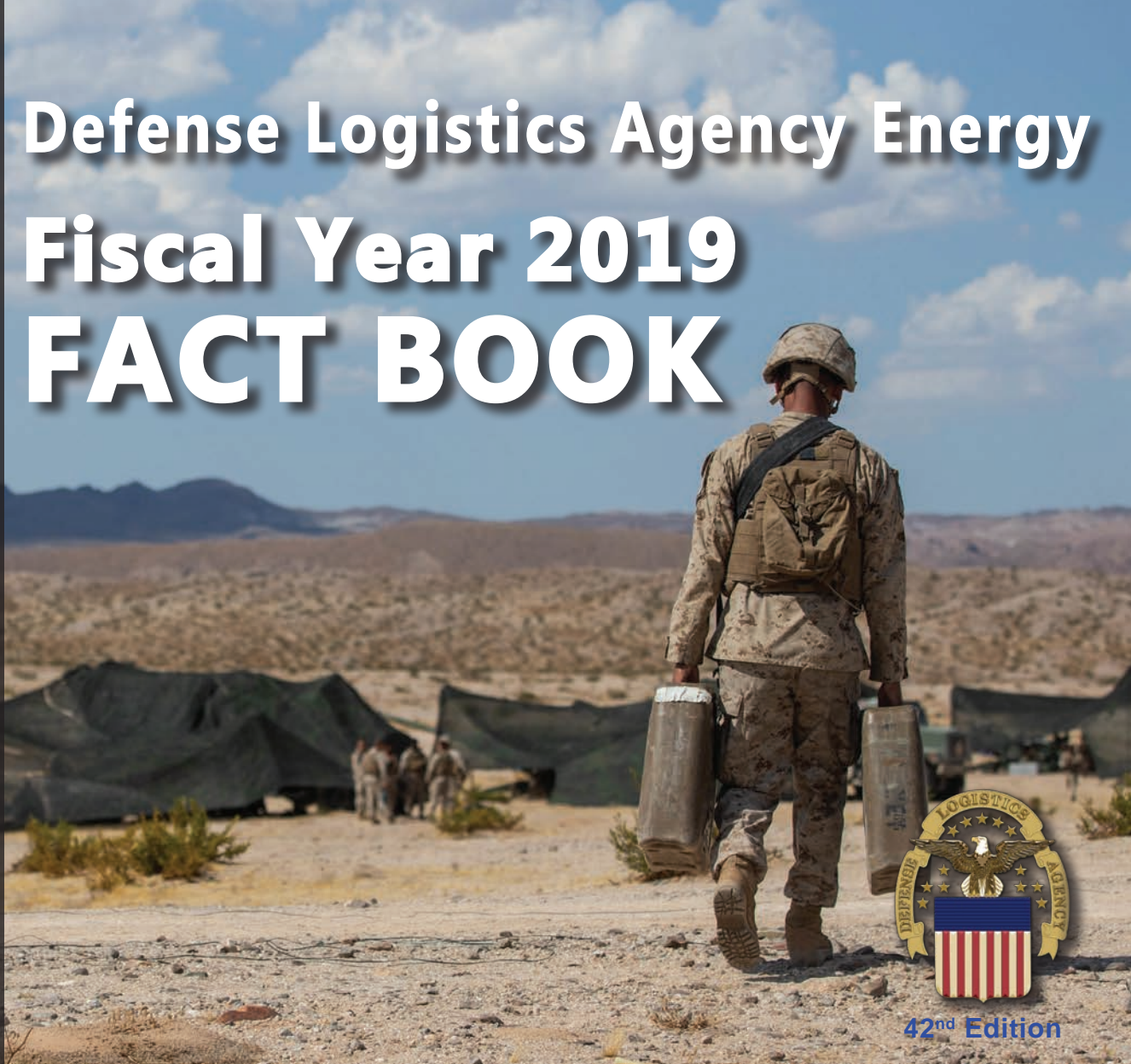


2019

Defense Logistics Agency Energy Fiscal Year 2019 FACT BOOK



42nd Edition

Table of Contents

Foreword	1
DLA Energy's History.....	2
Mission and Vision.....	3
Commander's Update	4
DLA Energy Organization	6
Worldwide Locations	7
DLA Energy Senior Leadership	8
Commander, DLA Energy Biography.....	9
Deputy Commander, DLA Energy Biography	10
Head of the Contracting Activity Highlights.....	11
Organizational Missions and Functions.....	12
Civilian and Military End Strengths.....	26

Fiscal 2019 Facts and Statistics: Financial Results

Enterprise FY19 Snapshot	27
Energy Summary.....	28
Statement of Financial Conditions.....	29
Statement of Sales	30
Net Sales by Category.....	31
Product Cost.....	32
Purchases by Category	33
Worldwide Bulk Fuel Ending Inventory.....	34

