All Customers		
Fiscal Year	Barrels (in millions)	Dollars (in billions)
2015	101.8	\$14.7
2016	99.3	\$10.
2017	98.4	\$9.5
2018	96.1	\$10.5
2019	94.2	\$12.1
2020	87.1	\$10.3
Foreign Military Sales		
FY20 Net Sales	0.3 MM barrels	\$30.4 million
Bulk Contract Awards	2.30 MM barrels	\$179.7 million

Forward Presence	
Co-located: 3 Service Control Points 8 geographic regions: 291 personnel	
Personnel On Board	
Civilians	1,085
Military	67

* 42 gallons = 1 barrel

** Total estimated contract value

Energy Summary

(U.S. dollars in millions)	Fiscal 2018	Fiscal 2019	Fiscal 2020
Energy Expenses⁽¹⁾	\$11,051.8	\$11,312.0	\$9,826.9
Net Sales⁽²⁾	\$10,600.8	\$11,868.6	\$10,375.0
Ending Inventory⁽³⁾	\$5,188.3	\$4,830.5	\$3,916.3

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

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

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

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



Photo by Army Sgt. Sarah D. Sangster

Statement of Financial Conditions

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

Assets	Fiscal 2018	Fiscal 2019	Fiscal 2020
Accounts receivable	\$867.8	\$859.7	\$548.68
Inventories	\$5,188.3	\$4,830.5	\$3,916.33
Fund balance with treasury	-\$42.8	\$796.9	\$2,163.44
Other assets	\$1,577.3	\$1,463.2	\$296.69
Total assets	\$7,590.5	\$7,950.3	\$6,925.14
Liabilities			
Accounts payable	\$1,291.3	\$967.7	\$667.95
Advances from others	\$8.1	\$2.1	\$6.55
Custodial liabilities	\$1.3	\$1.7	\$0.19
Other liabilities	\$20.2	\$20.7	\$23.49
Estimated clean-up cost	\$1,406.3	\$1,165.4	\$1,104.06
Total liabilities	\$2,727.2	\$2,157.5	\$1,802.24
Net position			
Accumulated operating results	\$4,863.3	\$5,792.8	\$5,122.90
Total capital	\$4,863.3	\$5,792.8	\$5,122.90
Total liabilities and capital	\$7,590.5	\$7,950.3	\$6,925.14

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 2018	Fiscal 2019	Fiscal 2020
U.S. Army	\$1,118.6	\$1,287.3	\$1,029.6
U.S. Navy	\$2,988.0	\$3,548.2	\$3,333.7
U.S. Air Force	\$5,157.4	\$5,807.2	\$5,078.5
U.S. Marine Corps	\$44.5	\$46.7	\$42.6
Other DOD	\$155.7	\$95.3	\$52.4
Total DOD	\$9,464.1	\$10,784.8	\$9,536.9
Other government agencies	\$619.7	\$464.2	\$415.2
Subtotal	\$10,083.8	\$11,249.0	\$9,952.1
Foreign government	\$407.7	\$438.6	\$300.6
State government	\$0.2	\$0.2	\$0.2
Local government	\$0.03	\$0.01	\$0.003
Commercial	\$356.7	\$463.3	\$373.9
Morale, Welfare and Recreation	\$6.1	\$6.2	\$4.7
Total gross sales	\$10,854.5	\$12,157.3	\$10,631.5
Less:			
Price reduction of sales	\$0.0	\$0.0	\$0.0
Material returns credits applied	\$253.7	\$288.7	\$256.5
Allowance for retail stock loss	\$0.0	\$0.0	\$0.0
Total net sales	\$10,600.8	\$11,868.6	\$10,375.0

Note:

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

Net Sales by Category

Petroleum and Aerospace Energy

Category	Fiscal 2018	Fiscal 2019	Fiscal 2020
Bulk and Posts, Camps and Stations: (thousands of barrels)			
AVGAS	9	7	5
Distillates and diesel	18,304	17,864	18,151
Gasohol	594	605	591
JP4, JAB, JAA and JA1	32,387	31,724	29,249
JP5	9,454	9,540	9,286
JP8, JPTS	25,052	23,913	21,145
Lube oils	18	18	19
Motor gasoline, leaded and unleaded	1,247	1,217	1,079
Residuals	308	154	158
Subtotals	87,373	85,041	79,682
Into-Plane	4,158	4,293	3,772
Bunkers	1,392	1,485	1,220
Local purchase	3,212	3,372	2,418
Total petroleum	96,135	94,192	87,092
Aerospace Energy (millions of dollars)	\$51.1	\$56.9	\$47.0

Note:

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

Product Cost

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

Product	Fiscal 2018	Fiscal 2019	Fiscal 2020
Bulk and Posts, Camps and Stations:			
AVGAS	\$2.4	\$1.3	\$0.8
Distillates and diesel	\$1,535.3	\$1,573.9	\$1,244.1
Gasohol	\$56.9	\$55.4	\$43.2
JP4, JAB, JAA and JA1	\$4,304.2	\$3,796.7	\$2,660.4
JP5	\$1,064.1	\$831.1	\$632.8
JP8, JPTS	\$1,241.1	\$1,154.6	\$854.7
Lube Oils	\$4.1	\$3.8	\$4.7
Motor gasoline, leaded and unleaded	\$119.4	\$107.3	\$95.7
Residuals	\$3.9	\$2.4	\$5.6
Bulk subtotals	\$8,331.4	\$7,526.6	\$5,542.1
Into-Plane	\$510.8	\$534.5	\$396.8
Bunkers	\$146.1	\$146.1	\$91.5
Local purchase	\$902.0	\$960.5	\$494.9
Total petroleum	\$9,890.1	\$9,167.7	\$6,525.4
Aerospace Energy	\$35.4	\$40.0	\$31.8

Note:

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

Purchases by Category

Petroleum (thousands of barrels)

Category	Fiscal 2018	Fiscal 2019	Fiscal 2020
Bulk and Posts, Camps and Stations:			
AVGAS	10	7	4
Distillates and diesel	17,284	17,678	18,024
Gasohol	593	601	596
JP4, JAB, JAA and JA1	47,568	43,155	44,449
JP5	11,391	9,143	10,133
JP8, JPTS	10,683	9,533	8,553
Lube oils	19	17	19
Motor gasoline, leaded and unleaded	1,178	1,105	1,096
Residuals	39	20	67
Subtotals	88,764	81,258	82,940
Into-Plane	4,092	4,204	3,781
Bunkers	1,429	1,471	1,226
Local purchase	5,481	5,595	2,599
Total petroleum	99,766	92,529	90,546

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 2018		Fiscal 2019		Fiscal 2020	
	Barrels	Dollars	Barrels	Dollars	Barrels	Dollars
AVGAS	0.002	\$0.448	0.002	\$0.251	0.001	\$0.224
Distillates and diesel	7.923	\$600.644	8.719	\$658.680	8.239	\$446.822
JP4 (JP4, JAB, JAA and JA1)	19.678	\$1,830.781	17.808	\$1,587.289	19.327	\$1,151.478
JP5	15.995	\$1,517.234	14.564	\$1,415.966	14.550	\$1,210.719
JP8, JPTS	11.655	\$1,147.643	10.673	\$1,087.213	11.139	\$1,036.775
Lube oils	0.010	\$2.428	0.009	\$2.371	0.009	\$2.314
Motor gasoline and gasohol (leaded and unleaded)	0.149	\$16.888	0.129	\$14.294	0.140	\$12.561
Residuals	0.083	\$6.158	0.027	\$0.924	0.043	\$3.441
Additives	0.012	\$2.627	0.034	\$7.013	0.012	\$3.266
Total on-hand and in transit	55.507	\$5,124.851	51.966	\$4,774.001	53.460	\$3,867.599
Aerospace Energy		\$63.432		\$56.481		\$48.734

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



Fiscal 2020 Facts and Statistics: Contracts & Programs

Photo by Air Force Staff Sgt. Matthew Lotz

Contract Action Data

Business Unit	Total Business Unit Award Dollars	Contract Actions
Bulk Petroleum Products	\$4.1 (B)	8,439
Bulk Petroleum Supply Chain Services	\$378.7 (M)	685
Ground Fuels Division	\$1.1 (B)	39,431
Mobility Fuels Division	\$380.1 (M)	161,301
Installation Energy	\$1.2 (B)	3,268
Utility Services	\$3.2 (B)	653
Aerospace Energy	\$40.4 (M)	4,715
Local Support (Europe, Africa, Middle East, Pacific)	102,400	14
Totals	\$10.4 (B)	218,507

Note: (B) is billions and (M) is millions. Dollar values include all reported fiscal 2019 awards and modifications. All data is pulled from FPDS unless otherwise noted. This data does not include non-WCF funded contract actions or dollars in Installation Energy. Mobility Fuels actions and dollars include data from a third party source

