

2018

# DEFENSE LOGISTICS AGENCY ENERGY

## Fiscal Year 2018 Fact Book



41<sup>st</sup> Edition

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*NOTE: The first section of this Fact Book covers the organizational structure of DLA Energy in 2018. The organization chart, regional locations, biographies and unit roles and missions are all current as of January 2019. Information after the Financial Results section is a snapshot of DLA Energy's facts and figures for fiscal year 2018.*

# 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 2018, 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  
Energy  
Solutions  
Worldwide**

# DLA Energy's History

The Defense Logistics Agency is America's combat logistics support agency responsible for sourcing and providing nearly every consumable item used by our military forces worldwide. DLA Energy is a DLA major subordinate command responsible for providing the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and efficient manner possible.

DLA Energy's roots date back to World War II. Originally, the organization 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 in addition to basic petroleum and coal products. Natural gas requirements were consolidated and centrally procured with goal of providing direct supply natural gas to customers when determined more economical than using gas from a local distribution 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 2012, DLA Energy set new standards for disaster relief efforts following Super Storm Sandy with the delivery of more than 9 million gallons of fuel to New York, New Jersey and Connecticut.

In 2014, DLA Energy transitioned from the Energy Convergence program to the DLA Enterprise Business System, which standardized processes, transactions and normalized service measures applying DLA Material Supply Chains evaluations to DLA Energy products and services.

In 2016, DLA Energy awarded its largest energy savings performance contracts to date at Tinker Air Force Base. The \$243 million facility modernization project will save at least \$20 million annually in energy and operational costs over the 25-year contract.

In 2016, the Command and Control, or C2, initiative improved the way the DLA regional commands and primary-level field activities interfaced with their customers.

In 2017, a DLA General Order designated the six DLA organizations as Major Subordinate Commands. While the change did not affect the organization's name, organizational structure, mission, or functions, it did help customers better understand DLA services and provided them more consistent DLA engagement.

DLA became the first DoD agency to undergo a financial statement audit. The Independent Public Accountant Ernst & Young arrived in August 2016 to conduct the audit. The agency's goal to obtaining an 'unmodified' opinion is to have a strong internal control program, which includes all DLA Energy personnel providing evidential matter to support transactions and compliance with interim policy.

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

# Mission and Vision

## Mission:

To provide the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and efficient manner possible.

## Vision:

Our customers' first choice for energy solutions



# Commander's Update



Warfighter first and strengthening service and combatant command readiness and lethality were the driving force for Defense Logistics Agency Energy in fiscal year 2018. In 2018, DLA Energy procured more than 81 million barrels of fuel for the warfighter valued at more than \$8.5 billion. Broken down, that's \$4.5 billion for the Air Force; \$2.6 billion for the Navy; \$1 billion for the Army, \$40 million for the U.S. Marine Corps; and \$366 million for our international partners.

Emphasizing strong partnerships, DLA Energy customer relationship specialists are helping Warfighters capitalize on DLA Energy's supply chain expertise and economies of scale. The team administered more than 700 active contracts involving delivery to 4,500 locations using 42 international agreements to enable worldwide contingency operations support.

When natural disasters like hurricanes strike, compromising critical resources, the men and women of DLA Energy take great care to plan ahead and forward deploy personnel and fuel to support the Federal Emergency Management Agency. DLA Energy supported disaster relief efforts at home when two major hurricanes, Florence and Michael, created heavy rains, flooding and severe damages in September and October. It was the expeditionary capability of DLA Energy's Task Force Americas that provided FEMA and our customers' rapid, flexible and responsive action.

Sourcing military specification fuel in an expeditionary environment can sometimes prove challenging. During the Rim of the Pacific 2018 exercise, with assistance from DLA Energy, the Marine Corps Expeditionary Energy Office successfully tested the Expeditionary Mobile Fuel Additization Capability system that is designed to convert commercially available jet fuel into military specification JP-8 fuel, a necessity in a field environment where military specification fuel isn't readily available.

Consistent with building strong partnerships, DLA Energy provided more than 137 million gallons of fuel in 32 countries in support of 29 separate exercises and operations. In September, DLA Energy hosted the 14th annual Fuel Exchange Agreement Forum in Germany. Fuel Exchange Agreements provide fuel cross-servicing capabilities between partner nations and coalition forces worldwide during operations, exercises, humanitarian assistance missions and peace time. This year's forum included 13 countries and 64 participants and helped strengthen NATO relationships and lay the groundwork for new fuel agreements.

DLA Energy Direct Delivery Fuels, on behalf of DLA Europe and Africa, awarded its first Posts, Camps & Station contract to deliver JP8 fuel in Poland. Host-nation support fulfilled all previous deliveries for our forces, making this an important accomplishment to not only enable fuel distribution in Poland but also support broader European exercises and operations.

Supporting all the lines of effort in the DLA Strategic Plan 2018 – 2026, we continued to bring business reforms and government wide efficiency in procuring and managing energy supply contracts for whole of government. One example of our strong partnerships and customer support is the use of energy savings performance contracts and renewable energy supply agreements to build energy efficiency and resiliency. DLA Energy Installation Energy awarded a 25-year contract for a solar photovoltaic system at Vandenberg Air Force Base,

# Commander's Update

California. In February 2018, the 180-acre, 28-megawatt solar energy facility began supplying Vandenberg Air Force Base with enough electricity to meet approximately 35 percent of the base's energy needs. DLA Energy Installation Energy also contracted for energy conservation upgrades to approximately 900 buildings, a solar photovoltaic system, and a micro-grid system to contribute to reductions in energy intensity and improvements in resiliency on the Department of Defense's largest joint base, Joint Base San Antonio, Texas. With these upgrades, the base will reduce their energy spending by approximately \$8.3 million annually.

As part of DLA Energy's compliance with financial audit requirements, DLA Energy participated in an enterprise-wide inventory of real property and equipment. This inventory process thoroughly assessed approximately 18,000 assets at over 550 sites. DLA Energy's mission is supported by more than 80 percent of these identified assets.

DLA Energy's Business Process Support Directorate developed a reconciliation approach as the audit model for DLA and allows Energy to successfully reconcile 700,000 transactions per month and over 2,000 stock keeping units between our base level support application and our Enterprise Business Solutions database with a monthly reconciliation rate of over 99.5 percent.

Beyond energy efficiency and resiliency, the DLA Energy Sustainment, Restoration and Modernization Division remains committed to maintaining DoD's fixed fuel infrastructure. During fiscal year 2018, the program committed \$145 million towards 159 fuel facility projects at 143 fuel sites. A highlight of the year was the ribbon cutting ceremony for the completion of the Point Loma, Pier Military Construction Project. This \$84 million renovation project was awarded in 2013 as part of a series of fuel facilities upgrades aimed at extending facility life expectancy, reducing operating costs, providing increased fuel storage capability and improving overall safety. We also closed Defense Fuel Support Point Yorktown in Virginia, avoiding more than \$100 million in renovation costs.

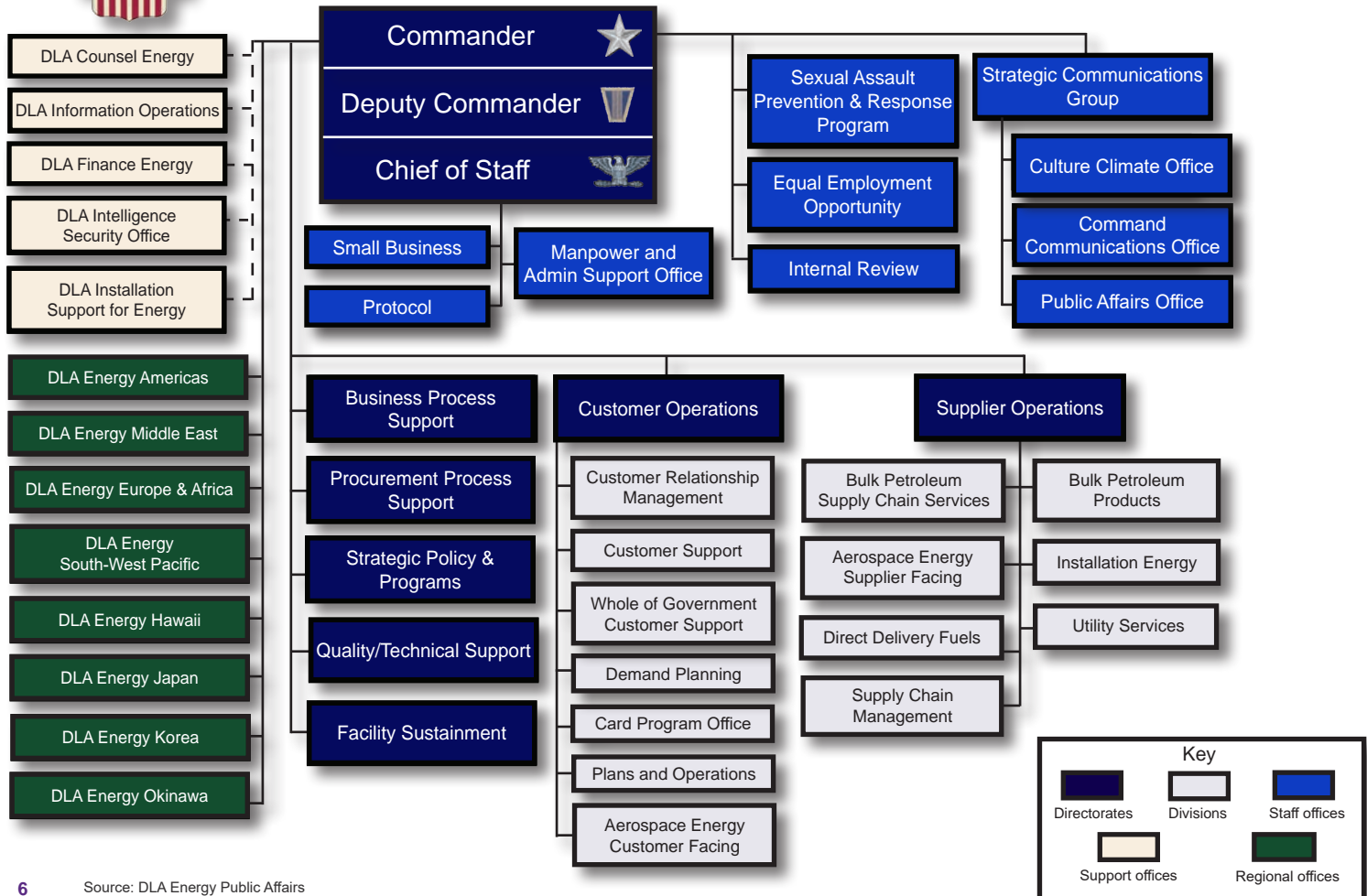
While bulk petroleum is our backbone, the Aerospace Energy team continues to not only support DoD and NASA but also the commercial space launch industry with rocket propellants and chemicals needed to stay on the cutting edge of space exploration. In 2018, the Aerospace Energy team supported 18 rocket launches including NASA's recent Parker Solar Probe mission which was launched from Kennedy Space Center using DLA propellants.

In 2018, we developed a comprehensive DLA Energy Career Management Portfolio which highlights career opportunities for employees' professional development and continuing education including formal and informal programs like the DLA Energy Academy, DLA-wide rotational assignments, executive leadership development program, mentoring luncheons and a shadow program. The more opportunities employees have to better understand all aspects of DLA Energy, and DLA as a whole, helps them become valuable and versatile contributors to the agency's mission.

In closing, I want to thank the DLA Energy workforce, which operate from more than 30 locations around the world, for their hard work and dedication in helping us achieve outstanding accomplishments. The success of our warfighters and other whole of government partners is inextricably linked to the global support you provide each and every day.