Small Business Program Achievements

Small Business Preference Program	Fiscal 2018			Fiscal 2019			Fiscal 2020		
	Targets	Performance	Dollars (millions)	Targets	Performance	Dollars (millions)	Targets	Performance	Dollars (millions)
Total Small Business eligible dollars			\$6,651			\$5,591			\$4,774
Small Business awards	21.3%	33.49%	\$2,227	21.29%	31.08%	\$1,738	25.0%	26.38%	\$1,258
Small Disadvantaged Business awards	6.4%	8.05%	\$535	6.4%	9.75%	\$545.7	5.0%	9.01%	\$425.3
Section (8)a (Subset of SDB – no separate target)	N/A	.06%	\$4.2	N/A	0.003%	\$0.192%	N/A	0.01	\$5.0
Woman-Owned Small Business awards	0.99%	0.92%	\$61.4	0.99%	1.42%	\$79.7	5.0%	1.26%	\$60.3
Hubzone Small Business awards	4%	6.34%	\$423.8	4.0%	3.46%	\$193.7	3.0%	5.70%	\$271.3
Service-Disabled Veteran-Owned Small Business awards	1%	1.29%	\$85.8	1.0%	0.94%	\$52.9	3.0%	0.99%	\$47.4

Bulk Petroleum Products

DLA Energy Bulk Petroleum Products Division provides contract support for the bulk petroleum supply chain, primarily worldwide commercial and military specification fuel requirements, including JAA, JP8, JP5, F76. These fuels are acquired through four major purchase programs: Inland East Gulf Coast; Rocky Mountain/West Coast; Atlantic, European, Mediterranean and Western Pacific.

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

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

Purchase Programs

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



Photo by DLA Energy SRM

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



Photo by DLA Energy Public Affairs

Into-Plane Contracts

Domestic

- 324 locations supported
- 324 contracts
- \$1.6 billion contract value
- 12.6 million barrels

Overseas

- 134 locations supported in 81 countries
- 50 contracts
- \$763 million contract value
- 6.6 million barrels

Active multi-year contract data as of Sept. 30, 2020



Photo by Air Force Airman 1st Class Michael S. Murphy

Ships' Bunkers Contracts



Photo by Navy Petty Officer 3rd Class Levi Decker

Domestic

- 33 ports supported
- 13 contracts
- \$158 million contract value
- 1.3 million barrels

Overseas

- 76 ports supported in 25 countries
- 27 contracts
- \$415 million contract value
- 3.4 million barrels

Active multi-year contract data as of Sept. 30, 2020

Posts, Camps and Stations Contracts

Domestic

- 255 contracts
- 1,729 activities supported
- \$3.6 billion contract value
- 38.6 million barrels

Active multi-year contract data as of Sept. 30, 2020

Overseas

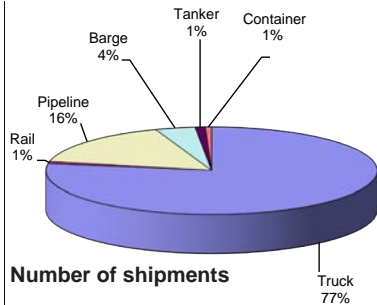
- 94 contracts
- 444 activities supported in 88 countries
- \$3 billion contract value
- 30.1 million barrels



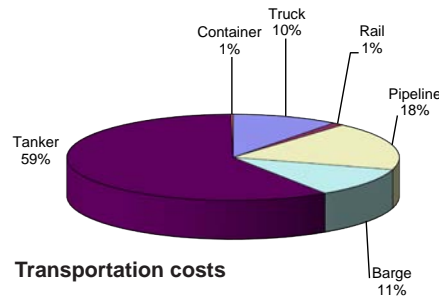
Photo by Army Scott T. Sturkol

Worldwide Bulk Product Transportation

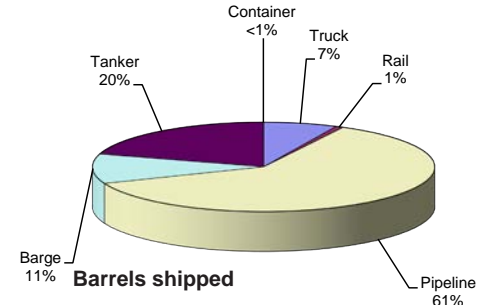
Frequency



Cost



Volume



FY20		Truck	Rail	*Pipeline	Barge	Tanker	Seavan	Total
Within the Continental United States	Shipments	14,713	100	2,802	645	66	-	18,326
	Cost (millions)	\$43.2	\$3.5	\$83.9	\$48.1	\$89.5	-	\$268.2
	Barrels (millions)	8.9	0.6	54.9	12.4	9.1	-	85.9
Outside the Continental United States	Shipments	2,126	88	716	200	146	134	3,410
	Cost (millions)	\$4.5	\$1.6	-	\$3.1	\$183.2	\$1.0	\$193.4
	Barrels (millions)	0.6	0.4	28.7	2.2	18.7	0.02	50.6
Total	Shipments	16,839	188	3,518	845	212	134	21,736
	Cost (millions)	\$47.7	\$5.1	\$83.9	\$51.2	\$272.7	\$1.0	\$461.6
	Barrels (millions)	9.5	1.0	83.6	14.6	27.8	0.0	136.5

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

Transportation Expense

(U.S. dollars in millions)

Worldwide Petroleum Fuel	Fiscal 2018	Fiscal 2019	Fiscal 2020
AVGAS	\$0.1	\$0.0	\$0.0
Distillates and diesel	\$93.0	\$85.3	\$104.7
JP4, JAB, JAA and JA1	\$256.1	\$208.2	\$258.2
JP5	\$61.3	\$44.1	\$58.9
JP8, JPTS	\$57.5	\$46.0	\$49.7
Lube oils	\$0.1	\$0.1	\$0.1
Motor gasoline (leaded and unleaded)	\$9.5	\$8.2	\$9.8
Residuals	\$0.2	\$0.0	\$0.3
Total	\$477.8	\$392.0	\$481.7
Worldwide Aerospace Energy	\$3.0	\$1.9	\$1.4

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

DWCF Optimization Program Overview

The Defense Working Capital Fund Optimization Program studies that 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 9 studies in FY20 in the following areas:

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

FY20 Highlights:

- » Fort Sill, Oklahoma, awarded as a GOCO in September 2020
- » Fort Leavenworth, Kansas, study recommended a COCO for a potential FY25 award date dependent upon companion project completion by the Service



Photo by Army Capt. Jessica George

Defense Fuel Support Points

Type of operation	Army	Navy	Air Force	DLA	Total
Government-Owned, Government-Operated	96	45	105	3	249
Government-Owned, Contractor-Operated	16	8	29	127	180
Contractor-Owned, Contractor-Operated	2	1	1	49	53
Commercial Pipeline	0	0	0	36	36
Floating Storage	0	63	0	0	63
North Atlantic Treaty Organization	0	0	0	6	6
Foreign Government	0	0	3	6	9
Total	114	117	138	227	596

Storage and Distribution Services

Types of storage and distribution services:

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

Expenditures in FY20: \$373.4 million



Photo by Air Force Mauricio Campino

Alongside Aircraft Refueling



Photo by Air Force Joshua J. Seybert

28 locations

- 28 contracts
- \$276 million award amount
- \$41 million approximate annual value

Active multi-year contract data as of Sept. 30, 2020

Worldwide Agreements Snapshot

U.S. Northern Command (2)

Canada

Air Force DBA
Navy FEA

U.S. Central Command (4)

Bahrain

FSA – Product Agreement

Egypt

AOA* (Terminated 30 Sep 2020)

Oman

FSA – Product/Service Agreement

United Arab Emirates

Joint FEA

U.S. European Command (20)

NATO

FSA – Central European Pipeline System

Belgium

Joint FEA

Germany

Joint FEA

Greece

Air Force FEA
Navy FEA
FSA – Souda Bay Depot

Italy

Navy FEA
Air Force FEA
FSA – Sigonella Pipeline
FSA – Augusta/Gaeta Depot

Poland

Navy FEA

Spain

Air Force FEA
Navy FEA
FSA – Spanish Pipeline System

Turkey

Air Force FEA
Navy FEA
FSA – Turkish NATO Pipeline System

United Kingdom

FSA – CLH Pipeline System
Air Force FEA
Navy FEA

U.S. Pacific Command (8)

Australia

Joint FEA

Indonesia

Navy FEA

Japan

Joint FEA

Korea

FSA – Kunsan Pier
FSA – South North Pipeline
Joint FEA

New Zealand

Joint DBA

Singapore

FSA – Senoko Depot (UK)

U.S. Southern Command (5)

Argentina

Navy FEA

Chile

Navy FEA
Air Force FEA

Honduras

Air Force FEA

Peru

Navy DBA

Agreement Type	Agreements	Financial
Fuel Support Agreements – product/service	13	\$84 million
Fuel Exchange/Direct Bill Agreements – sales/purchases	26	\$345 million
Stand-alone ACSA Orders – sales/purchases	40	<u>\$323 million</u>
		Total: \$752 million

Testing Contracts



Environmental Contracts

- 15 contracts for specific locations (Point Loma, CA; Norwalk, CA; 2 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)
- Awarded contracts for environmental remediation services at three facilities in California: DFSP Norwalk, DFSP Ozol, and DFSP San Pedro, valued at \$65.6 million and for two facilities in Alaska, Eielson AFB and former DFSP Whittier, valued at \$1.5 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
- \$22.7 million approximate annual value to date

Active multi-year contract data as of Sept. 30, 2020

Aerospace Energy Contracts



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

Photo courtesy of United Launch Alliance

Hazardous Material Shipments

Product	Cylinders/ Drums	Bulk
Helium	57	217
Argon	697	N/A
Hydrazine	244	N/A
JP10/PF1	0	32
Dinitrogen Tetroxide (N ₂ O ₄)	159	N/A
RP1 and RP2	6	0
Nitrogen	20	N/A
Hydrogen	N/A	20
JP-7	N/A	N/A
Methane	0	N/A
Total	1,183	269

Energy Savings Performance Contracts

DLA Energy partners with energy service companies to complete energy savings projects on behalf of Defense Department installations and conducts comprehensive energy audits and identifies improvements to save energy. The ESCO, in consultation with DLA Energy and installations, designs and constructs projects to meet the installation's needs and arranges the necessary funding. The ESCO guarantees 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 (*FY20 awards):

- Army: 99th Regional Support Command, Carlisle Barracks, Fort Hamilton, Fort Hood, Fort Jackson, Fort Meade, U.S. Army Garrison Sembach
- Air Force: Arnold AFB, JB Charleston, Eglin AFB, Hill AFB, Kadena AB*, Keesler AFB, Kirtland AFB, Kunsan 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

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)
2020	\$294.1	\$640.8	\$638.5	20	274,013	5,540,849
2001-2019	\$960.3	\$2,283.0	\$2,267.1	20	2,631,564	56,335,170

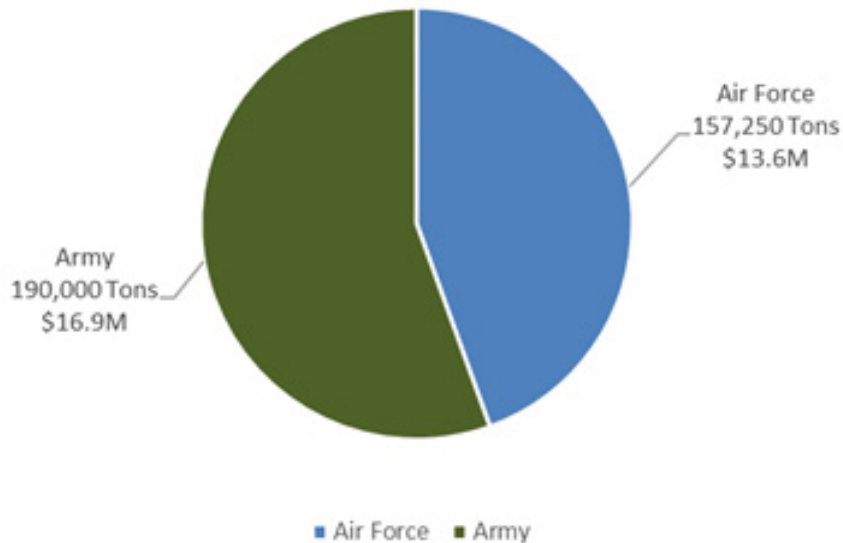
Coal Program

Locations supported with sub-bituminous coal: Fort Wainwright and Eielson Air Force Base

Fiscal 2020 Coal Program Summary:

347,250 tons of coal for locations in Alaska valued at \$30,557,463

Fiscal 2020 Summary of the Coal Program (dollars in millions)



Natural Gas Program

DLA Energy serves as DOD's central procurement agency to competitively acquire direct supply natural gas. The program includes more than 20 industry suppliers delivering in excess of 50 million dekatherms annually to approximately 200 DOD and federal civilian customers

Fiscal 2020 Program Summary

Component	Customers per Component	Dekatherms Delivered (in millions)	Expenditures* (in millions)	Cost Avoidance** (in millions)	Percent Savings vs. Local Utility	Fiscal 1991-2020 Cost Avoidance (in millions)
Army	49	13.0	\$33.3	\$12.7	33.8%	\$364.4
Navy/Marines	31	9.6	\$34.3	\$11.7	26.5%	\$373.6
Air Force	36	9.5	\$23.7	\$10.8	33.5%	\$228.9
Other DOD	9	0.9	\$3.0	\$1.3	30.4%	\$48.9
Fed. Civilian	77	14.9	\$44.7	\$17.7	30.5%	\$331.4
Total	202	47.9	\$139.0	\$54.2	30.8%	\$1,347.2

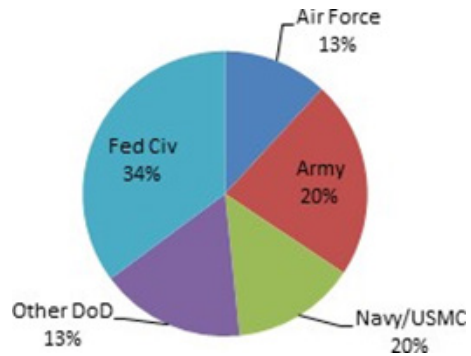
Additional consumption and cost avoidance from FY20 will be realized as utility invoices are received in accordance with standard industry practices

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

** Represents cost avoidance at DLA Energy indexed contract rates

Electricity Program

Percentage of Total Contract Value

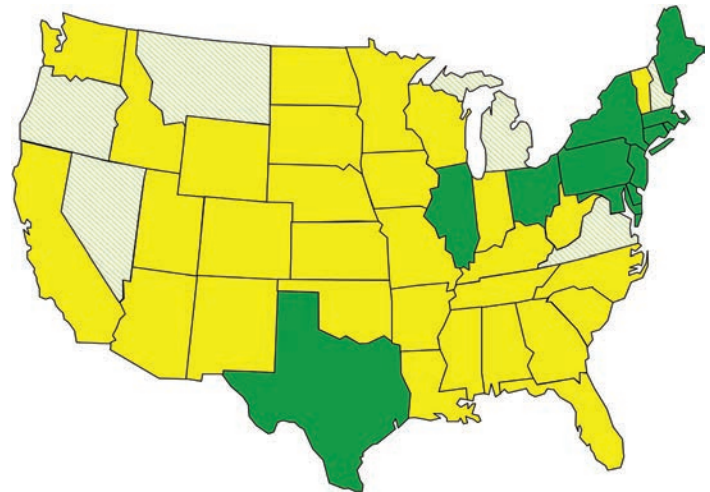


DLA Energy is actively managing more than 16 million megawatt hours of electricity valued at more than \$787 million under multiple-year contracts. DLA Energy has experience in all states in which deregulation/restructuring has occurred and in which requirements have been received

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

Fiscal Year 2020 Electricity Program Summary

Program	kWh Awarded	Contract Value
PJM Portfolio	6,561,391,045	\$362,516,855
PJM	3,818,650,163	\$168,802,535
PJM Navy	2,863,881,732	\$114,046,039
Fermi	883,329,597	\$40,792,161
New England	386,190,864	\$26,841,122
Texas	1,274,862,326	\$55,054,417
MISO	297,771,936	\$11,251,572
New York	195,031,534	\$7,538,257
Strategic Petroleum Reserve	28,182,000	\$966,924
Total	16,309,291,106	\$787,809,882



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 2020 Program Overview

Component	Number of Demand Response Installations	States (current enrollment)	Kilowatts Enrolled	Savings*	Savings Since Inception (fiscal 2008 - 2020)
Air Force	6	MD, TX, OH, FL, MA	10,000	\$212,403	\$4,008,760
Army	5	NJ, MD, PA, VA, WV	20,000	\$216,582	\$4,641,137
Navy/USMC	7	DC, MD, VA, PA	10,000	\$352,240	\$14,013,182
Other DOD	5	VA, PA, DC, MD	8,000	\$357,392	\$5,909,525
Fed. Civilian	23	DC, IL, MD, NJ, VA, WV, NY, PA, FL, TX, OH	45,000	\$1,630,576	\$11,297,752
Total	46		93,000	\$2,769,193	\$39,870,356