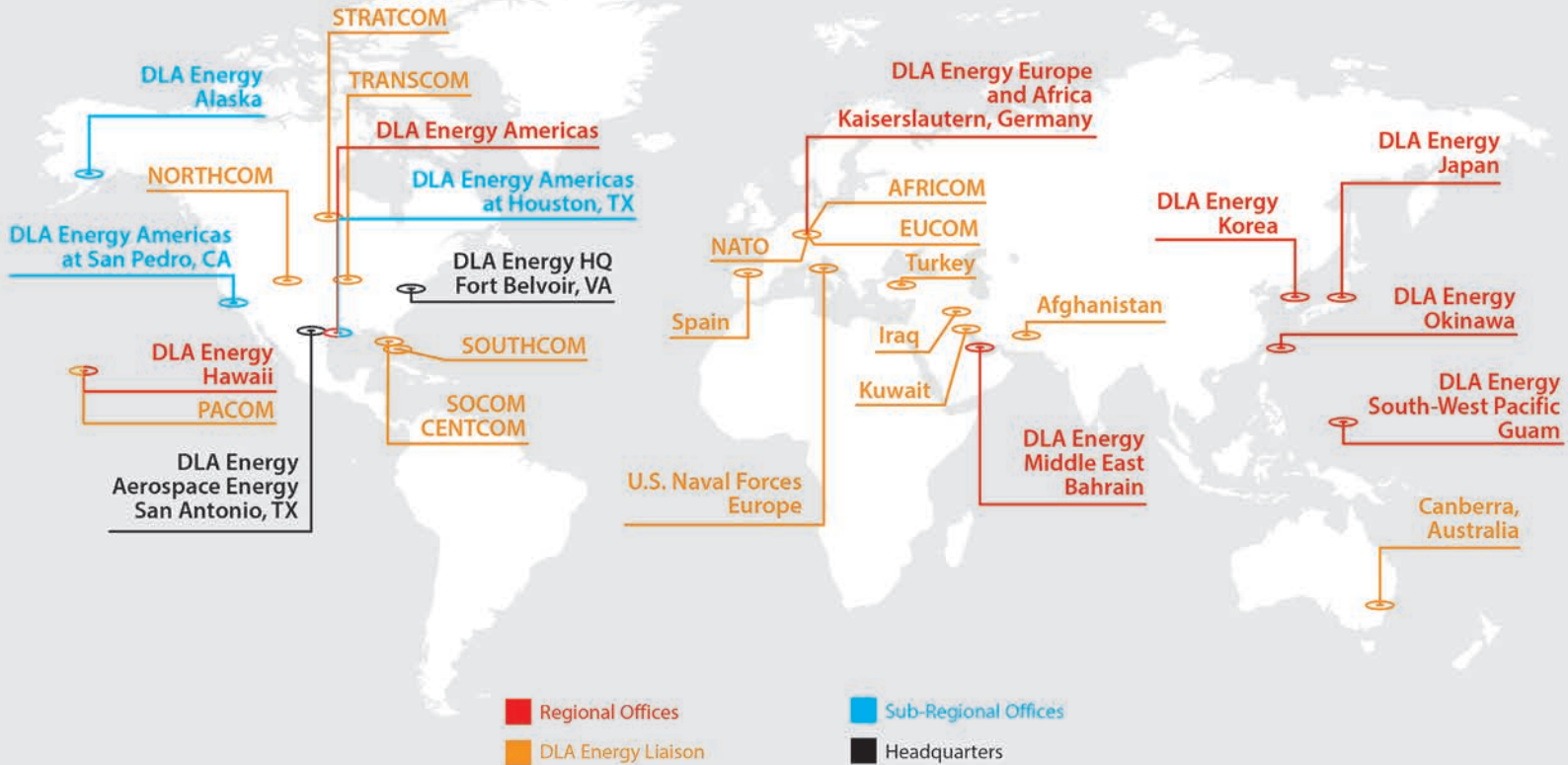


# DLA Energy Organization





# Worldwide Locations



# DLA Energy Senior Leadership



Deputy Commander  
Guy Beougher



Commander  
Brig. Gen. Albert G. Miller, USAF



Chief of Staff  
Col. Steve Davis, USA



Customer Operations  
Col. John Martin, USAF



Supplier Operations  
Gabriella Earhardt



Facility Sustainment  
Capt. Chris Light, USN



Procurement Process Support  
Bruce Blank



Strategic Policy & Programs  
Regina Gray



Strategic Policy & Programs  
Col. Mark Tate, USAF



Business Process Support  
James Mandziara



Americas Commander  
Col. Kevin Cotman, USA



Europe & Africa Commander  
Lt. Col. Dennis Williams, USA



Middle East Commander  
Lt. Col. Henry Brown, USA



DLA Finance Energy  
Richard Sninsky



Counsel  
Kathleen Murphy



DLA Installation Support for Energy  
Cliff Sands



Quality Tech Support  
Pam Serino



Hawaii Commander  
Cmdr. Eric Lockett, USN



South-West Pacific  
Commander  
Capt. Bruce Kong, USN



Korea Commander  
Lt. Col. Craig Daniel, USA



Japan Commander  
Maj. Justin D'Agostino, USAF



Okinawa Commander  
Maj. Jarrett Weiblen, USAF

# Commander, DLA Energy Biography



## **Air Force Brig. Gen. Albert G. Miller**

U.S. Air Force Brig. Gen. Albert Miller assumed his current position as the commander of the Defense Logistics Agency Energy, a major subordinate command of DLA at Fort Belvoir, Virginia, Sept. 10, 2018. As the commander, he is responsible for providing the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and efficient manner possible.

Prior to his arrival to DLA Energy, Brig. Gen. Miller served as the director of the U.S. Central Command Deployment and Distribution Operations Center and the deputy director USCENTCOM Logistics and Engineering Directorate. The CDDOC synchronizes transportation, distribution and sustainment across the 20 countries of the USCENTCOM's area of responsibility.

Brig. Gen. Miller is a command pilot with more than 4,100 flying hours, primarily in the C-17A, KC135R/T and C-12F. He has broad experience in mobility operations to include airlift, tanker, command and control and special operations where he served as the deputy director of Mobility Forces. Prior to that, he was an Air Force strategist and the Chief of Plans for the Joint Staff. Additionally, Brig. Gen. Miller commanded the 22nd Air Refueling Wing, McConnell Air Force Base, Kansas, the Air Force's largest tanker wing, and the 515th Air Mobility Operations, Joint Base Pearl Harbor, Hawaii.

Brig. Gen. Miller received his commission from the U.S. Air Force Academy in 1992 and is a graduate of the National War College and the School of Advanced Air and Space Studies. His education includes a Master of Arts degree in human resources development and management from Webster University, Master of Science degree in national security strategy, National War College, and a Master of Airpower Arts and Science from the School of Advanced Air and Space Studies.

Major awards and decorations include the Legion of Merit with oak leaf cluster, Defense Meritorious Service Medal, Meritorious Service Medal with four oak leaf clusters, Air Medal with three oak leaf clusters, Aerial Achievement Medal with oak leaf cluster, Air Force Commendation Medal and the Air Force Achievement Medal with oak leaf cluster.

# Deputy Commander, DLA Energy Biography



## Guy Beougher

Guy C. Beougher is the deputy commander of the Defense Logistics Agency Energy, a major subordinate command of DLA at Fort Belvoir, Virginia. As deputy commander, he is responsible for providing the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and efficient manner possible.

Previously, he served as the executive director of Operations in DLA's Logistics Operations, since March 2013, where he coordinated and synchronized day-to-day current operations of DLA's worldwide logistics, acquisition and technical support services in support of Combatant Commands, military services, federal, state, and civil agencies, and foreign governments.

Beougher has served 38 years in combined military and federal civilian service, to include six years in the Senior Executive Service. His experience includes 15 years overseas in leadership and logistics positions during tours of duty in Afghanistan, Iraq, Kosovo, Bosnia, Germany, Korea and Canada. Beougher led soldiers and civilians at every level from a platoon of 65 truck drivers through full colonel and Senior Executive Service Tier II. He commanded a support brigade of over 4,000 logisticians and as Tier II SES in a Four Star Command led a logistics staff responsible for policy supporting over 448,000 soldiers and 13,000 civilians. Other key assignments include civilian deputy to the Deputy Commanding General for Support, U.S. Forces Afghanistan, Kabul, Afghanistan and Senior Research Fellow, Center for Joint and Strategic Logistics, National Defense University, Washington, D.C.

Beougher has two Masters of Science degrees; national resource strategy from National Defense University, Washington, DC; and the other, in materiel acquisition management from Florida Institute of Technology, Fort Lee, Virginia. He has a Bachelor in Science in business administration from Emporia State University, Emporia, Kansas. Other significant training includes U.S. Army Command and General Staff College, Ft. Leavenworth, Kansas.

His civilian and military awards includes: Superior Civilian Service Medal (two awards), Global War on Terrorism Civilian Service Medal; Army Distinguished Service Medal, Legion of Merit Medal (three awards), Bronze Star Medal, Meritorious Service Medal (six awards) and Army Commendation Medal (five Awards).

Beougher is certified in Life Cycle Logistics at Level III under the Defense Acquisition Workforce Improvement Act.

# Head of the Contracting Activity Highlights



## Gabby Earhardt

Defense Logistics Agency Energy's success in supporting the Warfighter and strengthening service and combatant command readiness and lethality during fiscal year 2018 was in part due to the concentrated efforts of the thriving DLA Energy acquisition community. All told, the DLA Energy acquisition community has supported the Warfighter through the acquisition and management of energy products and related services valued in excess of \$10 billion.

Consistent with building strong partnerships, DLA Energy has created a Supplier Advocate position to oversee its efforts towards executing the DLA Industry Engagement Plan. In support of Focus Area I, Supplier Communication and Interaction, DLA Energy conducted targeted outreach and education visits with existing and potential industry partners to build stronger relationships within the energy industry, promote DLA Energy business opportunities and receive feedback about doing business with DLA.

Communicating DLA Energy demand forecasts and providing networking opportunities between government and industry representatives was the highlight of DLA Energy's participation in the inaugural Industry Day event in September 2018. Planning is well underway for DLA Energy's next major industry event, The Worldwide Energy Conference, scheduled May 20-22, 2019. The conference is a major event highlighting the work of DLA Energy to customers, suppliers and whole of government partners.

DLA Energy maintains a commitment to remain always accountable. In April 2018, DLA Energy participated in an Agency Management Review, which reviews the major subordinate command over 39 categories. DLA Energy continues to work with the audit team to strengthen and improve risk management and internal controls.

The DLA Energy workforce is at the core of the successful Warfighter support provided in 2018. As Head of the Contracting Activity, the continued development of the workforce is a central focus. The Contracting Officer Mentor Program is back by popular demand for a second year with 72 participants. The program provides a venue for the contracting community to share best practices, strategies for success and opportunities for networking within the community. DLA Energy continues to develop the acquisition community to achieve Defense Acquisition Workforce Improvement Act certifications with 194 certifications completed in Contracting, Life Cycle Logistics, and Production, Quality and Manufacturing over the last year. In fiscal year 2018, 47 acquisition professionals became members of the Defense Acquisition Corps. Lifelong learning is a hallmark of the DLA Energy culture as demonstrated by the compliance with Continuous Learning Points at 96 percent.

# Organizational Missions and Functions

## Supplier Operations Directorate

**DLA Energy Aerospace Energy Supplier Division** manages the worldwide acquisition of missile & 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 via aggregation and award of government contracts for supplies and services that support customers worldwide ranging from those in theater – helium to aerostats, aviator breathing oxygen to fighter jets, and hydrazine to the F16s for their emergency power units – to those in the continental U.S. – USN nuclear-powered attack submarine program, DoD, space launch, cruise missiles, DHS, NASA, NOAA, NWS, DOE, as well as federally funded research and development at universities. Streamlined acquisition strategies combined with industry knowledgeable staff enable Aerospace Energy to support several short-notice contingency operations with timely contract awards, ensuring critical mission requirements are successfully supported. Aerospace Energy facilitates one-on-one meetings with industry to discuss acquisition strategies, supply chain capabilities and standard industry practices to determine how to promote effective competition, meet growing customer requirements, control costs throughout the supply chain and increase small business subcontracting opportunities, all while simultaneously implementing industry recommendations into its procurement processes to achieve these goals. Finally, Aerospace Energy participates in job fairs to increase veteran and Hispanic hiring opportunities throughout DLA. POC: (210) 780-4872.

**DLA Energy Bulk Petroleum Products Division** provides contract support for the bulk petroleum supply chain, including worldwide bulk fuels requirements (JAA, JP8, JP5, F76) and transportation services. The fuels are acquired through four

major purchase programs: Inland East Gulf Coast; Rocky Mountain/West Coast; Atlantic, European, Mediterranean; and Western Pacific. The transportation services are required for distribution of petroleum products to the military services and other authorized customers in various locations throughout the continental United States, Europe, Western Pacific and the Middle East. Bulk Petroleum Products also purchases bulk fuel system icing inhibitor additive (drummed FSII is handled by DLA Aviation in Richmond, Virginia), bulk lubricants and alternative fuels. POC: (571) 767-9544.

## **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 delivery, lab testing and environmental compliance, assessment and remediation. Bulk Petroleum Supply Chain Services is also the single source for drafting, negotiating, concluding and amending international fuel agreements with foreign governments supporting worldwide DoD operations. POC: (571) 767-3541.



# Organizational Missions and Functions

**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 short-notice provisioning of fuel to the Warfighter for worldwide contingency operations and humanitarian relief efforts, provides the full range of contract administration activities and technical support using automated information systems, and provides information technology and fuel card acquisition and support services.  
POC: (571) 767-8500.

**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 the centralized program manager for DoD’s Natural Gas Program.  
POCs: (571) 767-9404 or (571) 767-8328.

**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 acts as the procurement, program management, and technical liaison with the Deputy Under Secretary of Defense Installations and Environment for utility services contracting performed in support of the Services’ utilities privatization program. POC: (571) 767-5926.

**DLA Energy Supply Chain Management Division** provides enterprise-level management for both DFSP operations and the DLA-owned bulk petroleum inventory. Supply Chain Management has three branches: Inventory Accountability, Inventory Management and Terminal Operations.  
POC: (571) 767-0702.

**DLA Energy Inventory Accountability Branch** manages the capitalization/de-capitalization, accountability and reconciliation of DLA Energy’s petroleum inventory, both in-place and in-transit. This division is responsible for development and implementation of inventory policy, procedures, oversight compliance programs, management controls over inventory reporting and auditability of the



# Organizational Missions and Functions

Defense Working Capital Fund petroleum inventory. The branch develops and oversees organizational, regional and DFSP level performance based metrics including inventory gains and losses, in and out of tolerance accounts, transactional/reconciliation timeliness and petroleum accounting. The Inventory Accountability Branch also directs or conducts fuel liability investigations for and provides disposal or redistribution instructions for off-specification DWCF fuel. POC: (571) 767-9388.

**Inventory and Distribution Management Branch** develops supply plans for bulk petroleum products, oils, lubricants and product additive purchases; monitors inventory levels and alters these levels as operational or market conditions dictate. This branch manages bulk petroleum, oils, lubricants, product additive inventories and distribution worldwide. It administers, formulates, and evaluates transportation and traffic management plans, policies, programs, procedures, systems and performance measurement standards to ensure efficient and economical distribution of DLA Energy-managed items. In addition, this branch manages the ocean tanker program to support the petroleum distribution plan. POC: (571) 767-8407.

**Terminal Operations Branch** provides executive-level program management and advice to senior DLA Energy leaders on worldwide fuel facility and contracted service operations. This branch conducts short- and long-term assessments and performs optimization studies for capitalized locations to develop best-fit solutions to operate and maintain DoD petroleum storage and distribution systems. In addition, the Terminal Operations Branch establishes requirements, planning, coordinates resources, assist in acquisition, and provides technical oversight for DLA Energy funded Fuel Storage and Terminal Operations Service Programs. POC: (571) 767-8068.

## Customer Operations Directorate

**DLA Energy Customer Relationship Management Division** provides program management for DLA Energy's petroleum support to the whole of government and authorized non-DoD customers. The division implements and manages agreements for the sale of energy products to these customers ensuring integration of customer requirements with the most appropriate petroleum supply chain. Agreements have been established with over 400 organizations with approximately \$940 million in annual sales. The team works with DLA Finance & customers to collect payment information and resolve payment issues. The Division participates in outreach, marketing and education to supported customers. The division is also the first touch point for non-DoD customers to access DLA Energy's products and services, determines customer eligibility to purchase from DLA Energy, and guides customers through the appropriate processes to obtain support. POC: (571) 767-1608.





# Organizational Missions and Functions

**DLA Energy Customer Support Division** provides enterprise-level management for DLA Energy customer account teams worldwide. This division is responsible for development and implementation of customer direct policy, procedures, standardization, and oversight to support DoD, federal civilian and other authorized customers. The division also provides defense support to civil authorities by partnering with the Federal Emergency Management Agency during disasters. POC: (571) 767-9370.

**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 requirements. This is done by managing key master data inputs such as customer collaboration and sales forecasting performed on a four week planning cycle for all DLA Energy petroleum sales to federal civilian agencies, DoD and other authorized customers. Demand forecasts are used to support supply planning, acquisition and finance. POC (571)767-0525.



**DLA Energy Whole of Government Support Division** supports non-DoD customers and approved commercial entities in support of federal agencies. The division is the primary touch point for 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. In addition, the division works closely with the DLA Energy CRM team, procurement and finance officials for resolution of customer order/support problems or customer service improvements. POC (571) 767-9533.

**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 the Inspector General officials to coordinate all government-wide charge card guidance and support to more than 70,000 card holding customers and their component program managers. POC: (571) 363-8225.

**DLA Energy Plans and Operations Division** provides seamless, end-to-end planning and operations support for DoD-wide bulk petroleum and other energy support to the Office of the Secretary of Defense, Department of Homeland Security, Joint Chiefs of Staff, combatant commands, military services' missions, DLA contingency support teams and DoD exercises. POC: (571) 767-8420.

# Organizational Missions and Functions

## DLA Energy Aerospace Energy Customer Facing Division

supports DoD, federal civilian and commercial space and launch programs worldwide with liquid propellants, bulk cryogenics, chemicals, compressed and liquefied gases and associated services. It supports federal academic research programs, as requested. The division provides centralized customer requirements aggregation, product distribution and transportation and inventory management of all assigned products. It also provides services in support of customer requirements, as requested, as well as support during the research and development phase of customers' space and launch programs. It drafts sales contracts with commercial space and launch companies under the authority of the Commercial Space Launch Act. The division provides technical support for the safe transportation of assigned products as well as other hazardous materials. It hosts technical conferences for the exchange of ideas within customer groups and participates in industry forums to

optimize support. It serves as the accountable officer for all Defense Working Capital Fund-owned product stored and distributed from 12 defense fuel support points worldwide. The division manages property, plant and equipment in support of assigned commodities procured on a free on board origin basis and serves as the accountable property officer and property administrator for commodity-related, DLA-owned Property Plant and Equipment. POC: (210) 925-4455.

## Quality Technical Directorate

Provides quality assurance, quality surveillance, product technology, measurement, cataloging, standardization and laboratory support for all products managed by DLA Energy. It serves as the lead standardization activity for Federal Supply Classes 91GP, 9110, 9130 and 9140. It also represents DLA Energy on quality and technical-related issues with military service technical offices, customers, suppliers, foreign



# Organizational Missions and Functions

government partners and national and international industry standardization organizations and regulatory agencies. The office is responsible for quality and technical policy, procedures, guidance and information systems related to the acquisition, storage and distribution of DLA Energy-managed products. Additionally, it provides training for quality personnel and technical expertise for alternative fuels, renewable energy, and science and technology projects. POCs: (571) 767-8363 or (571) 767-8736.

**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 (center, contract and depot)



functions. The office integrates quality into the strategic level business aspects of contracting, supply, transportation and facility areas. Specifically, it provides support and oversight of the quality assurance areas to business units, regions and service partners. It maintains liaison with industry and government agencies to resolve quality assurance issues related to fuels, lubricants, additives, propellants, cryogenics and coal. Additionally, it serves as the focal point for DLA Energy related Customer/Depot Complaints and Quality Notifications. The division develops and maintains quality assurance provisions/contract texts in support of all Energy business unit programs. Quality Operations develops requirements for laboratory support, provides oversight of DLA Energy and service partner managed laboratories, and acts as the technical representative to submit commercial laboratory support requests. The division develops and maintains a training and certification program for all DLA Energy quality personnel on staff and in the field, and develops and teaches critical courses in support of that program. POC: (571) 767-8738.

**DLA Energy Product Technology and Standardization Division** provides technical support to DLA Energy for various products and services. This includes standardization, engineering support, acquisition support, logistics data (cataloging), science and technology, environmental compliance and partnering with industry technical experts. It reviews proposed specification/standardization documents and addresses issues covering general fuels, lubricants, waxes, solid fuels, cryogenics and petroleum-based liquid propellants. It provides technical engineering advice on aspects of product applications, production, refining, storage and transportation. Additionally, the division develops and maintains procurement specification contract texts/quality assurance provisions for all assigned commodity items and assesses accuracy of technical

# Organizational Missions and Functions

and engineering data submitted by offerors on DLA Energy solicitations. It coordinates environmental requirement matters and provides technical guidance to DoD and federal agencies. The division maintains liaison with industry and government agencies to resolve technical issues related to fuels, lubricants and additives. Moreover, it performs product cataloging functions for DLA Energy-managed products and services. The division manages DLA Energy's research and development program to oversee and conduct projects to support the Class III Bulk Petroleum supply chain. POC: (571) 767-8740.

## Facility Sustainment Directorate

Responsible for sustaining, restoring and modernizing the portion of DoD's petroleum, oil and lubricant infrastructure that stores DLA owned product to ensure maximum operational readiness and compliance with environmental and other applicable regulations. FSD maintains, repairs, and upgrades petroleum facilities to meet emerging Warfighter needs and provides enterprise level sustainment, restoration and modernization management for supported Defense Fuel Support Points. POC: (571) 767-8509

## 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 DLA supply chain and provide best value support to DLA Energy's customers. The Business Process Support Directorate partners with DLA Energy functional champions, DLA Enterprise Process owners, DLA Enterprise business cycle owners and the military service partners to

ensure that the DLA Enterprise Business System and Base-Level Support Application provides coherent, integrated business solutions for all of DLA Energy's supply chains.

The directorate provides policy and procedural support to DLA Energy operational areas including order fulfillment (inventory management and order management); demand and supply planning; technical/quality; human performance; real property; and reports and analysis processes pertaining to DLA Energy's various missions and supply chains. While not all DLA Energy process leads reside within the directorate, the directorate has the mission and role to fully integrate all the processes to ensure a coherent, end-to-end business process solution.



# Organizational Missions and Functions

The directorate provides coordination for DLA Energy to DLA Information Operations to ensure a responsive framework to DLA Energy business endeavors. The directorate is responsible for the design, test, evaluation, implementation and sustainment of EBS and BLSA. This includes the automated systems and related business process re-engineering. It prepares, oversees and administers training on new systems and conducts change management activities to educate users and promote their acceptance of and commitment to EBS and BLSA. It provides business process analyst support to end users of both EBS and BLSA. The directorate provides research, review and analysis of data, operational procedures, systems and performance. It conducts studies on complex operational changes affecting any of the DLA Energy supply chain's performance, and provides recommendations, suggests business process improvements, and develops plans for implementing recommended improvements. The directorate's analysts extract data, run

reports and monitor metrics and key performance indicators for all DLA Energy supply chains, tracking and analyzing trends and underlying data. This directorate maintains fully trained EBS business process analysts. POC: (571) 767-9739.

## Procurement Process & Support Directorate

Advises the Commander and the acquisition community on all procurement-related matters. It provides oversight for each business unit to ensure quality and integrity of procurement functions. It consists of the Procurement Planning and Support Division, EProcurement Division, Procurement Functional Support Division, Acquisition Support Division, Auditability and Sustainment 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; implements Energy Convergence for procurement to integrate the energy supply chain into DLA's Enterprise Business System; provides functional support to the vendor direct and supply chain commodities; 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. POC: (571) 767-9363.

## Strategic Policy & Programs Directorate

Manages most strategic pursuits that impact the DLA Energy mission and serves as the DLA Energy focal point for Enterprise Process Management implementation to ensure seamless audit sustainment compliance across



# Organizational Missions and Functions

DLA. It performs these charges through four supporting offices bringing a broad level of logistics control, support and oversight to the accomplishment of the DLA Energy mission. POC: (571) 767-9355.

**DLA Energy Policy and Procedures Office** plans, implements, and maintains policy and procedures for the management of energy commodities in support of DoD and federal agency requirements. It also provides situational awareness and currency for DLA issuances that affect non-energy aspects of DLA Energy's mission.

**DLA Energy Strategic Initiatives Office** programmatically implements enhancements and department-delegated Executive Agent responsibilities of the DoD Bulk Petroleum supply chain and provides structure and direction to the DoD EA Component Steering Group. It also focuses on centrally managed studies, projects, and business case analyses that have DLA Energy-wide mission implications.

**DLA Energy Strategic Management and Process Improvement Office** leads DLA Energy governance initiatives related to strategic planning. It also oversees the collection, analysis, and presentation of progress against transformational initiatives and internal business metrics. The office manages Energy's process improvement program - providing Lean Six Sigma/Continuous Process Improvement training, mentoring, and project facilitation in support of Energy's Strategic Plan and organizational objectives.

**DLA Energy Auditability and Sustainment Office** provides audit sustainment, business process assertion support, internal control testing, local risk mitigation and evidential matter management.

## Staff Offices

**DLA Energy Internal Review Office** provides non-partisan reviews and assessments that improve the stewardship of resources and promotes effective and efficient local programs and operations. The office provides independent assessments and shares best practices for improving internal controls, processes and procedures, risk management and performance for DLA Energy business practices with the DLA Energy Commander and stakeholders. The office serves as a central office of record for the DLA Enterprise Hotline Program and the Command Complaint Programs. The office provides independent investigations of any allegations of fraud, waste, abuse or mismanagement. The office promotes the efficient, economy, effectiveness and integrity of DLA programs and operations. Lastly, the office provides efficient and effective liaison support for the External Audit Program by coordinating activities with external audit agencies, to include DoD Inspector General, Government Accountability Office, and military services audit organizations. POC: (571) 767-1340.



# Organizational Missions and Functions

**DLA Energy Small Business Office** is responsible to the DLA Energy Commander for the management and administration of small business programs. The Small Business Office assists the DLA Energy contracting workforce in an effort to meet small business contracting goals established by DLA headquarters. DLA Energy's Small Business Office also manages the subcontracting plan review program, ensuring that applicable large businesses comply with its plan's efforts to subcontract to small businesses. POC: (571) 767-9732.

**DLA Energy Equal Employment Opportunity & Diversity Program** aims to foster an environment free of unlawful discrimination and sexual harassment, and ensure fair treatment for DLA Energy employees & applicants without regard to race, color, religion, sex, national origin, age, physical or mental disability, genetic information or reprisal for engaging in EEO protected activity. The program informs leadership of their responsibilities under the Model Equal



Employment Opportunity Program areas of Commitment, Integration, Management and Accountability, Pro-Active Prevention, Efficiency and Legal Compliance with Affirmative Employment, Discrimination Complaint Processing, Reasonable Accommodations and Special Emphasis Programs. POC: (571) 767-1123.

**DLA Energy Manpower and Administrative Support Office** provides centralized manpower analysis and support to the Commander, staff and region offices. It acts as the control point for all personnel actions and issues between DLA Energy directorates, staff, region offices and Human Resources Services in liaison with DLA, specified and unified commands, military service components and government agencies. It develops and manages a comprehensive DLA Energy Human Capital Management program to include personnel forecast, recruiting, workforce representation, survey tools and leadership enhancement. Provides administrative support for DLA Energy leadership. POC: (571) 767-9474.

**DLA Energy Strategic Communications Group** consists of three distinct offices: Culture Climate, Command Communications and Public Affairs. The SCG synchronizes and communicates the Commander's vision and intent to support DLA Energy's strategic mission. POC: (571) 767-0906.

**DLA Energy Culture Climate Office** manages Commander's programs that align with the DLA Strategic Plan and DLA Energy's Operating Plan. Coordinates, develops and implements projects and programs to promote creative and innovative solutions for the organization's workforce development and DLA Culture Action Plan. Analyzes and manages DLA Workforce Development initiatives. Provides oversight and policy guidance on workforce development and leadership enhancement. POC: (571) 767-5413.

# Organizational Missions and Functions

**DLA Energy Command Communications Office** supports the Commander's decision-making through research, analysis, staff assessments and product development. Synchronizes and distributes the DLA Energy Commander's vision and goals. POC: (571) 767-2910.

**DLA Energy Public Affairs Office** is the Commander's principal advisor for public affairs. It is responsible for media relations, public information programs and public affairs policy development. The office develops and publishes informational products including the Energy Source magazine, strategic communication plans and internal and corporate brochures. It is responsible for the DLA Energy internal and external websites, as well as the DLA Energy Commander's Blog. The staff researches, writes and publishes articles highlighting the efforts of DLA Energy's workforce. It reviews briefings, presentations and publications intended for public distribution in accordance with DoD regulations. POC: (571) 767-4108.

## Support Offices

**DLA Finance–Energy** obtains and allocates resources, analyzes execution, provides fiscal guidance to support the DLA Energy business area in accomplishing its 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. POC: (571) 767- 8406/8591.

**DLA Installation Support for Energy** provides engineering technical support and construction quality assurance; environmental program management; property, plant and equipment accountability; safety and occupational health support and physical security-related services for DLA Energy and its facilities. POC: (571) 767-5482.