*Additional savings from FY20 performance period will continue to be realized

Renewable Energy Program

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

Fiscal 2020 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	Air Force	Solar	28.2	On-site	53,530	26 years	Jan 2017	\$96.2
Fort Hood	Army	Solar/Wind	65.0	On & 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	28.0	On-site	147,000	20 years	Sep 2014	\$288.9
Totals			135.8		654,770			\$824.4

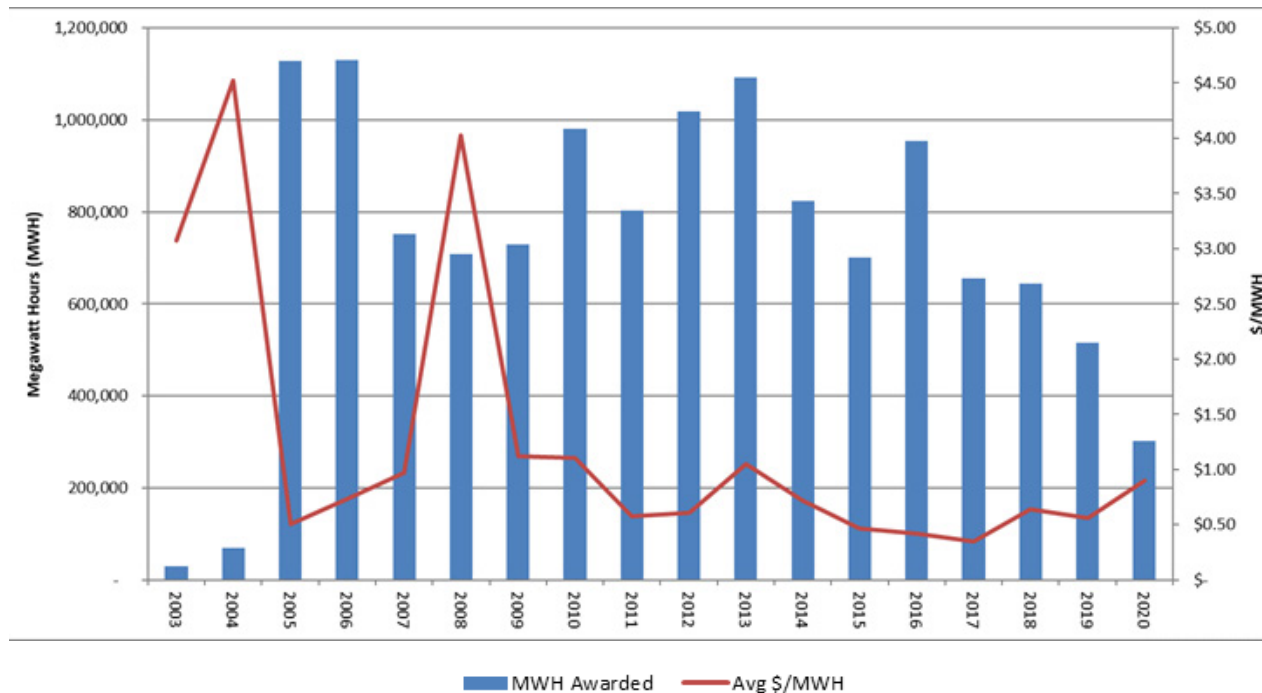


Photo courtesy of Vandenberg Air Force Base

Renewable Energy Program (cont.)

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

Summary of DLA Energy Renewable Energy Certificate purchases (2003-2020)



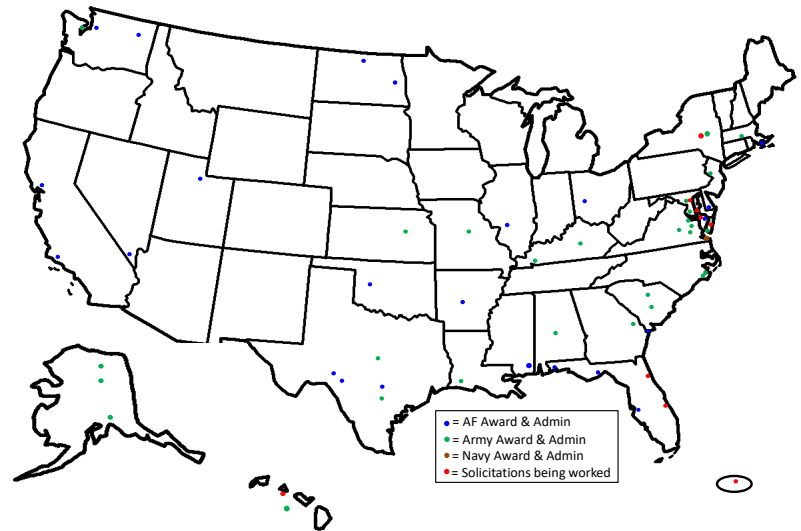
For fiscal year 2020, the Energy Policy Act of 2005 requires that not less than 7.5 percent of total electricity consumed by the federal government come from renewable energy

Utility Services Contracts

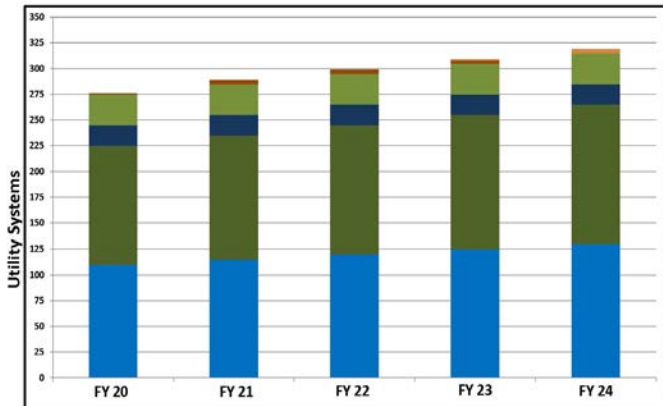
Utility Services Contract Award Summary

- 65 locations supported
- 158 systems
- Types of contracted support
 - » Water distribution
 - » Wastewater collection
 - » Electrical distribution
 - » Central heat and power plant
 - » Natural gas distribution
 - » Water plant
 - » Wastewater plant
- \$25.5 billion contract value through fiscal year 2020
- Active multi-year contract data as of Sept. 30, 2020

DLA Energy Utility Services Activity Across the U.S.



Workload Projection (Number of Systems)



Fiscal 2020 Utility Services Contract Awards

Location	System(s)	Total Value
Tinker, OK	Water/Wastewater	\$617,452,596
Joint Base Lewis-McChord, WA	Water/Wastewater	\$771,347,903
Total		\$1,388,800,499

Petroleum Quality Information System

Purpose:

- Implemented Office of the Secretary of Defense 1989 directive to facilitate the collection and dissemination of standardized fuel quality data
- Allows for a proactive approach in identifying and monitoring product acquisition quality trends across a wide spectrum
- Largest publication of fuel quality information worldwide
- Used by customers, foreign governments, NATO and commercial industry (TWA 800, General Electric engine development, trends, etc.)
- Provides a first look at alternative fuel quality properties
- The raw data used to create the PQIS report can be queried through a custom query system
- System allows for tracking of specific fuel properties over any period of time

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



Photo by Navy Petty Officer 2nd Class William McCann

PQIS publication includes quality data for aviation fuel (AN8, JP4, JP5, JP8, JA1, F24, JPTS and TS1), marine fuel (F76, MGO and RME180), propellants (JP10 and PF1, RP1 and RP2), lubricants (LTL, LO6 and LA6), fuel system icing inhibitor (FSII) additive, and alternative fuels including hydrotreated renewable fuels (HRF76, HRJ5 and HRJ8), alcohol to jet (ATJ8 and ATJ5), direct sugar to hydrocarbon (DSH76) and hydroprocessed depolymerized cellulosic diesel (HDCD76)

Research and Development Product Support

Photo by Navy Petty Officer 1st Class Kory Alsberry



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

Alternative Energy R&D Support

- Provides expertise for technical and administrative actions for research and development projects and congressional earmarks relating to alternative and mobility fuels and renewable energy products
- Participates in the source selection team for all energy-related research and development proposals
- Provides input to strategies and policies concerning research and development and alternative or renewable energies within the agency
- Partners with commercial industry, Military Services and federal agencies:
 - » **Commercial Aviation Alternative Fuels Initiative**
 - Continued development and implementation of alternative fuels in partnership with the commercial aviation industry
 - » **Aviation Sustainability Center of Excellence**
 - Contributed towards research efforts in the areas of aviation emissions reductions and alternative fuel certification requirements including the National Jet Fuels Combustion Program
- Projects include:
 - » **Defense Production Act Title III Commercial Biorefinery Development Support**
 - Provided technical expertise and support in evaluating proposals for the Department of the Navy, Department of Agriculture and Department of Energy Biorefinery DPA Title III initiative, which resulted in the award of government funds to two enterprises for the construction of commercial facilities to produce military grade biofuels
 - » **Co-production of Liquid Hydrocarbon Fuels and Materials from Woody Biomass**
 - Focus on solutions to develop innovative industrial practices for the co-production of liquid hydrocarbon fuels (suitable to meet DOD bulk fuel requirements), chemicals, and wood fiber products from cellulosic (woody) biomass. The research may include the development of practices for additional co-product items determined to be economically viable with the production of liquid hydrocarbon fuels