**DLA Counsel–Energy** provides the full range of legal support to the Commander and his staff. The chief counsel serves as DLA Energy's deputy designated agency ethics official. DLA Counsel-Energy represents the agency before the Armed Services Board of Contract Appeals, the Government 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 inquiries. In addition, DLA Counsel-Energy manages DLA Energy's Freedom of Information Act and Privacy Act programs, as well as DLA Energy's fraud, waste and abuse program. POC: (703) 767-5020.





# Organizational Missions and Functions

**DLA Intelligence–Energy** provides the full range of security support to the Commander and his staff. The DLA Intelligence security manager for DLA Energy serves as the principal overall management and coordination of the DLA Energy Operations Security, Information Security, Industrial Security and the Foreign Visit programs. The program manager also ensures DLA Energy is in compliance with DoD and DLA policies, plans, programs and budgets for implementation and maintenance of the security programs. The program manager also provides guidance and awareness training for all DLA Energy personnel, to include regional offices. DLA Intelligence is committed to full security support. POC: (571) 767-5277.

## Regional Offices

**DLA Energy Americas** DLA Energy Americas provides comprehensive energy support and solutions to the various departments and agencies of the U.S. government, as well as international partners. It is one of eight DLA Energy regional offices responsible for the receipt, storage, and distribution of various energy products to DLA Energy customers. The region's area of responsibility consists of North, Central and South Americas, plus the Caribbean Island states and territories; a total of 16,632,233 square miles encompassing the 49 contiguous United States and 39 additional countries/territories. DLA Energy Americas is divided into three regional offices and associated areas: DLA Energy Americas East at Houston, Texas; DLA Energy Americas West at San Pedro, California; and DLA Energy Americas North in Alaska. In order to accomplish its mission, a dedicated workforce of federal employees and military personnel provide uninterrupted fuel management and support to the Warfighter at more than 400 Army, Air Force, Navy, Marine and Coast Guard installations. Strategic energy and fuel management support includes distribution, inventory accountability and quality assurance functions of bulk fuel (aviation), bunkers (marine), direct delivery fuels (ground and installation), into-plane (aviation), missile/cryogenic, lube oil and coal. Bulk fuel storage and distribution support includes contract administration and inventory management. DLA Energy Americas supports five combatant commands: U.S. Northern Command, U.S. Southern Command, U.S. Strategic Command, U.S. Transportation Command, U.S. Special Operations Command, and U.S. Indo-Pacific Command. DLA Energy Americas also partners with the Federal Emergency Management Agency and contingency contractors for bulk petroleum support for natural or man-made disasters occurring in the U.S in support of Defense Support of Civil Authorities. POC: (713) 332-4101.



# 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. The office serves as the theater item manager for bulk fuel distribution and storage in Europe and Africa, as well as additional forces to include NATO, former Soviet Bloc nations and most forces operating in the former Yugoslavia, including those operating under the auspices of the United Nations. The geographic responsibility includes 55.8 million square miles, covering 103 nations in all of Europe and Africa, parts of Asia and North America, and extends from 500 miles off the Atlantic coast of the United States to the Pacific coast of Russia. It includes two-thirds of the Earth's coastlines, spanning 18 time zones. To aid in oversight of the responsibility area, the office has liaison officers at European Command, Africa Command, USAREUR,

U.S. Air Force Europe, Naval Europe, Italy, Spain and Turkey. Additionally, a robust quality management program is in place. DLA Energy Europe & Africa provides energy solutions to all Warfighters operating within the EUCOM and AFRICOM areas of responsibility, and will continue to provide fuel for today's fighting forces and energy solutions for tomorrow's missions. POC: 011-49-631-411-2030/2031.

**DLA Energy Middle East** provides comprehensive fuel management support to Central Command and other government activities operating in the CENTCOM area of responsibility. Through use of a robust and flexible petroleum distribution network, the employment of strategically dispersed bulk petroleum facilities, and synchronization and maintenance of multiple support arrangements, DLA Energy Middle East



# Organizational Missions and Functions

enables component commanders the flexibility to execute combatant command-directed operations and theater engagement. The area of responsibility encompasses the Middle East and Central Asia including Bahrain, Saudi Arabia, Kuwait, Qatar, Oman, United Arab Emirates, Yemen, Syria, Lebanon, Egypt, Jordan, Iraq, Iran, Afghanistan, Pakistan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan. Operating seven days a week from a forward-positioned headquarters in Bahrain, the region provides comprehensive energy solutions to the Warfighter in real-time, focusing on wartime effectiveness and peacetime efficiency. POC: +973-1785-4661.

**DLA Energy South-West Pacific**, with offices on Guam and Singapore, supports the Indo-Pacific Command Joint Petroleum Office as the Sub Area Petroleum Office Western Pacific, with a primary goal of providing effective and efficient supply operations to enable the projection and sustainment of joint bulk petroleum in theater. The goal of bulk petroleum support is to fulfill the requirements of the combatant commander's concept of operations and intent. DLA Energy South-West Pacific fulfills this responsibility with a skilled team of experts in the areas of fuel operations, inventory management and quality management in support of 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. POC: (671) 366-7764.

**DLA Energy Hawaii** is a U.S. Pacific Command strategic National Partner in support of the Pacific Command Joint Petroleum Office as the Sub Area Petroleum Office Eastern Pacific. The staff is focused on providing effective and efficient energy solutions to project and sustain joint bulk petroleum operations that enable combatant commander's to execute

their concept of operations and intent within the Eastern Pacific Theater Area of Operations. POC: (808) 473-4312

**DLA Energy Japan** mission is to provide U.S. forces and government agencies in Japan the most effective and efficient petroleum support possible through dedicated partnership with the U.S. Forces Japan J4, its customers and its suppliers. The team provides inventory management, quality surveillance, and theater transportation support to ensure the annual movement of more than \$1.8 billion worth of petroleum and cryogenic products and 41 percent of Indo-Pacific Command's total petroleum inventory to 16 defense fuel support points and 158 locations throughout Japan. POC: 011-81-311-755-2671.

**DLA Energy Korea** provides wholesale bulk petroleum supply, distribution and quality management for U.S. Forces in the Republic of Korea during armistice and contingency operations. DLA Energy Korea's team continually monitors and maintains oversight of more than 320 million gallons of fuel valued at \$1.2 billion while directing a network of 47 accounts with a volume of more than 350,000 fuel transactions annually. POC: 011-82-505-764-0302.

**DLA Energy Okinawa** provides support to customers with Class IIIB expertise in operations, maintenance, inventory management and quality surveillance. The team's focus is to sustain operational effectiveness of the Warfighter while remaining vigilant stewards of the pristine Okinawan environment and to continue to be good ambassadors to its hosts. POC: 011-81-311-75-5463.

# Civilian and Military End Strengths

<b>Fiscal Year</b>	<b>Civilian</b>	<b>Military</b>
	<b>Onboard</b>	<b>Onboard</b>
2018	1,089	71
2017	1,179	69
2016	1,259*	74
2015	1,238*	67
2014	1,278*	67
2013	1,333*	78
2012	1,339*	71
2011	1,202*	63
2010	1,148	63
2009	1,033	63
2008	920	59
2007	880	60
2006	760	69
2005	722	62

\* Indicates 250 transformed employees from DLA Finance, DLA Installation Support, and DLA Information Operations.



# **Fiscal 2018 Facts and Statistics:**

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## **Financial Results**



# Energy Summary

(U.S. dollars in millions)	Fiscal 2016	Fiscal 2017	Fiscal 2018
<b>Energy Expenses<sup>(1)</sup></b>	\$11,920.2	\$10,723.6	\$11,051.8
<b>Net Sales<sup>(2)</sup></b>	\$10,028.3	\$9,494.3	\$10,600.8
<b>Ending Inventory<sup>(3)</sup></b>	\$3,991.5	\$4,127.4	\$5,188.3

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

<sup>(2)</sup> Includes net sales for petroleum and aerospace energy products

<sup>(3)</sup> Includes petroleum and aerospace energy inventory and transportation expense

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



# Statement of Financial Conditions

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

Assets	Fiscal 2016	Fiscal 2017	Fiscal 2018
Accounts receivable	\$1,856.2	\$742.3	\$867.8
Inventories	\$3,991.5	\$4,127.4	\$5,188.3
Fund balance with treasury	\$528.3	\$659.6	-\$42.8
Other assets	\$1,698.4	\$1,549.8	\$1,577.3
<b>Total assets</b>	<b>\$8,074.4</b>	<b>\$7,079.1</b>	<b>\$7,590.5</b>
Liabilities			
Accounts payable	\$1,881.5	\$767.5	\$1,291.3
Advances from others	\$0.0	\$0.0	\$8.1
Custodial liabilities	\$4.7	\$4.1	\$1.3
Other liabilities	\$43.0	\$44.4	\$20.2
Estimated clean-up cost	\$1,333.4	\$1,385.1	\$1,406.3
<b>Total liabilities</b>	<b>\$3,262.6</b>	<b>\$2,201.1</b>	<b>\$2,727.2</b>
Net position			
Accumulated operating results	\$4,811.8	\$4,878.1	\$4,863.3
<b>Total capital</b>	<b>\$4,811.8</b>	<b>\$4,878.1</b>	<b>\$4,863.3</b>
<b>Total liabilities and capital</b>	<b>\$8,074.4</b>	<b>\$7,079.2</b>	<b>\$7,590.5</b>

**Note:**

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



# Statement of Sales

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

Customer	Fiscal 2016	Fiscal 2017	Fiscal 2018
U.S. Army	\$916.2	\$947.1	\$1,118.6
U.S. Navy	\$2,967.0	\$2,812.2	\$2,988.0
U.S. Air Force	\$5,280.0	\$4,911.0	\$5,157.4
U.S. Marine Corps	\$41.2	\$36.4	\$44.5
Other DoD	\$14.7	\$45.9	\$155.7
<b>Total DoD</b>	<b>\$9,219.0</b>	<b>\$8,752.6</b>	<b>\$9,464.1</b>
Other government agencies	\$315.9	\$366.5	\$619.7
<b>Subtotal</b>	<b>\$9,534.9</b>	<b>\$9,119.1</b>	<b>\$10,083.8</b>
Foreign government	\$472.0	\$334.3	\$407.7
State government	\$0.7	\$0.5	\$0.2
Local government	\$0.3	\$0.1	\$0.0
Commercial	\$265.6	\$285.5	\$356.7
Morale, Welfare and Recreation	\$5.0	\$5.1	\$6.1
<b>Total gross sales</b>	<b>\$10,278.5</b>	<b>\$9,744.6</b>	<b>\$10,854.5</b>
<b>Less:</b>			
Price reduction of sales	\$0.0	\$0.0	\$0.0
Material returns credits applied	\$250.2	\$250.4	\$253.7
Allowance for retail stock loss	\$0.0	\$0.0	\$0.0
<b>Total net sales</b>	<b>\$10,028.3</b>	<b>\$9,494.2</b>	<b>\$10,600.8</b>

**Note:**

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

# Net Sales by Category

## Petroleum and Aerospace Energy

Category	Fiscal 2016	Fiscal 2017	Fiscal 2018
<b>Bulk and Posts, Camps and Stations: (thousands of barrels)</b>			
AVGAS	19	15	9
Distillates and diesel	17,378	18,167	18,304
Gasohol	463	542	594
JP4, JAB, JAA and JA1	34,385	33,741	32,387
JP5	9,615	9,760	9,454
JP8, JPTS	25,779	26,849	25,052
Lube oils	21	19	18
Motor gasoline, leaded and unleaded	1,036	1,146	1,247
Residuals	214	210	308
<b>Subtotals</b>	<b>88,911</b>	<b>90,449</b>	<b>87,373</b>
Into-Plane	4,831	4,149	4,158
Bunkers	1,356	1,634	1,392
Local purchase	4,223	2,135	3,212
<b>Total petroleum</b>	<b>99,321</b>	<b>98,367</b>	<b>96,135</b>
<b>Aerospace Energy (millions of dollars)</b>	<b>\$42.1</b>	<b>\$42.1</b>	<b>\$51.1</b>

**Note:**

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

# Product Cost

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

Product	Fiscal 2016	Fiscal 2017	Fiscal 2018
<b>Bulk and Posts, Camps and Stations:</b>			
AVGAS	\$4.6	\$3.3	\$2.4
Distillates and diesel	\$919.4	\$1,118.6	\$1,535.3
Gasohol	\$32.9	\$43.9	\$56.9
JP4, JAB, JAA and JA1	\$2,924.2	\$3,271.7	\$4,304.2
JP5	\$636.3	\$804.4	\$1,064.1
JP8, JPTS	\$688.0	\$974.5	\$1,241.1
Lube Oils	\$3.7	\$3.9	\$4.1
Motor gasoline, leaded and unleaded	\$83.6	\$88.8	\$119.4
Residuals	\$7.1	\$7.6	\$3.9
<b>Bulk subtotals</b>	<b>\$5,359.8</b>	<b>\$6,316.7</b>	<b>\$8,331.4</b>
Into-Plane	\$440.6	\$429.0	\$510.8
Bunkers	\$124.8	\$137.1	\$146.1
Local purchase	\$846.5	\$617.2	\$902.0
<b>Total petroleum</b>	<b>\$6,771.8</b>	<b>\$7,500.0</b>	<b>\$9,890.1</b>
<b>Aerospace Energy</b>	<b>\$28.7</b>	<b>\$32.2</b>	<b>\$35.4</b>

**Note:**

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

# Purchases by Category

## Petroleum (thousands of barrels)

Category	Fiscal 2016	Fiscal 2017	Fiscal 2018
<b>Bulk and Posts, Camps and Stations:</b>			
AVGAS	21	13	10
Distillates and diesel	15,491	15,692	17,284
Gasohol	454	546	593
JP4, JAB, JAA and JA1	49,197	48,842	47,568
JP5	11,323	11,137	11,391
JP8, JPTS	10,980	10,884	10,683
Lube oils	21	20	19
Motor gasoline, leaded and unleaded	1,067	1,037	1,178
Residuals	142	134	39
<b>Subtotals</b>	<b>88,696</b>	<b>88,305</b>	<b>88,764</b>
Into-Plane	4,750	4,075	4,092
Bunkers	1,712	1,664	1,429
Local purchase	7,849	4,225	5,481
<b>Total petroleum</b>	<b>103,007</b>	<b>98,269</b>	<b>99,766</b>

**Note:**

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

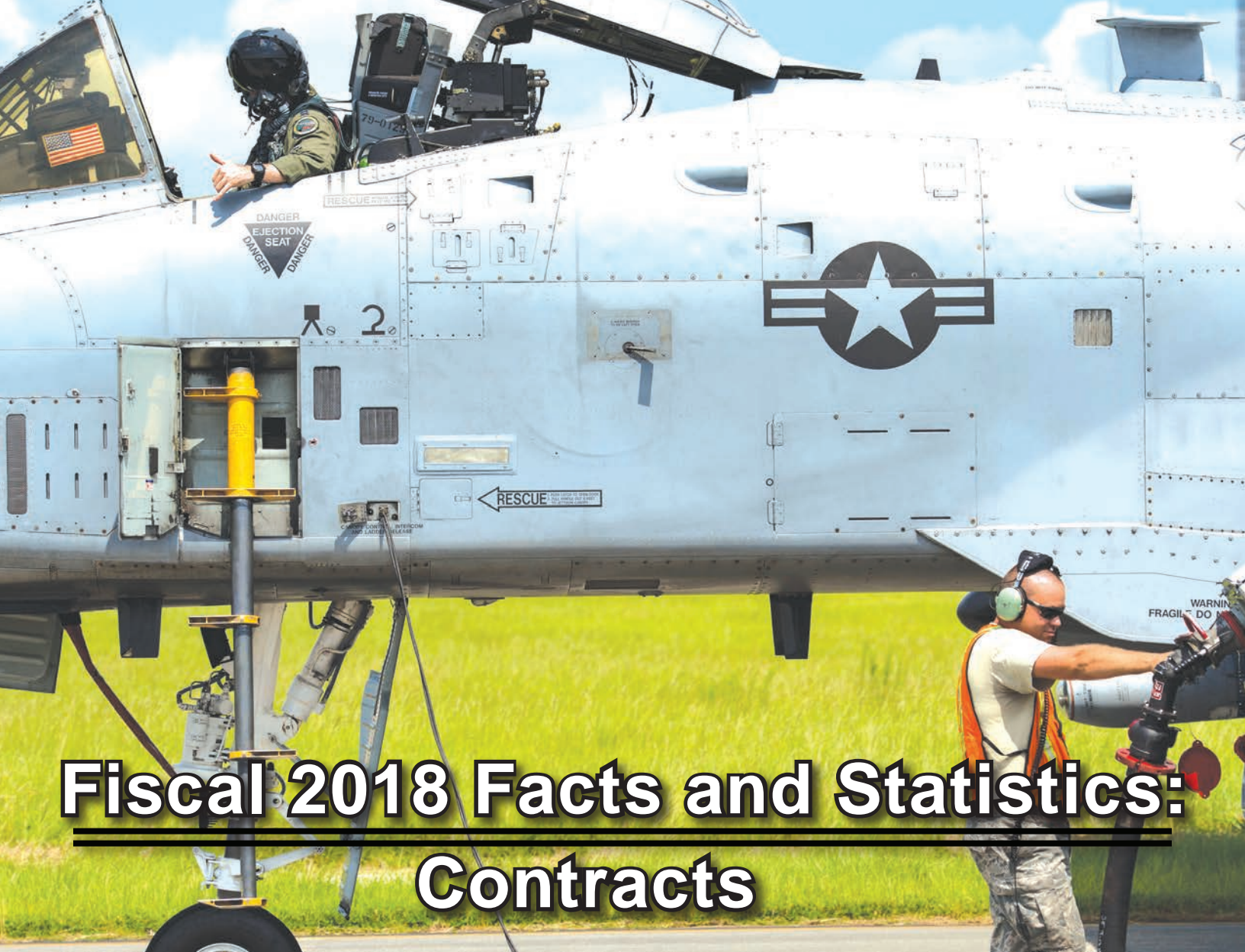
# Worldwide Bulk Fuel Ending Inventory

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

Product	Fiscal 2016		Fiscal 2017		Fiscal 2018	
	Barrels	Dollars	Barrels	Dollars	Barrels	Dollars
AVGAS	0.003	\$0.695	0.002	\$0.352	0.002	\$0.448
Distillates and diesel	10.361	\$633.723	8.213	\$528.589	7.923	\$600.644
JP4 (JP4, JAB, JAA and JA1)	20.499	\$1,191.101	19.158	\$1,282.868	19.678	\$1,830.781
JP5	15.297	\$1,176.225	15.017	\$1,237.425	15.995	\$1,517.234
JP8, JPTS	11.685	\$872.806	10.297	\$967.422	11.655	\$1,147.643
Lube oils	0.009	\$1.597	0.009	\$2.022	0.010	\$2.428
Motor gasoline and gasohol (leaded and unleaded)	0.139	\$11.189	0.125	\$11.377	0.149	\$16.888
Residuals	0.167	\$9.025	0.190	\$10.625	0.083	\$6.158
Additives	0.016	\$3.077	0.014	\$2.942	0.012	\$2.627
<b>Total on-hand and in transit</b>	<b>58.176</b>	<b>\$3,899.437</b>	<b>53.025</b>	<b>\$4,043.582</b>	<b>55.507</b>	<b>\$5,124.851</b>
<b>Aerospace Energy</b>		<b>\$92.079</b>		<b>\$83.860</b>		<b>\$63.432</b>

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





# **Fiscal 2018 Facts and Statistics:**

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# **Contracts**





# Contract Action Data

Business Unit	Total Business Unit Award Dollars	Contract Actions
Bulk Petroleum Products	\$7.3 (B)	4,681
Bulk Petroleum Supply Chain Services	\$318.6 (M)	915
Ground Fuels Division	\$1.4 (B)	43,032
Mobility Fuels Division	\$643.7 (M)	232,380
Installation Energy	\$59.1 (M)	221
Utility Services*	\$382.3 (M)	581
Aerospace Energy	\$37.5 (M)	5,274
<b>Totals</b>	<b>\$10.1 (B)</b>	<b>287,084</b>

Note: (B) is billions and (M) is millions. Dollar values include all reported fiscal 2018 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.

\*Information based on obligated dollars for contract awards and modifications reported in the Federal Procurement Data System.

# Environmental Contracts

## Locations

- 14 contracts for specific locations (Point Loma, CA; Norwalk, CA; San Pedro, CA; Ozol, CA; Eielson, AK; Whittier, AK; Ft. Hood, TX; Melville, RI; Verona, NY; Tampa, FL; Jacksonville, FL; Charleston, SC; Norfolk, VA; Hunter, GA)
- Four contracts for specific services (OPA 90 training and Environmental Documents) covering multiple locations (110 sites for the spill response training and over 11 sites for Environmental Documents)
- \$21.5 million approximate annual value to date

Active multi-year contract data as of Sept. 30, 2018

# Testing Contracts



# Alongside Aircraft Refueling



## 31 locations

- 30 contracts
- \$283 million award amount
- \$38.5 million approximate annual value

Active multi-year contract data as of Sept. 30, 2018

# Into-Plane Contracts

## Domestic

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

## Overseas

- 136 locations supported in 85 countries
- 39 contracts
- \$576 billion contract value
- 6.3 million barrels

Active multi-year contract data as of Sept. 30, 2018



# Ships' Bunkers Contracts



## **Domestic**

- 74 ports supported
- 20 contracts
- \$591 million contract value
- 3.4 million barrels

## **Overseas**

- 51 ports supported in 28 countries
- 21 contracts
- \$296 million contract value
- 3.2 million barrels

Active multi-year contract data as of Sept. 30, 2018

# Posts, Camps and Stations Contracts

## Domestic

- 216 contracts
- 1,761 activities supported
- \$3.9 billion contract value
- 41.7 million barrels

Active multi-year contract data as of Sept. 30, 2018

## Overseas

- 105 contracts
- 429 activities supported in 93 countries
- \$4.92 billion contract value
- 40 million barrels



# Energy Savings Performance Contracts

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

Installation	Energy Efficiency Investment	Total Cost Savings	Energy Savings (in MBTU)
99th Regional Support Command	\$25,495,025	\$60,828,211	1,354,206
Carlisle Barracks	\$9,359,579	\$12,165,560	407,313
Fort Hamilton (TO 1)	\$2,451,630	\$4,964,200	256,951
Fort Hamilton (TO 2)	\$16,584,118	\$27,536,889	597,531
Fort Hood (TO 1)	\$3,847,202	\$12,190,813	604,630
Fort Hood (TO 2)	\$11,593,095	\$38,863,830	1,254,136
Fort Hood (TO 3)	\$9,086,313	\$33,463,023	1,116,109
DIA	\$12,011,882	\$23,130,338	510,281
Fort Jackson	\$38,129,098	\$111,154,697	3,860,284
USAG Rheinland-Pfalz	\$7,567,025	\$26,525,137	1,192,956
Oklahoma City Air Logistics Command	\$243,016,917	\$650,678,353	14,289,393
Hill Air Force Base	\$41,859,795	\$91,141,974	4,778,268
Arnold Air Force Base	\$19,711,241.00	\$36,460,397	2,266,752
Joint Base Charleston	\$15,539,055.00	\$48,989,613	587,818
Eglin Air Force Base	\$31,993,447.00	\$60,101,716	1,531,728
Kunsan Air Base	\$27,969,715.43	\$71,191,096	1,293,589
Joint Base San Antonio	\$132,507,146.00	\$290,030,963	7,850,502
Kirtland Air Force Base	\$8,417,640.00	\$10,143,095	126,248
<b>Totals</b>	<b>\$654,688,294</b>	<b>\$1,604,595,705</b>	<b>43,621,744*</b>



# Utility Services Contracts

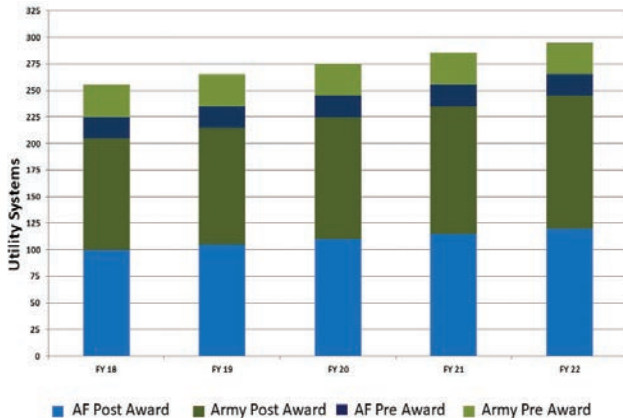
## Utility Services Contract Award Summary

- 62 locations supported
- 142 systems
- Types of contracted support
  - » Water distribution
  - » Wastewater collection
  - » Electrical distribution
  - » Central heat and power plant
  - » Natural gas distribution
  - » Water plant
  - » Wastewater plant
- \$18.1 billion contract value through fiscal 2018
- Active multi-year contract data as of Sept. 30, 2018

## DLA Energy Utility Services Activity Across the U.S.



## Workload Projection (Number of Systems)



## Fiscal 2018 Utility Services Contract Awards\*

Location	System(s)	Total Value
Grand Forks / Cavalier, ND	Electric	\$85,567,101
Grand Forks / Cavalier, ND	Water/Wastewater	\$285,523,192
Jackson, SC	Electric	\$142,280,462
Jackson, SC	Gas	\$33,658,296
JBLM, WA	Electric	\$485,443,670
Leonard Wood, MO	Water/Wastewater	\$590,702,920
Riley, KS	Gas	\$102,561,964
<b>Total</b>		<b>\$1,725,737,605</b>

\*Information based on total contract value for awards within fiscal year 2018.

# Aerospace Energy Contracts



- 92 national stock numbers
  - » 28 different products
  - » Three product classes: liquid propellants, cryogenics and compressed gases
- 123 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 FedBizOpps
- Growing supplier base
- Every product supports a DoD major weapon system or DoD space application



# **Fiscal 2018 Facts and Statistics: Business Unit Programs**



# Terminal Operations

## Types of storage and distribution services:

- Government-owned, contractor operated
- Contractor-owned, contractor operated
- Fleet Logistics Centers
- International Agreements

Worldwide facilities funded by DLA  
Terminal Operations: **258**

Expenditures in FY18: **\$274 million**



# DWCF Optimization Program Overview

Studies that identify optimal storage, operational and infrastructure solutions for an installation. These studies often reduce government owned infrastructure by incorporating best commercial practices while minimizing a service component's investment in Class III (B) supply chain management.