Photo courtesy of NASA



Photo by Navy Petty Officer 3rd Class Devin Wray

Cataloging and Standardization

- Lead standardization activity for federal supply group for fuels, lubricants, oils and waxes
- Lead standardization activity for liquid propellant fuels
- Market research and specification analysis
- Works with the DLA Standardization Executive Agent
- Responsible for the creation, deletion and maintenance of national stock numbers
- Manages and maintains Defense Logistics Agency Energy Commodities Handbook

Quality Investigations

- **Non-Routine POL Quality Investigations:**

- » Investigation of localized thermal stability issues in F-24 Aviation Fuel: A joint DLA Energy Quality Technical Directorate and Naval Petroleum Office investigation group was formed to study jet fuel thermal stability issues at a DFSP. The group is working with the supplier, USN, and USAF stakeholders to determine the root cause analysis of the issue through site visits, investigative laboratory testing, and deep-dive data analysis. The group is developing a remediation plan to deal with off-specification product
- » Off-Specification Strategic Reserve JP5: Strategic Reserve JP5 showed thermal stability failures. Subsequently, a joint working group was formed with DLA Energy Quality Technical Directorate, NPO and other stake holders. The group has developed potential Courses of Actions including regrading, rehabilitation, and/or disposal, and continues to work on the disposition options
- » Off-Specification Turbine Fuel, Aviation, Thermally Stable (JPTS): JPTS fuel showed failing thermal stability in accordance with JPTS specification requirements. DLA Energy Technical Quality Directorate worked with the supplier and USAF to ensure immediate remediation and development of a permanent solution to the problem. The culprit for the failed thermal stability was correctly identified and resolved at the supplier site through site visits and chemical and physical analysis of the off-specification JPTS

- **DOD Fuels Stability Steering Group:** Formed to address issues related to fuel stability experienced by DOD over the past several years pertaining to aviation fuel and marine diesel. The scope of this group is larger than that of the CRC Fuel Stability Panel. Areas of focus include logistics, sampling, testing, chemistry, and analytics as development and implementation of action plans continue in order to determine and validate root cause and contributing factors for current issues. Members include representatives from DLA Energy, Air Force, Army, and Navy

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 Part 1)

The current edition is MIL-STD-3004-1 Change1 dated May 1, 2020. This standard:

- Develops and assures implementation of DOD Standard Practices in conjunction with the Military Services
- Provides DOD policy and minimum procedures to be used by the Military Services and DLA, worldwide, in performing quality assurance/surveillance of fuels, lubricants and related products purchased by the DOD
- Covers quality assurance where applicable (e.g., direct delivery to customers, destination acceptance, etc.)
- Includes policy and responsibilities derived from DOD Directive 5101.8E, “DOD Executive Agent for Bulk Petroleum,” which designates the director of DLA as the DOD Executive Agent for Bulk Petroleum, with authority to re-delegate to DLA Energy
- The standard also contains intra-governmental receipt limits for U.S. government-owned fuels
- During 2018, the MIL-STD-3004 was split into two parts, Part 1 for Bulk Petroleum managed by DLA Energy and Part 2 for Packaged Products managed by DLA Aviation

Quality Assurance Training & Certification

Quality Assurance Specialist and QAS Supervisors Training & Certification Program

- Develops, maintains and implements the DLA Energy QAS and QAS Supervisors Training and Certification Program
- Develops, maintains, and implements training and certification program requirements for DLA Energy quality personnel worldwide, in accordance with applicable DOD and DLA guidance. As part of those requirements, the program determines the minimum course and on-the-job training necessary for a wide range of commodity-specific disciplines
- Determines the other 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
 - J08: Quality Assurance of Coal
 - J10: Petroleum Quality Assurance – General
 - J20: Petroleum Quality Assurance
- The U.S. Air Force provides the following training for DLA Energy quality personnel:
 - J03: Specification Testing of Propellants
 - J15: Specification Testing of Aviator's Breathing Oxygen
- This program also forms the basis for the DLA Energy QAS Development Program, which is designed to produce fully qualified QASs to fill field quality positions throughout DLA Energy to augment normal hiring practices

DLA Supply Chain Sustainability & HAZMIN Team

Photo courtesy of Daniel Muranaka, DLA Energy



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 E85, biodiesel and “green diesel,” renewable jet fuels from various feedstocks (camelina, algae and tallow) and other synthetic fuels

The team educates users and establishes Environmental Attribute Codes for B20 and E85 to assist customers in identifying and ordering environmentally preferable alternative fuels

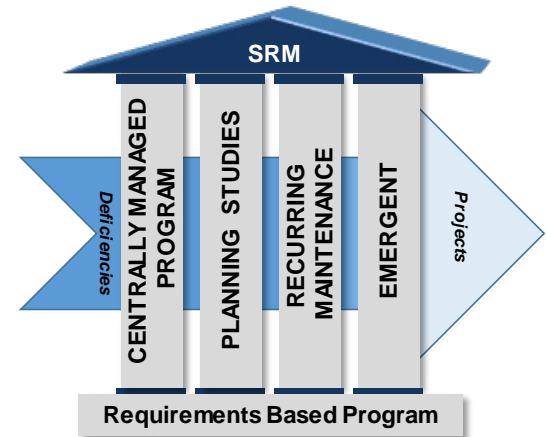
Sustainment, Restoration and Modernization

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

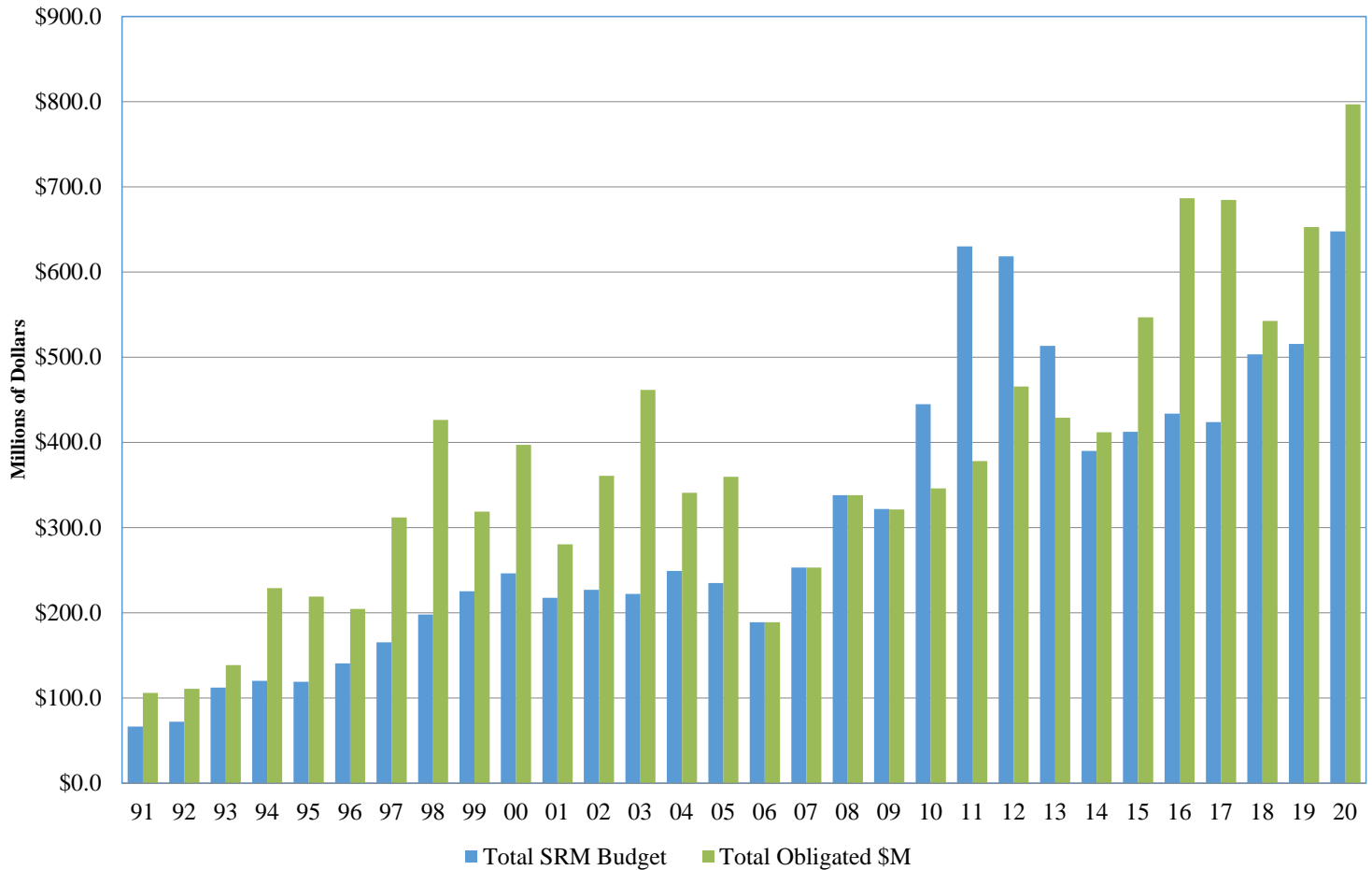
Program funds **75%** of DOD **fixed-fuel infrastructure** through Service Construction Agents