- 10 FY18 studies resulting in the following recommendations:
  - » Contractor-owned, contractor-operated (COCO): 1
  - » Government-owned, contractor operator (GOCO): none
  - » Hybrid (COCO/GOCO): 1
  - » Current Operations: 2
  - » Still under assessment: 6
- \$4.8 million projected Net Present Value savings over a 27-year period

Active multi-year contract data as of Sept. 30, 2018



# Defense Fuel Support Points

Type of operation	Army	Navy	Air Force	DLA	Total
Government-owned, government-operated	95	45	108	3	251
Government-owned, contractor-operated	16	8	26	132	182
Contractor-owned, contractor-operated	2	1	1	47	51
North Atlantic Treaty Organization	0	0	0	6	6
Commercial pipeline	0	0	0	37	37
Floating storage	0	61	0	0	61
Foreign government	0	0	3	7	10
<b>Total</b>	<b>113</b>	<b>115</b>	<b>138</b>	<b>232</b>	<b>598</b>

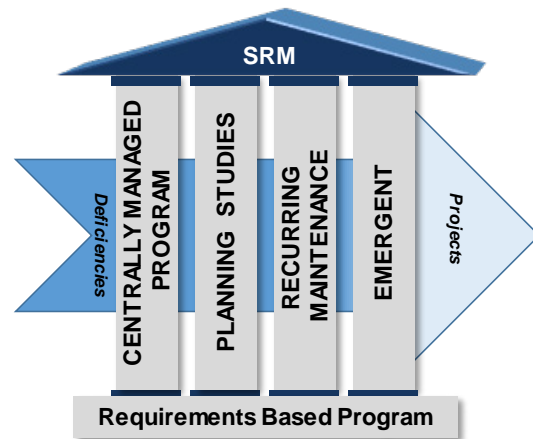
# Sustainment, Restoration and Modernization

**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



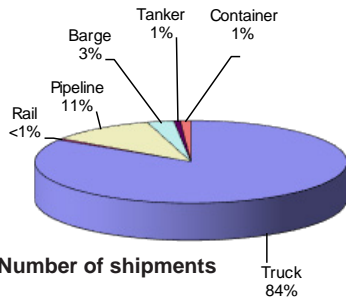
	FY14	FY15	FY16	FY17	FY18
<b>Return-to-Operator Tank Count</b>	48	79	112	147	74
<b>Installations using the Reoccurring Maintenance Program</b>	187	223	341	433	450
<b>Total Projects</b>	1,203	1,074	1,343	1,570	1,541
<b>Projects related to Emergent Requirements</b>	23%	23%	15%	13%	12%
<b>Total Obligated (in millions)</b>	\$412	\$546.9	\$686.6	\$684.5	\$499.7

***From Fixing to Maintaining Infrastructure***

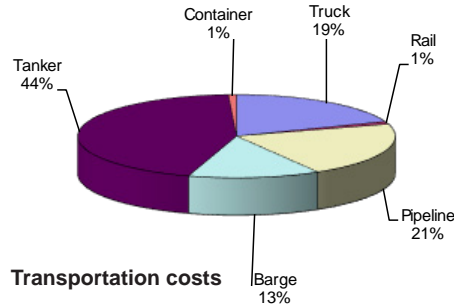


# Worldwide Bulk Product Transportation

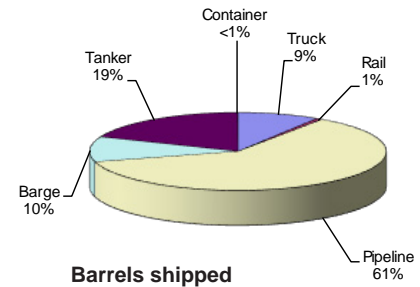
### Frequency



### Cost



### Volume



FY17		Truck	Rail	*Pipeline	Barge	Tanker	Seavan	Total
Within the Continental United States	Shipments	22,107	86	2,601	639	48	-	25,481
	Cost (millions)	\$76.9	\$2.8	\$86.6	\$52.5	\$45.3	-	\$264.1
	Barrels (millions)	11.2	0.4	60.4	11.6	6.2	-	89.8
Outside the Continental United States	Shipments	2,305	95	587	166	147	321	3,621
	Cost (millions)	\$2.2	\$1.8	-	\$2.5	\$136.6	\$3.4	\$146.5
	Barrels (millions)	0.7	0.5	20.8	2.3	18.9	0.1	43.3
Total	Shipments	24,412	181	3,188	805	195	321	29,102
	Cost (millions)	\$79.1	\$4.6	\$86.6	\$55.0	\$181.9	\$3.4	\$410.6
	Barrels (millions)	11.9	0.9	81.2	13.9	25.1	0.1	133.1

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)

<b>Worldwide Petroleum Fuel</b>	<b>Fiscal 2016</b>	<b>Fiscal 2017</b>	<b>Fiscal 2018</b>
AVGAS	\$0.1	\$0.1	\$0.1
Distillates and diesel	\$76.1	\$70.0	\$93.0
JP4, JAB, JAA and JA1	\$241.8	\$218.0	\$256.1
JP5	\$55.6	\$49.7	\$61.3
JP8, JPTS	\$54.0	\$48.6	\$57.5
Lube oils	\$0.1	\$0.1	\$0.1
Motor gasoline (leaded and unleaded)	\$7.5	\$7.1	\$9.5
Residuals	\$0.7	\$0.5	\$0.2
<b>Total</b>	<b>\$435.9</b>	<b>\$394.1</b>	<b>\$477.8</b>
<b>Worldwide Aerospace Energy</b>	<b>\$2.0</b>	<b>\$2.0</b>	<b>\$3.0</b>

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

# Small Business Program Achievements

	Fiscal 2016			Fiscal 2017			Fiscal 2018		
Small Business Preference Program	Targets	Performance	Dollars (millions)	Targets	Performance	Dollars (millions)	Targets	Performance	Dollars (millions)
<b>Total Small Business eligible dollars</b>			<b>\$4,584</b>			<b>\$6,022</b>			<b>\$6,651</b>
Small Business awards	21.29%	24.9%	\$1,016	21.29%	25.9%	\$1,560	21.3%	33.49%	\$2,227
Small Disadvantaged Business awards	5%	5.60%	\$254.7	5%	6.1%	\$367	6.4%	8.05%	\$535
Section (8)a (Subset of SDB – no separate target)	N/A	0.05%	\$2.3	N/A	.005%	\$0.298	N/A	.06%	\$4.2
Woman-Owned Small Business awards	5%	0.59%	\$27.2	5%	0.87%	\$52.3	0.99%	0.92%	\$61.4
Hubzone Small Business awards	3%	1.95%	\$87.4	3%	4.26%	\$256.8	4%	6.34%	\$423.8
Service-Disabled Veteran-Owned Small Business awards	3%	0.37%	\$28.8	3%	1.02%	\$61.3	1%	1.29%	\$85.8

# Strategic Policy and Programs

## FY18 Accomplishments: Strategic Initiatives Office

- Launched first-ever DLA Energy Contracting Officers' Representatives training course, bridging a critical knowledge gap identified by the Executive Agent Component Steering Group. This training prepares individuals to be more effective as service contract CORs at Defense Fuel Support Points, and course completion will become a requisite to future COR appointments.
- Expanded the DLA Energy IT Integration process to monitor key DLA IT capabilities, initiatives, and projects impacting the Energy supply chains and support to the Warfighter. A cross-functional collaborative forum met monthly to review core capabilities and communicate status with all stakeholders.
- Hosted the Joint Petroleum Seminar 2018. This two-day event was facilitated by experts from across DLA Energy, DLA Energy regions, all Combatant Command Joint Petroleum Offices, as well as offices at OSD and the Pentagon. Attended by over 100 Senior NCOs, Warrant Officers, mid-grade Officers, and commensurate civilian, the overall objective of these annual seminars is to preserve and enhance the joint petroleum supply chain management skill-set across DoD.

# Strategic Policy and Programs

## **FY18 Accomplishments: Audit & Sustainment Office**

- Teamed with DLA Energy regions and military services to assess Audit Readiness at 117 locations around the world. Successfully met all Independent Public Auditor objectives for performing and documenting physical inventory, assessing design and effectiveness of internal controls, and obtaining requested support documentation and hundreds of records queries. Maintained aggressive efforts mapping the way to government audit goals.

## **FY18 Accomplishments: Policy & Procedures Management Office**

- Published a complete update to DoD M4140.25, Volumes 1 through 12. Revision of this manual was critical to the effective management of the DLA Energy supply chain and represents years of work needed to capture the many facets of DLA Energy's evolving mission.

# 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 – Acquisition Only Agreement

### Oman

FSA - Product/Service Agreement

### United Arab Emirates

Joint FEA

## U.S. European Command (22)

### NATO

FSA - Central European Pipeline System

### Belgium

Joint FEA

### Germany

Joint FEA

### Greece

Air Force FEA  
Navy FEA  
FSA - Souda Depot

### Italy

Navy FEA  
Air Force FEA  
FSA - Northern Italian Pipeline system  
FSA - Sigonella Pipeline  
FSA – Augusta/Gaeta Depot

### Poland

Navy FEA

### Portugal

FSA - Lajes Storage

### 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 (9)

### Australia

Joint FEA

### India

Navy DBA

### 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 (4)

### Argentina

Navy FEA

### Chile

Navy FEA

### Honduras

Air Force FEA

### Peru

Navy FEA

Agreement Type	Agreements	Financial
Fuel Support Agreements - product/service	14	\$125 million
Fuel Exchange/Direct Bill Agreements – sales/purchases	27	\$386 million
Stand-alone ACSA Orders – sales/purchases	29	<u>\$361 million</u>
		Total: \$872 Million

# Coal Program

**Locations supported with bituminous coal:** U.S. Capitol Building Power Plant.

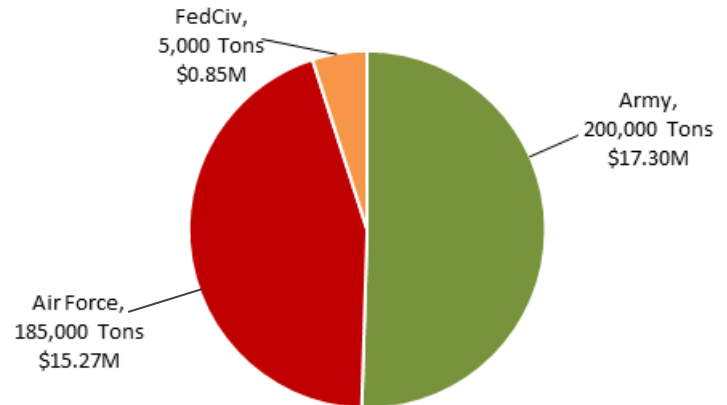
**Locations supported with sub-bituminous coal:** Fort Wainwright and Eielson Air Force Base.

## **Fiscal 2018 Coal Program Summary:**

390,000 tons of coal for various locations in the U.S. valued at \$35,275,900.



**Fiscal 2018 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 approximately 40 million dekatherms annually to approximately 200 DoD and federal civilian customers.

## Fiscal 2018 Program Summary

Component	Customers per Component	Dekatherms Delivered (in millions)	Expenditures* (in millions)	Cost Avoidance** (in millions)	Percent Savings vs. Local Utility	Fiscal 1991-2018 Cost Avoidance (in millions)
Army	46	9.2	\$33.4	\$13.7	29%	\$342.8
Navy/Marines	32	8.8	\$32.6	\$13.1	29%	\$357.5
Air Force	33	7.7	\$23.4	\$12.3	35%	\$212.0
Other DoD	15	1.7	\$7.1	\$2.9	29%	\$47.0
Fed. Civilian	67	11.0	\$39.6	\$12.8	24%	\$302.4
<b>Total</b>	<b>193</b>	<b>38.4</b>	<b>\$136.1</b>	<b>\$54.8</b>	<b>29%</b>	<b>\$1,261.7</b>

Additional consumption and cost avoidance from FY18 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 - 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.

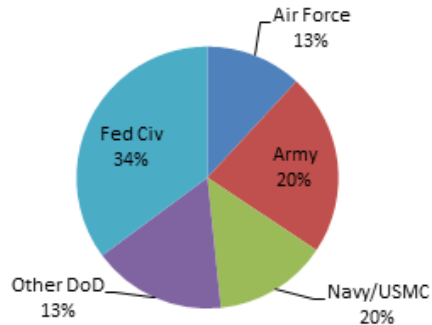
## Fiscal 2018 Program Overview

Component	Number of Demand Response Installations	States (current enrollment)	Kilowatts Enrolled	Savings*	Savings Since Inception (fiscal 2008 - 2018)
<b>Air Force</b>	5	NY, TX, VA, WV	10,000	\$489,617	\$3,330,687
<b>Army</b>	4	MD, PA, VA, WV	20,000	\$526,146	\$4,269,987
<b>Navy/USMC</b>	4	DC, MD, VA	15,000	\$157,634	\$13,246,744
<b>Other DoD</b>	4	MD, VA	8,000	\$167,752	\$5,538,155
<b>Fed. Civilian</b>	13	DC, IL, MD, NJ, VA, WV	20,000	\$243,376	\$9,317,176
<b>Total</b>	<b>30</b>		<b>73,000</b>	<b>\$1,584,525</b>	<b>\$35,702,749</b>

\*Additional savings from FY18 performance period will continue to be realized.

# Electricity Program

## Percentage of Total Contract Value

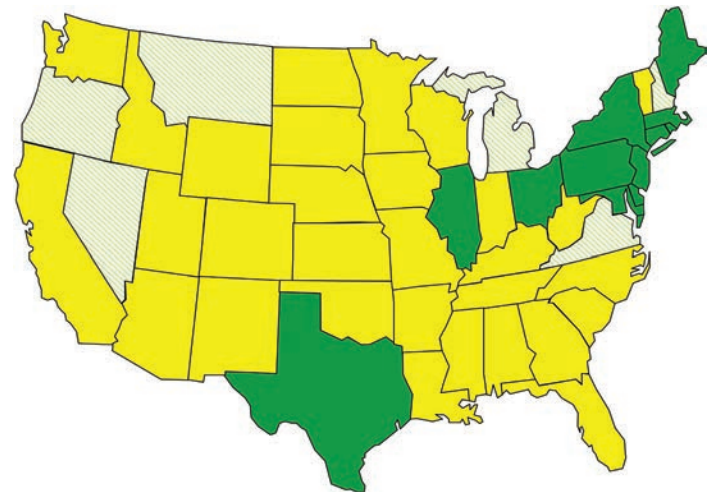


DLA Energy is actively managing more than 13 million megawatt hours of electricity valued at more than \$750 million under multiple-year contracts. DLA Energy has experience in all states in which deregulation/restructuring has occurred and in which requirements have been received.