	FY16	FY17	FY18	FY19	FY20
Return-to-Operator Tank Count	112	147	112	112	121
Installations using the Reoccurring Maintenance Program	341	433	450	522	519
Total Projects	1,343	1,570	1,541	1,637	1,325
Projects related to Emergent Requirements	15%	13%	12%	13%	12%
Total Obligated (in millions)	\$686.6	\$684.5	\$499.7	\$652.7	\$796.8

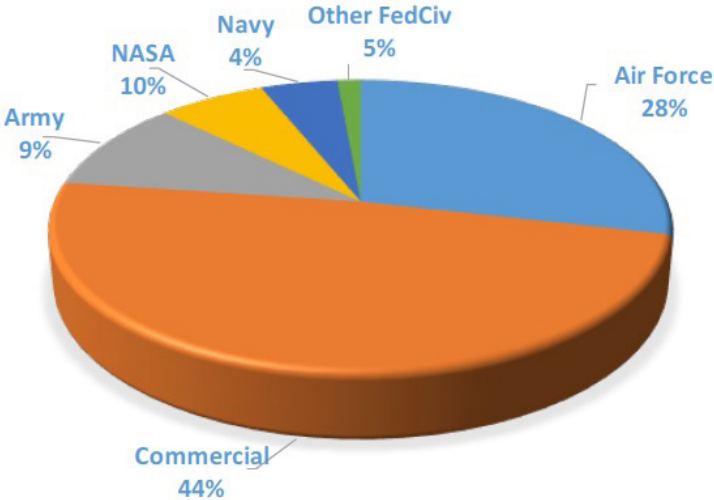
From Fixing to Maintaining Infrastructure

Sustainment, Restoration and Modernization

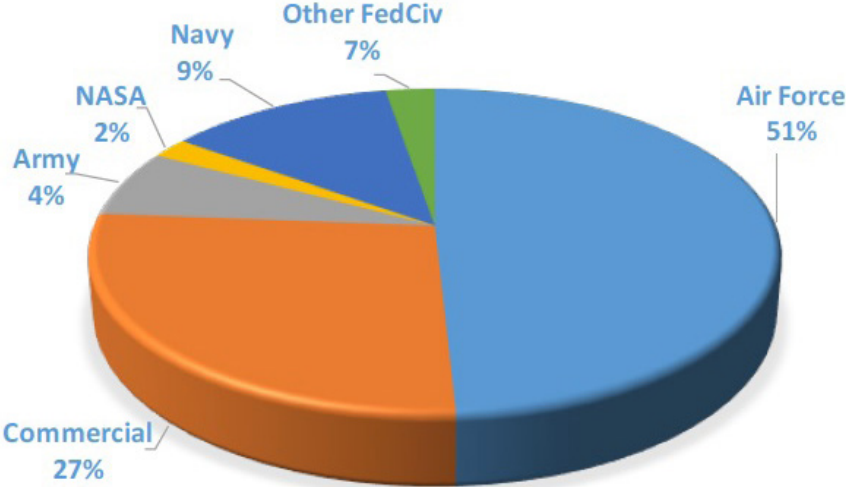


Aerospace Energy Customer Profile

By total sales: \$46.9 million



By number of customers: 295



Aerospace Energy Product Line Overview

Compressed gases

- Helium
- Nitrogen
- Argon
- Hydrogen
- Xenon

Propellants

- Hypergolic
 - » Hydrazine fuels – six grades
 - » Dinitrogen tetroxide – seven grades
- Non-hypergolic
 - » Rocket propellant – Grades 1 and 2
 - » Isopropyl alcohol
 - » Hydrogen peroxide
 - » JP10
 - » Methanol
- Cryogenic
 - » Liquid oxygen
 - » Liquid hydrogen
 - » Liquid methane

Non-propellant cryogenics

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



Photo by Staff Sgt. Christine Groening

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

Aerospace Programs Supported

- Commercial space launch in support of National Security Space Launch program – United Launch Alliance Atlas V and Delta IV
- F-16 emergency power unit
- F-15/F-16 air intercept missile, Avenger, Sidewinder
- Cruise missiles – Navy Tomahawk, Harpoon, and USAF air launched cruise missiles
- AIM-9 and Stinger missiles
- 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
- Aerostat programs in support of military operations and Department of Homeland Security Border Patrol
- Military and commercial satellites
- U.S. Department of Energy Pacific Northwest National Laboratory in support of environmental sciences, research in energy resiliency, and national security
- Air Force Ground Based Strategic Deterrent (GBSD) program



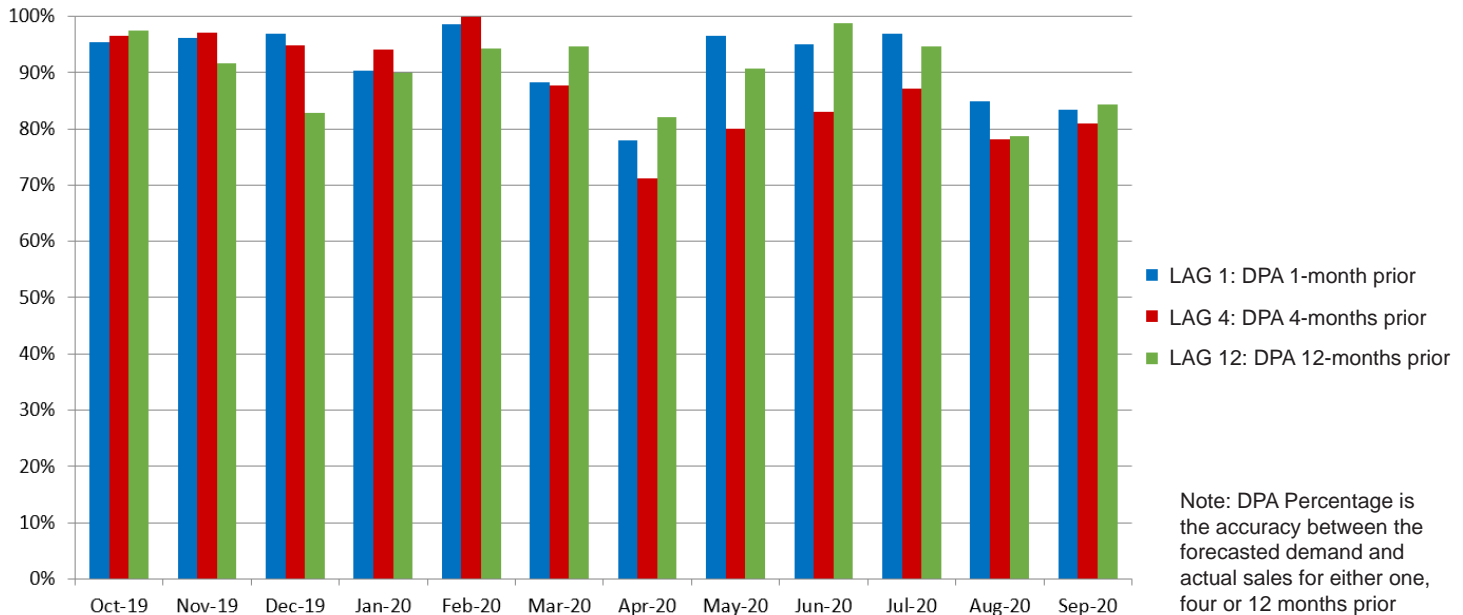
Photo courtesy of United Launch Alliance

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 FY20 – LAG 1 = 91.68%, Lag 4 = 87.53%, Lag 12 = 90.03%