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

## Fiscal Year 2018 Electricity Program Summary

Program	kWh Awarded	Contract Value
PJM Portfolio	6,032,121,737	\$376,464,718
PJM Small	106,285,629	\$5,727,664
PJM Large	3,221,487,549	\$157,847,748
PJM Navy	1,417,209,065	\$99,368,093
Fermi	866,450,856	\$44,641,353
New England	331,667,444	\$27,907,935
Texas	923,850,261	\$32,790,211
MISO	417,859,509	\$18,271,751
New York	212,988,953	\$9,899,287
Strategic Petroleum Reserve	20,471,600	\$703,814
<b>Total</b>	<b>13,550,392,603</b>	<b>\$773,622,573</b>



# 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.

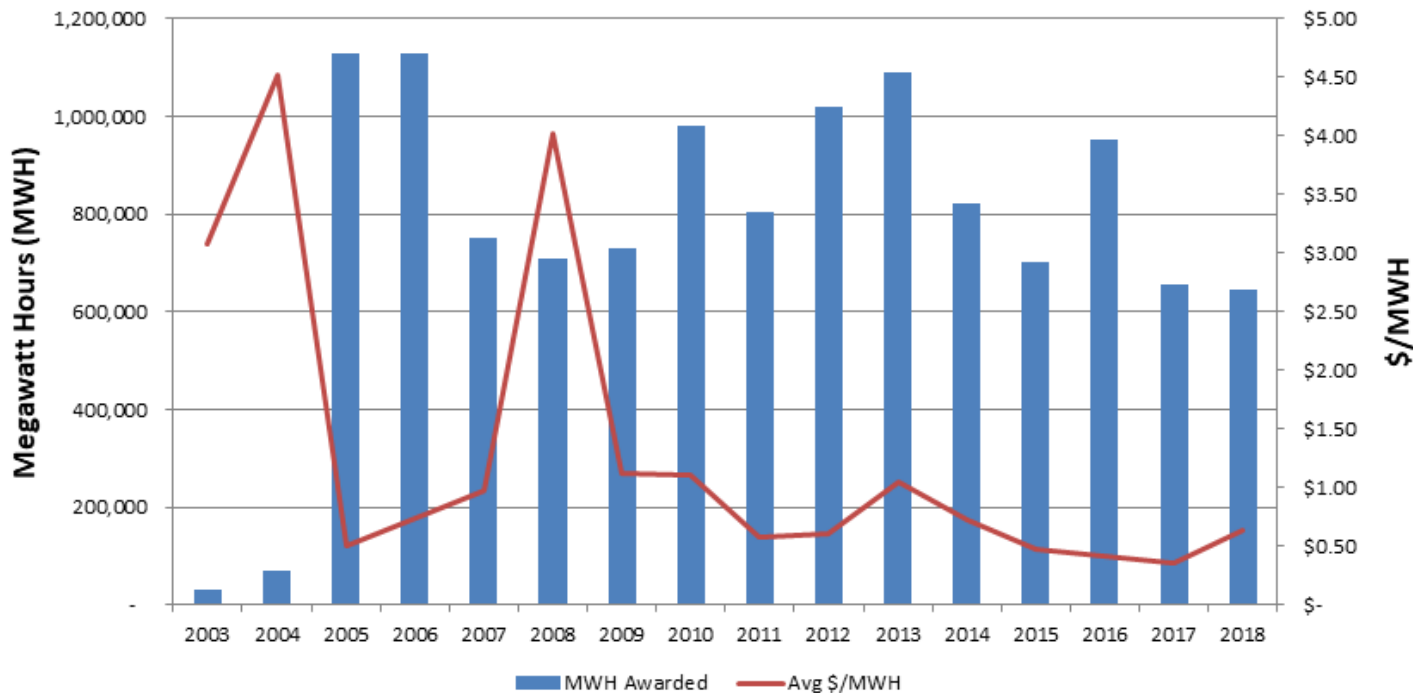
## Fiscal 2018 Renewable Energy Program

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	On-site	53,530	26 years	Jan 2017	\$96.20
Fort Detrick	Army	Solar	14.6	On-site	24,240	25 years	Mar 2015	\$61.85
Fort Drum	Army	Biomass	28	On-site	147,000	20 years	Sep 2014	\$288.92
Fort Hood	Army	Solar/Wind	65	On-site / Off-site	430,000	29 years	Jan 2016	\$377.50
<b>Totals</b>			<b>135.6</b>		<b>1,977,770</b>			<b>\$824.47</b>



# 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.



**For fiscal year 2018, 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.**

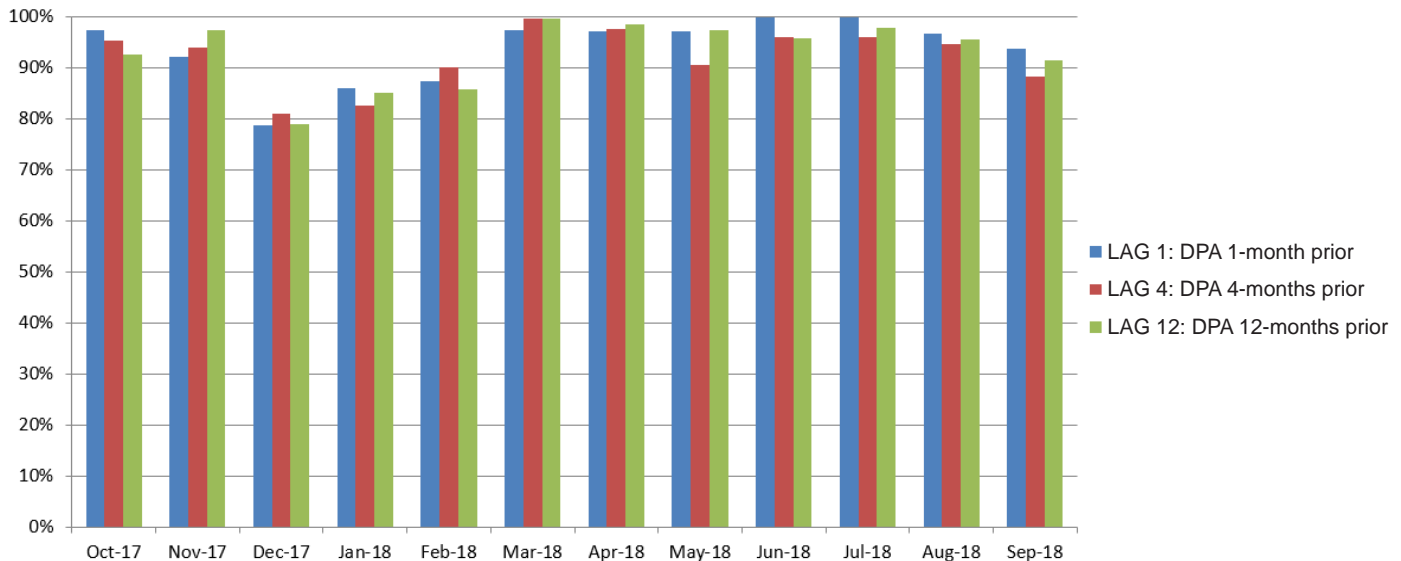
# Customer Support

- Serves as the primary customer-facing point for DoD, federal civilian and other authorized customers at 3,917 delivery locations for petroleum products.
- Informs customers of new and existing DLA Energy services and processes.
- Coordinates and processes customer requirements and maintains customer data.
- Assists in performing expeditious action on ordering and material acceptance processes.
- Solves or coordinates timely resolution of customer fuel support issues.

# Demand Planning Support

- Manages customer collaboration for petroleum requirements at both into-stock and customer direct locations.
- Maintains demand data for 600 into-stock and 4,295 customer direct locations.
- Produces demand plans from historical data, statistical modeling and interactive collaboration.
- Coordinates demand plans and customer requirements with supplier operations to supply 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 FY18 – Lag 1 = 93.72%, Lag 4 = 92.22%, Lag 12 = 93.08%



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
<b>Number of Agreements</b>	88	271
<b>Top Sales (in millions)</b>	FEMA (\$156) USCG (\$145) CBP (\$56) USPS (\$37)	Atlas Air (\$116) Kalitta Air (\$47) Omni Air International (\$32)
<b>Total Sales (in millions)</b>	\$618	\$313

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



# 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

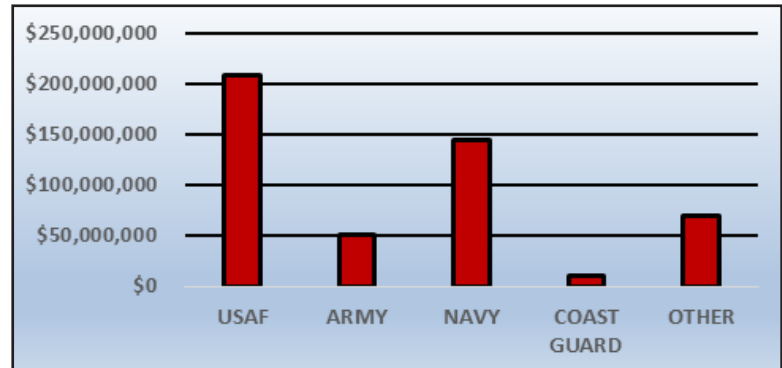
## Fiscal stewardship

- Fiscal 2018 AIR Card® fuel purchases rebate is \$1.1 million
- Strategic Sourcing Report: Identifies contract locations where the AIR Card® customer purchases retail fuel

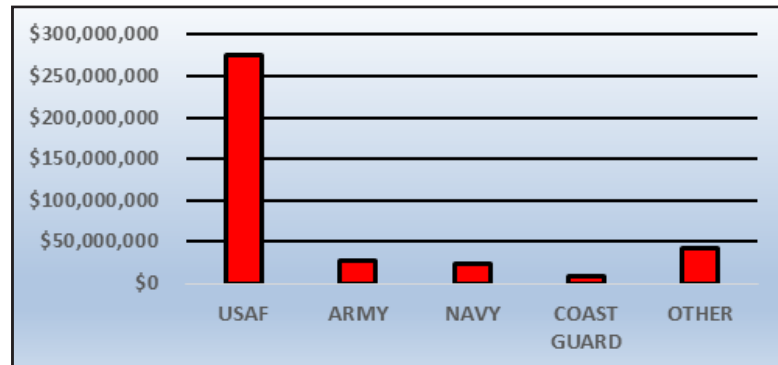
## Fiscal 2018 sales data

- \$485 million in AIR Card® contract fuel purchases
  - » 171 million gallons
  - » 240,000 transactions
- \$378 million in AIR Card® retail fuel purchases
  - » 82 million gallons
  - » 85,000 transactions

## AIR Card® contract fuel purchases



## AIR Card® retail fuel purchases



Note: "Other" pertains to federal and DoD agencies



# DoD Fleet Card

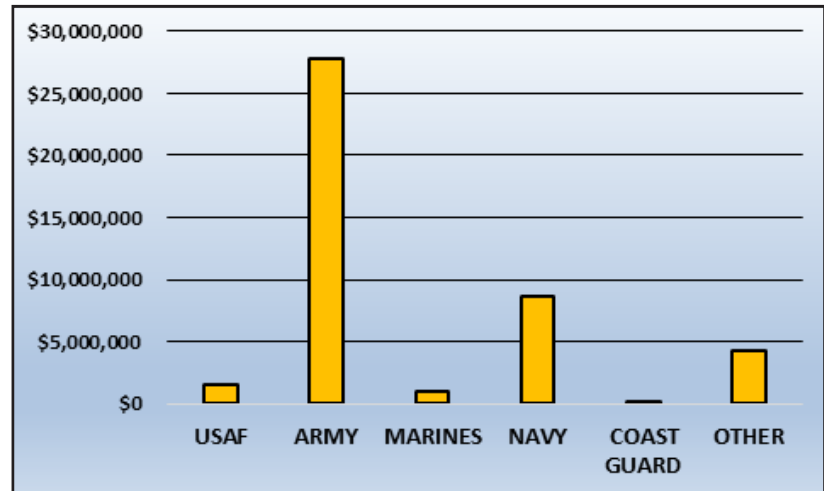
## Warfighter benefits

- 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
- \$206,000 in fiscal 2018 rebates

## Fiscal 2018 sales data

- \$43.2 million in DoD Fleet Card fuel purchases
  - » 16.4 million gallons
  - » 642,872 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 2018 DoD SEA Card® fuel purchases rebate is \$200,000

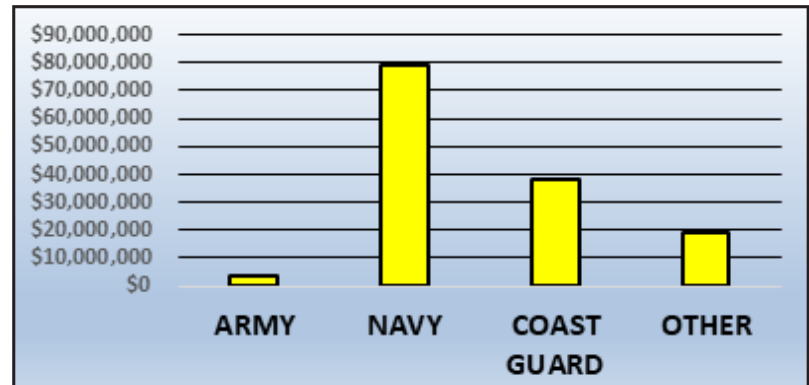
## Global support

- 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

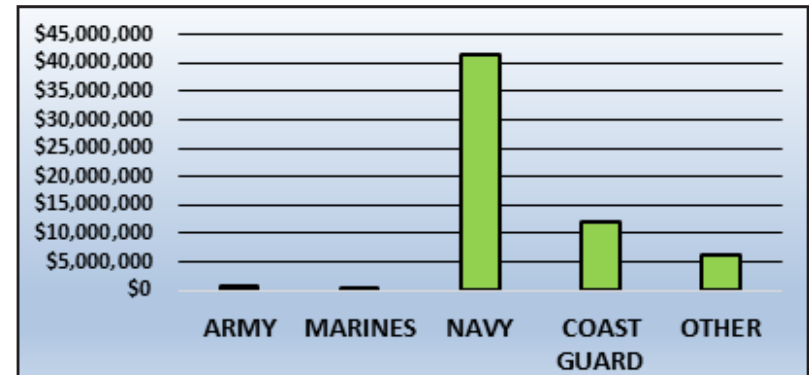
## Fiscal 2018 sales data

- \$140 million contract fuel
  - » 56 million gallons
  - » 3,022 transactions
- \$60.5 million non-contract fuel
  - » 24 million gallons
  - » 731 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®

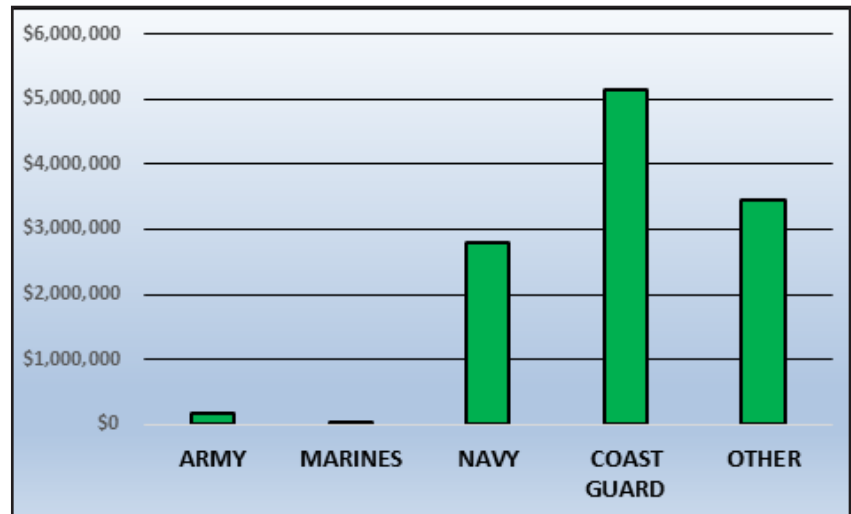
## Warfighter benefits

- 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
- Provides interfund billing through DLA Energy
- \$88,000 in fiscal 2018 rebates

## Fiscal 2018 sales data

- \$11.5 million in DoD Swipe SEA Card® fuel purchases
  - » 4 million gallons
  - » 8,279 transactions

## DoD Swipe SEA Card® fuel purchases



Note: "Other" pertains to federal and DoD agencies

# 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 is able to be queried through a custom query system.
- This 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-AQ 8725 John J Kingman Road, Fort Belvoir, VA 22060 or pqis@da.mil.



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

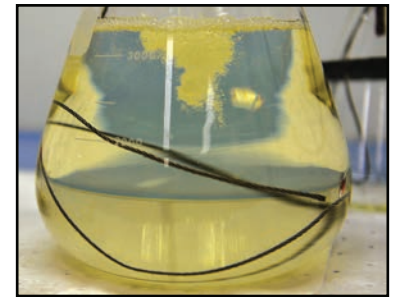


## Projects include:

- Rocket Propellant Study to Evaluate Effects of Fuel Composition on Thermal Stability Properties
  - Combustor Operability with Alternative and Referenced Fuels
  - Improved Testing of Alternative Fuels on O-Ring Performance
  - Selection of a New Lubricant for the Navy's Steam Catapult Launching Engine Assembly
  - Determine the Impacts from Fuels Other Than F-76 on Ship Stability and Weight for US Navy Surface Ships
  - Woody Biomass Conversion to Liquid Hydrocarbon Fuels
  - Comparison of Fuel Storage Stability Test Methods
  - Significance of Organosulfur and Organonitrogen compounds in fuel to promote GUM and Sediment formation
  - Metal Deactivator Additive (MDA) Effect on Tube Deposits from Fuels Failing Thermal Stability
  - Survey of Aviation Turbine Fuel Compositional analysis
  - Treating Biocontamination in Army Power Generator with an Advanced Fuel Antimicrobial Additive
  - Increased Fuel Affordability through Deployable Desulfurization Refining Technology
- 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.
  - Partner with commercial industry, military services and federal agencies.

# 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**
    - 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 three enterprises for the construction of commercial facilities to produce military grade biofuels.
  - » **Co-production of liquid hydrocarbon fuels**
    - 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. 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.



# 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 DESCH 4120.1, Defense Logistics Agency Energy Commodities Handbook.

# Quality Investigations

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

- » Investigation of False-Positive Detection of Fatty Acid Methyl Ester (FAME) contamination in jet fuel: DoD-wide investigation group was formed and concluded that certain chemicals present in jet fuel signaled false-positive detection of FAME in jet fuel via a certain test method. DLA Energy Quality Directorate published a memorandum which explains the potential false-positive FAME detection issue and how to proceed when such results are experienced. Subsequently the test method was revised to include the wording for potential false-positive detection by certain chemicals.
- » Off-Specification Turbine Fuel, Aviation, Thermally Stable (JPTS): JPTS fuel showed failing thermal stability in accordance with the requirements in JPTS specification. DLA Energy Quality Directorate working with the supplier and USAF to ensure immediate remediation and development of a permanent solution to the problem through site visits and chemical and physical analysis of the off-spec JPTS, etc.

- **Coordinating Research Council Fuel Stability Panel:** The CRC thermal stability panel, which consists of government, industry, and academia experts, formed to address aviation fuel thermal stability issues seen downstream of the refinery mainly when aviation fuel is shipped through multi-product pipeline systems. Over the past few years, DLA Energy and commercial industry have seen several incidents that have the potential to impact supply of aviation fuel to airports and military installations. The panel continues to develop a statement of work for the project along with details pertaining to sampling and testing of various fuels in order to identify root cause and potential solutions.
- **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 exception, 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 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 receives 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 dated September 11, 2018. This standard:

- Develops and assures implementation of Department of Defense 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 5101.8, “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 (QAS) and QAS Supervisors Training and Certification Program (DLA Energy Regulation 4155.2)

- 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



DLA Energy is the liaison to the DLA Supply Chain Sustainability and Hazardous Minimization team, or HAZMIN team.

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

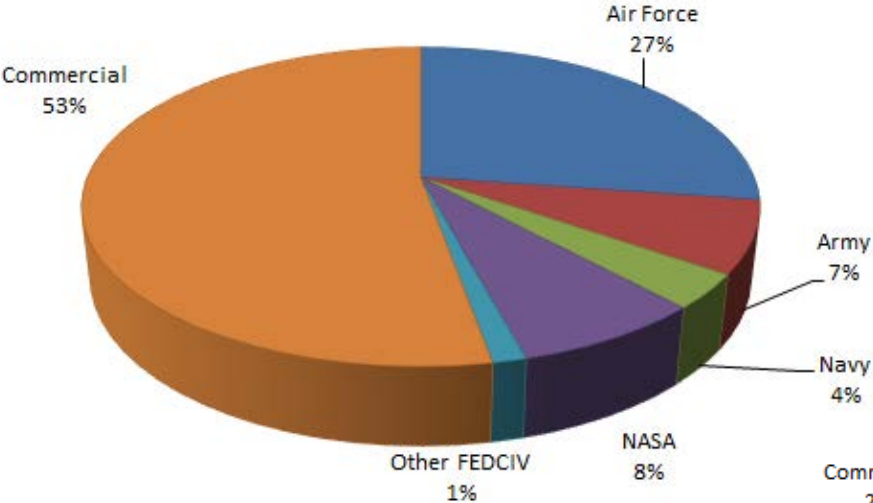
- Recovered or recycled content
  - Environmentally preferable
    - Energy efficient
    - Bio-based
- Alternative fuels & alternative-fueled vehicles

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.

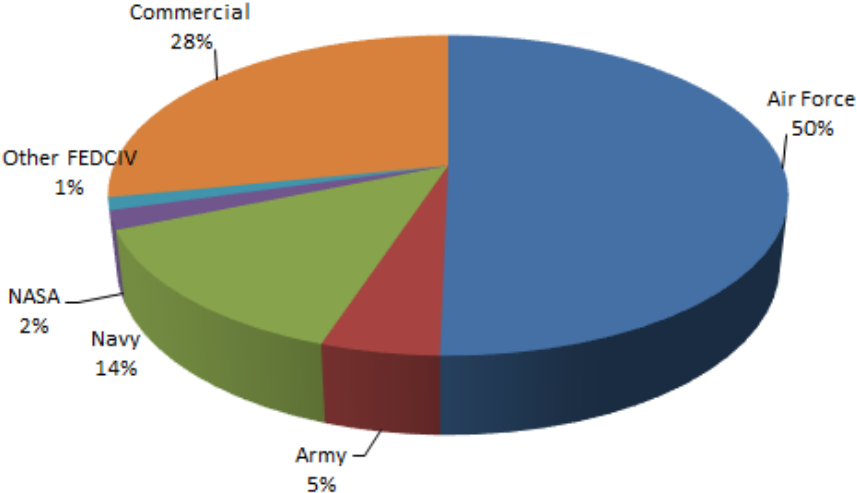
The team educates users and establishes Environmental Attribute Codes for B20 and E85 to assist customers in identifying and ordering environmentally preferable alternative fuels.

# Aerospace Energy Customer Profile

By total sales: \$51.1 million



By number of customers: 316



# Aerospace Energy Product Line Overview

## Compressed gases

- Helium
- Nitrogen
- Argon
- Hydrogen
- Deuterium
- Nitrogen trifluoride
- Fluorine
- Xenon
- Krypton
- Neon



## Propellants

- Hypergolic
  - » Hydrazine fuels - six grades
  - » Dinitrogen tetroxide - seven grades
  - » Inhibited red fuming nitric acid
- Non-hypergolic
  - » Rocket propellant - Grades 1 and 2
  - » Isopropyl alcohol
  - » Hydrogen peroxide
  - » JP10
  - » Priming fluid
  - » Methanol
- Cryogenic
  - » Liquid oxygen
  - » Liquid hydrogen
  - » Liquid methane

## Non-propellant cryogenics

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



# Major Programs Supported

- Commercial evolved expendable launch vehicle - United Launch Alliance Atlas V, Delta II and Delta IV
- Commercial launch vehicles – SpaceX Falcon and Orbital Sciences Antares
- F-16 emergency power unit
- F-15/F-16 air intercept missile, Avenger, Sidewinder
- Cruise missiles - Navy Tomahawk, Harpoon, and USAF air launched cruise missile and air cruise missile
- AIM-9 and Stinger missiles
- Research and development programs
- Army terminal high altitude area defense
- DoD aircraft life support and maintenance
- U.S. Air Force continental airships programs
- U.S. Navy nuclear-powered attack submarine program
- Outside the continental U.S. DoD Aerostat programs
- Department of Homeland Security Border Patrol Aerostat Program
- Military and commercial satellites
- International Space Station
- Drug Enforcement Agency drug interdiction
- DoD laser programs
- National Oceanic and Atmospheric Administration
- National Weather Service
- U.S. Department of Energy



# Hazardous Material Shipments

Product	Cylinders/Drums	Bulk
Helium	96	431
Argon	568	N/A
Hydrazine	398	31
JP10/PF1	69	22
Dinitrogen Tetroxide (N <sub>2</sub> O <sub>4</sub> )	86	N/A
RP1 and RP2	8	49
Nitrogen	17	N/A
Hydrogen	N/A	22
JP-7	N/A	N/A
Methane	2	4
<b>Total</b>	<b>1,242</b>	<b>543</b>



# Major Annual Exercises

Northern Command	
QLLEX	Quartermaster Liquid Logistics Exercise: The largest annual Army petroleum and water transportation exercise in the continental U.S.
Vigilant Shield	NORAD and USNORTHCOM Tier 1 Command Post exercise focused on N-NC Homeland Defense and Homeland Security missions and staff processes.
Ardent Sentry	NORAD and USNORTHCOM Tier 1 exercise focused on Defense Support of Civil Authority.
Central Command	
Eager Lion	A multi-lateral exercise in support of global contingency operations held in Jordan.
Inherent Resolve	Ongoing operation that provides support to a comprehensive strategy in degrading and defeating Islamic State of the Iraq and Levant.
Pacific Command	
Balikatan	Annual multi-service exercise to strengthen interoperability between the Armed Forces of the Philippines and U.S. Forces.
Cobra Gold	Combined Joint Chiefs of Staff-funded exercise to enhance security and stability in Asia-Pacific region held in Thailand.
Pacific Sentry	PACOM directed Tier 1 Command Post exercise.
Ulchi Freedom Guardian	An exercise to demonstrate support of Republic of Korea (on hold).
Talisman Sabre	Biennial multi-service/multi-national exercise to enhance interoperability and contingency support with Allied Nations. It is conducted in Australia.
Key Resolve	CJCS-funded exercise for joint and combined warfare held in Korea (on hold).
Keen Sword/Keen Edge	An exercise to strengthen interoperability of Japanese Self Defense Forces and PACOM held in Japan.
Africa Command	
OBANGAME Express	Multinational maritime exercise conducted in Gulf of Guinea to strengthen maritime safety and security in region.
Flintlock	Special Operations exercise designed to improve interoperability, communication and humanitarian response capabilities between nations of West Africa.
African Lion	Annual bilateral exercise between U.S. and Moroccan forces designed to improve interoperability and mutual understanding of each nation's tactics, techniques, and procedures.
European Command	
Atlantic Resolve	Operation that demonstrates U.S. commitment to the collective security of NATO and to the enduring of peace and stability in Europe.
Saber Strike	An exercise aimed at improving the cooperation and capabilities of the participating nations for future contingency operations amongst European nations.
Austere Challenge	Tier 1 TTX supporting OPLAN/CONPLAN operations with partner NATO Nations and U.S. Service Components.
Sea Breeze	Multinational maritime exercise hosted by Ukraine conducted in the Black Sea to strengthen regional security in Europe.

# Acronyms

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





# Defense Logistics Agency Energy

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