Note: DPA Percentage is the accuracy between the forecasted demand and actual sales for either one, four or 12 months prior

Whole of Government Support

	Whole of Government	U.S. Government Contractors
Number of Agreements	92	305
Top Sales (in millions)	USCG (\$154), CBP (\$52), USDA (\$37), USPS (\$32)	Atlas Air (\$100), Kalitta Air (\$66), Omni Air International (\$34)
Total Sales (in millions)	\$433	\$339

Note: Primarily managed by DLA Energy Customer Relationship Management Team



Photo by Petty Officer 2nd Class Adam K Thomas

U.S. Government AIR Card®

Warfighter benefits

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

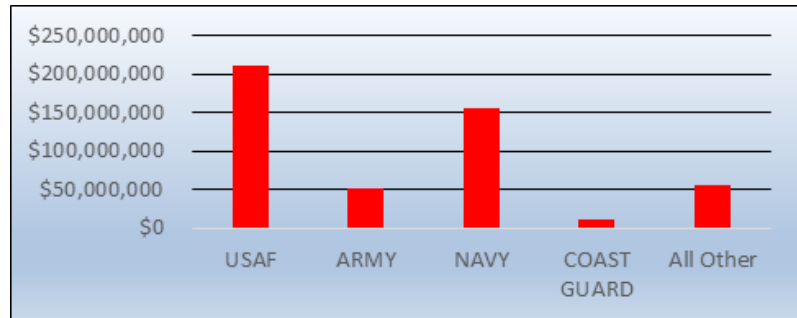
Fiscal stewardship

- Fiscal 2020 AIR Card® fuel purchases rebate is \$648,000
- Strategic Sourcing Report: Identifies contract locations where the AIR Card® customer purchases retail fuel

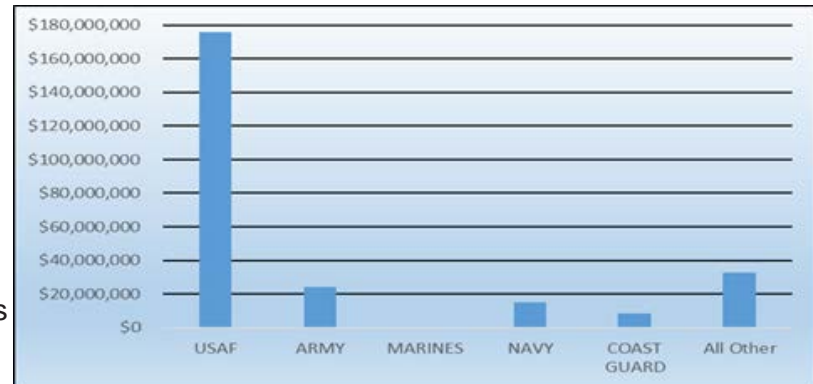
Fiscal 2020 sales data

- \$485 million in AIR Card® contract fuel purchases
 - » 156 million gallons
 - » 210,000 transactions
- \$256 million in AIR Card® retail fuel purchases
 - » 58 million gallons
 - » 68,000 transactions

AIR Card® contract fuel purchases



AIR Card® retail fuel purchases



Note: "Other" pertains to federal and DOD agencies

DOD Fleet Card

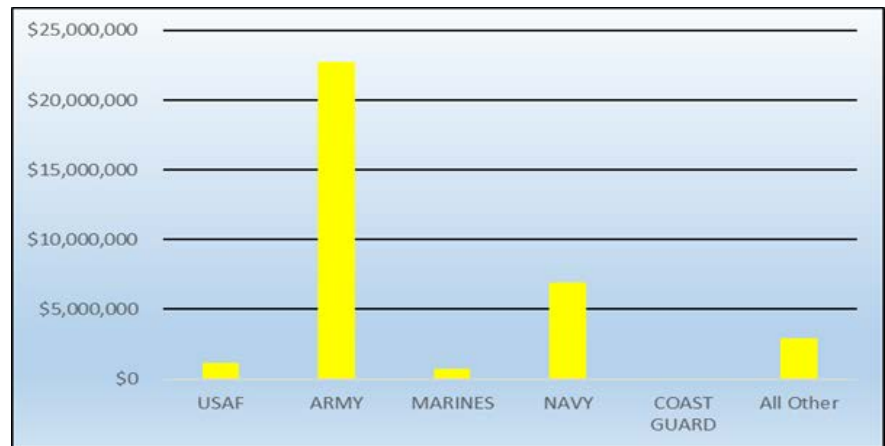
Warfighter benefits

- Supports more than 440,000 vehicle fueling transactions annually
- Provides minor maintenance and roadside assistance support
- Accepted at more than 450,000 commercial locations
- Enables standard unit pricing
- \$576,000 in fiscal 2020 rebates

Fiscal 2020 sales data

- \$35 million in DOD Fleet Card fuel purchases
 - » 12 million gallons
 - » 496,000 transactions

DOD Fleet Card fuel purchases



Note: "Other" pertains to Federal and DOD agencies

DOD SEA Card System®

Warfighter benefits

- Total online order management system supporting ships' bunker refueling
- Electronically connects DLA Energy bunkers merchant to vessel ordering officers
 - » Eliminates inefficient manual paper process
- Fiscal 2020 DOD SEA Card® fuel purchases rebate is \$187,000

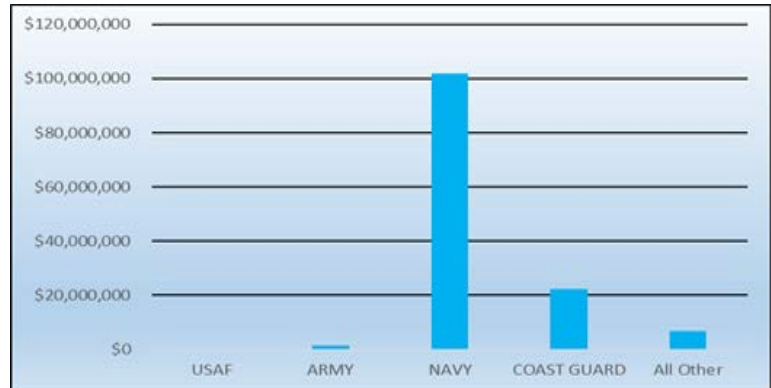
Global support

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

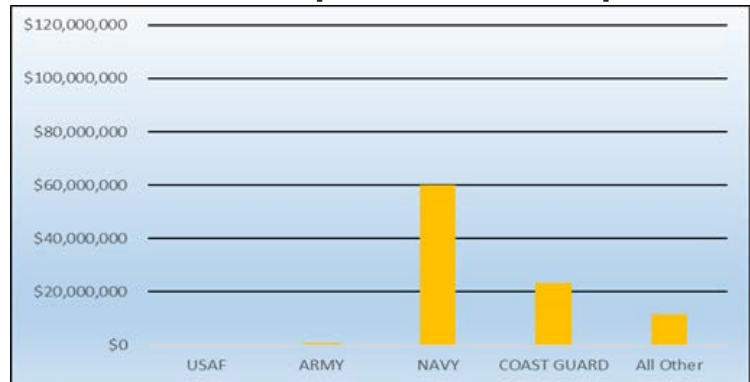
Fiscal 2020 sales data

- \$133 million contract fuel
 - » 49 million gallons
 - » 1,130 transactions
- \$96 million non-contract fuel
 - » 35 million gallons
 - » 739 transactions

DOD SEA Card® contract fuel purchases



DOD SEA Card® open market fuel purchases



Note: "Other" pertains to Federal and DOD agencies

DOD Swipe SEA Card®

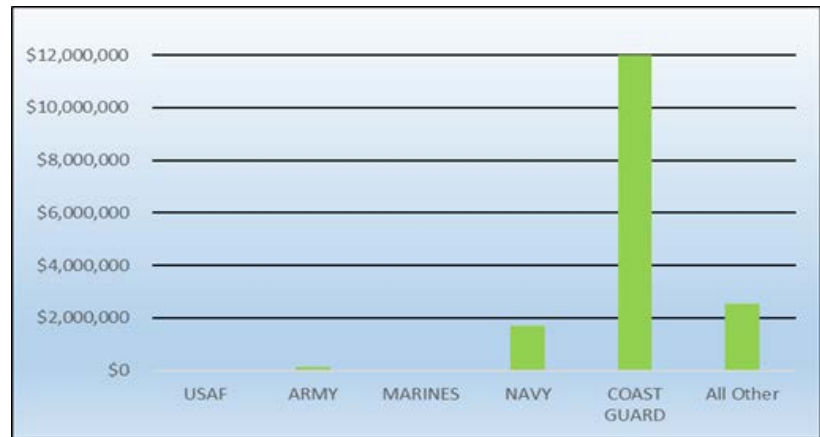
Warfighter benefits

- More than 500 DOD small vessels registered
- The card is accepted at locations worldwide for fuel only
- The card is authorized up to the Simplified Acquisition Threshold of \$250,000
- \$90,000 in fiscal 2020 rebates

Fiscal 2020 sales data

- \$16 million in DOD Swipe SEA Card® fuel purchases
 - » 6 million gallons
 - » 8,415 transactions

DOD Swipe SEA Card® fuel purchases



Note: "Other" pertains to Federal and DOD agencies

Strategic Policy and Programs

Strategic Initiatives Office

- Supported the Center for Joint Strategic Logistics Joint Logistics Enterprise Digital Transformation Pilot Project to test artificial intelligence capabilities on bulk petroleum data
- Supported the NAVSEA/Naval Surface Warfare Center “Reach from the Beach” capability as part of the Expeditionary End-to-End Fuel Concept R&D project funded by the U.S. Transportation Command Joint Deployment Distribution Enterprise (JDDE)
- Supported the Joint EUCOM TPFDD Synchronization 2.0 Analytical Campaign Workshop hosted by the 21st Theater Sustainment Command and the Office of the Deputy Assistant Secretary of Defense for Energy to ensure a holistic understanding of the intra-theater logistics network
- Supported the Joint Staff J4 Joint Petroleum Officer Five Eyes (FVEY) Quintilateral Logistics Forum Fuels Study to improve interoperability between the FVEY nations of Australia, Canada, New Zealand, the United Kingdom and the U.S. and support of joint actions in the INDOPACOM region
- Supported the DASD(Energy) Joint Future Power & Fuel Requirements study to identify energy consumption trends based on Service weapon platforms to drive projections for future energy requirements
- Hosted the annual Joint Petroleum Seminar with over 180 participants from across the DOD Petroleum community including Lt. Gen. Giovanni Tuck, Director for Logistics (J4), Joint Staff as the keynote speaker and panel discussion with Ms. Lisa Jung, Deputy Assistant Secretary of Defense (DASD)Energy and Mr. Michael McAndrew, DASD Facilities Investment & Management
- Conducted pilot course with 20 petroleum experts to finalize course content for the new In-Resident Joint Petroleum Course at Fort Lee, VA
- Hosted a French Services Des Essence commissioned officer continuing the annual Officer Exchange program

Strategic Policy and Programs

Policy & Procedures Management Office

- Continued efforts to comply with Department of Treasury's requirement for Federal Program Agencies to process intragovernmental buy/sell transactions using its G-Invoicing System by 2022
- Trained over 99 percent of employees and supervisors requiring G-Invoicing system training; ensured policy, procedures, and job aides were available; and initiated collaboration with DOD and Federal Trading partners to document General Terms and Conditions in support of more accurate financial management

Audit & Sustainment Office

- Fulfilled 189 Provided By Client (PBC) requests and an additional 43 follow-up PBCs for the FY20 Audit Cycle, meeting all due dates. Prepared and submitted Memorandums for Records (MFRs) for 115 Acknowledgment Observations; as a Lead/Co-Lead, 11 MFRs (concurred to 9, and non-concurred to 2), 241 samples worked, and 4,137 evidential matter uploaded
- Conducted alternative site visit procedures due to COVID-19 travel restrictions on 21 fuel storage locations to satisfy the "End of Year" Independent Public Auditor requirements within the FY20 Financial statement audit
- Led the documentation of Fuel Inventory End-to-End (E2E) process maps - producing flowcharts, business process narratives and a risk and controls matrix - successfully submitting the foundational Fuel Inventory E2E to DLA Headquarters by September 30, 2020

Strategy Management & Process Improvement

- Conducted an end-to-end business process review of Aerospace Energy to ensure its business units were best postured to meet current and future mission requirements. A cross-functional team overcame telework constraints due to COVID-19 and used virtual collaboration tools to deliver a full set of process maps. Improvement recommendations covered a wide range - from business practices to workload distribution and process automation

Acronyms

ACM	Air cruise missile
ACSA	Acquisition and cross-servicing agreement
AFRE	Alternative fuel and renewable energy
AIM	Air-to-air missile (Sidewinder)
AIT	Automatic identification technology
ALCM	Air-launched cruise missile
ANG	Air National Guard
AOR	Area of responsibility
AVGAS	Aviation gasoline
B	Billion
BCS3-NM	Battle Command Sustainment Support System-Node Management
BPCOP	Bulk petroleum common operating picture
BSM-E	Business Systems Modernization-Energy
BU	Business unit
CDC	Customer/depot complaint
CES	Constellation energy source
CHPP	Central heat and power
COCO	Contractor-owned, contractor-operated
COCOM	Combatant command
COG	Customer orientation group
CONUS	Continental United States
CPX	Command Post Exercise
CSM	Customer support management
DESC	Defense Energy Support Center
DES	DLA Enterprise Support
DFSP	Defense fuel support point
DHS	Department of Homeland Security
DLA	Defense Logistics Agency
DOD	Department of Defense
DOD-SCOMS	DOD-SEA Card Order Management System

Acronyms

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
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
FSD	Facility Sustainment Directorate
FTX	Field Training Exercise
FY	Fiscal year
GHP	Geothermal heat pump
GIA	Guam International Airport
GOCO	Government-owned, contractor-operated
GOGO	Government-owned, government-operated
GSHP	Ground source heat pump
HAZMAT	Hazardous Materials

Acronyms

HRJ	Hydrotreated renewable jet
HVAC	Heating, ventilating and air conditioning
IA	Inventory accountability
IMM	Integrated Materiel Management
IRFNA	Inhibited red fuming nitric acid
ISR/SSR	Individual contracts/summary subcontract report
IT	Information technology
JIATF-S	Joint Interagency Task Force - South
JP	Jet petroleum (JP4, JP5, JP8, JP10, Jet A1, Jet B, etc.)
JPO	Joint Petroleum Office
JQO	Joint qualified officer
K	Thousands
LNO	Liaison officer
LSA	Lead Standardization Activity
LSS	Lean Six Sigma
M	Million
MGO	Marine gas oil
MND	Ministry of National Defense
MOA	Memorandum of agreement
MOGAS	Motor gasoline
MOU	Memorandum of understanding
MSC	Military Sealift Command
MWh	Megawatt hour
NASA	National Aeronautics and Space Administration
NATO	North Atlantic Treaty Organization
NAVAIR	Naval Air Systems Command
NAVEUR	Naval Command Europe
NAVFAC	Naval Facilities Engineering Command
NDAA	National Defense Authorization Act

Acronyms

NLSA	National logistics staging area
NPV	Net present value
NSN	National Stock Number
OCONUS	Outside the Continental United States
OEF	Operation Enduring Freedom
OIF	Operation Iraqi Freedom
OPA-90	Oil Pollution Act of 1990
OPDS	Offshore petroleum discharge system
OPLAN	Operational plans
OSD	Office of the Secretary of Defense
P/L	Pipeline
PATSA	Petro America Terminal, SA
PC&S	Posts, camps and stations contract
POL	Petroleum, oil and lubricants
POM	Program objective memorandum
POTUS	President of the United States
PP&E	Plant, property and equipment
PQDR	Product quality deficiency report
PQIS	Petroleum Quality Information System
QA	Quality assurance
QAR	Quality assurance representative
QAS	Quality assurance specialist
QLLEX	Quartermaster Liquid Logistics Exercise
QS	Quality surveillance
R&D	Research and development
REC	Renewable energy certificate
RIE	Rapid improvement event
ROK	Republic of Korea
RP	Rocket propellant

Acronyms

RSC	Regional Support Command
SAP	System analysis and program development
SEA	Ships' Bunkers' Easy Acquisition
SK	South Korean
SOAR	Subcontracting orientation and assistant review
SRM	Sustainment, Restoration and Modernization
SRM-E	Sustainment, Restoration and Modernization Energy
STS	Ship-to-ship
TACM	Temperature and API correcting meter
UESC	Utility energy service contracts
UFG	Ulchi Freedom Guardian
UK MOD	United Kingdom Ministry of Defense
UMCS	Utility monitoring control system
USA	U.S. Army
USAF	U.S. Air Force
USAFE	U.S. Air Force Europe
USAR	U.S. Army Reserve
USCENTCOM	U.S. Central Command
USEUCOM	U.S. European Command
USFK	U.S. Forces Korea
USINDOPACOM.....	U.S. Indo-Pacific Command
USMC	U.S. Marine Corps
USPACOM	U.S. Pacific Command
USSOCOM	U.S. Special Operations Command
USSOUTHCOM	U.S. Southern Command
USTRANSCOM	U.S. Transportation Command
VFD	Variable frequency drives



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