Fiscal 2019 Facts and Statistics: Contracts

Contract Action Data.....	35
Environmental Contracts	36
Testing Contracts.....	37
Alongside Aircraft Refueling	38
Into-Plane Contracts.....	39
Ships' Bunkers Contracts	40
Posts, Camps and Stations Contracts.....	41
Energy Savings Performance Contracts	42
Utility Services Contracts.....	43
Aerospace Energy Contracts.....	44

Fiscal 2019 Facts and Statistics: Business Unit Programs

Storage and Distribution Services	45
DWCF Optimization Program Overview	46
Defense Fuel Support Points.....	47
Sustainment, Restoration and Modernization.....	48
Worldwide Bulk Product Transportation	49
Transportation Expense	50
Small Business Program Achievements.....	51
Strategic Policy and Programs	52
Worldwide Agreements Snapshot	54
Coal Program	55
Natural Gas Program.....	56
Electricity - Demand Response Program	57
Electricity Program	58
Renewable Energy Program	59
Customer Support	61
Demand Planning Support	62
Whole of Government Support	63
U.S. Government AIR Card®	64
DoD Fleet Card.....	65
DoD SEA Card System®.....	66
DoD Swipe SEA Card®.....	67
Petroleum Quality Information System	68
Research and Development Product Support.....	69
Alternative Energy R&D Support.....	70
Cataloging and Standardization	71
Quality Investigations	72
Quality Assurance/Surveillance Program	73
DoD Standard Practice Quality Assurance.....	74
Quality Assurance Training & Certification	75
DLA Supply Chain Sustainability & HAZMIN Team	76
Aerospace Energy Customer Profile.....	77
Aerospace Programs Supported	79
Hazardous Material Shipments	80
Acronyms.....	81

*NOTE: The first section of this book are current as of December 2019. Information after the Financial Results section is a snapshot of DLA Energy's facts and figures for fiscal year 2019.
(Front cover photo by Marine Corps Lance Cpl. Scott Jenkins. Back cover photo by Lance Cpl. Alexia Lythos)*

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 2019, 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 nine 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 contract 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 Major Subordinate Commands 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 of 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



In our continuing pursuit of excellence in achieving DLA's strategic goals, DLA Energy achieved significant accomplishments on land, at sea, and in space supporting the Warfighter and our federal partners in FY19.

As the supplier of fuel to our military around the world including alternative and renewable energy, quality and technical support, fuel card programs and installation energy products and services, DLA Energy procured 94 million barrels of bulk petroleum worth \$12.1 billion. In support of the whole of government, we supplied 94% of U.S. government fuel purchases totaling \$490 million. DoD, federal, and commercial customers launched rockets and satellites loaded with DLA Energy-supplied propellants for missions and research, including 25,500 pounds of rocket fuel to re-supply the International Space Station.

Actively going above and beyond to develop innovative and efficient solutions which build a more secure, resilient supply chain, reduce energy costs, and improve mission assurance, DLA Energy employees earned Federal Energy and Water Management Awards for the third year in a row. Managed by the U.S. Department of Energy, these annual awards recognize individuals, groups, and agencies for their contributions in the areas of energy efficiency, water conservation, and the use of advanced and renewable energy technologies at federal facilities.

The Deputy Assistant Secretary of Defense for Energy and Joint Staff J4-sponsored and USINDOPACOM J4-hosted Joint Force Energy Wargame assessed gaps in fuel storage and distribution, identified opportunities to increase energy supply chain resiliency, and evaluated the implications of threats to energy sources. The wargame was focused on energy-related issues and will prove valuable as we anticipate future needs and work to improve supply chain resiliency and security.

During the 2019 Arctic Expeditionary Capabilities Exercise in the Aleutian Islands, South Central Alaska and Southern California, fuel quality assurance and technical support in the remote, limited environments were the focus for DLA Energy personnel. During the exercise, the USS Petersburg (T-AOT-9101) transferred bulk

Commander's Update

liquid over-the-shore into a bladder farm using the Offshore Petroleum Distribution System, a critical asset for contingencies and Defense Support of Civil Authorities activities.

As Hurricane Dorian moved slowly, but dangerously along the East Coast, a DLA Energy team forward deployed to support the Federal Emergency Management Agency. The six-person DLA Energy Task Force Americas team had 71 fuel vehicles loaded, staged, and ready to respond to FEMA requests for fuel support. TFA is a team of first responders who manage FEMA's contingency fuel contract under the Defense Support of Civil Authorities mission.

Focusing efforts on relationship building, business reform, and government-wide efficiency, DLA Energy held a well-attended and successful 2019 Worldwide Energy Conference featuring more than 100 workshops and welcomed more than 125 vendors on the interactive trade show floor. A signature networking and educational event, the WWEC showcased DLA Energy's Warfighter support and provided customers, suppliers, and whole of government partners an opportunity to meet and discuss current trends and emerging technologies in the energy supply chain.

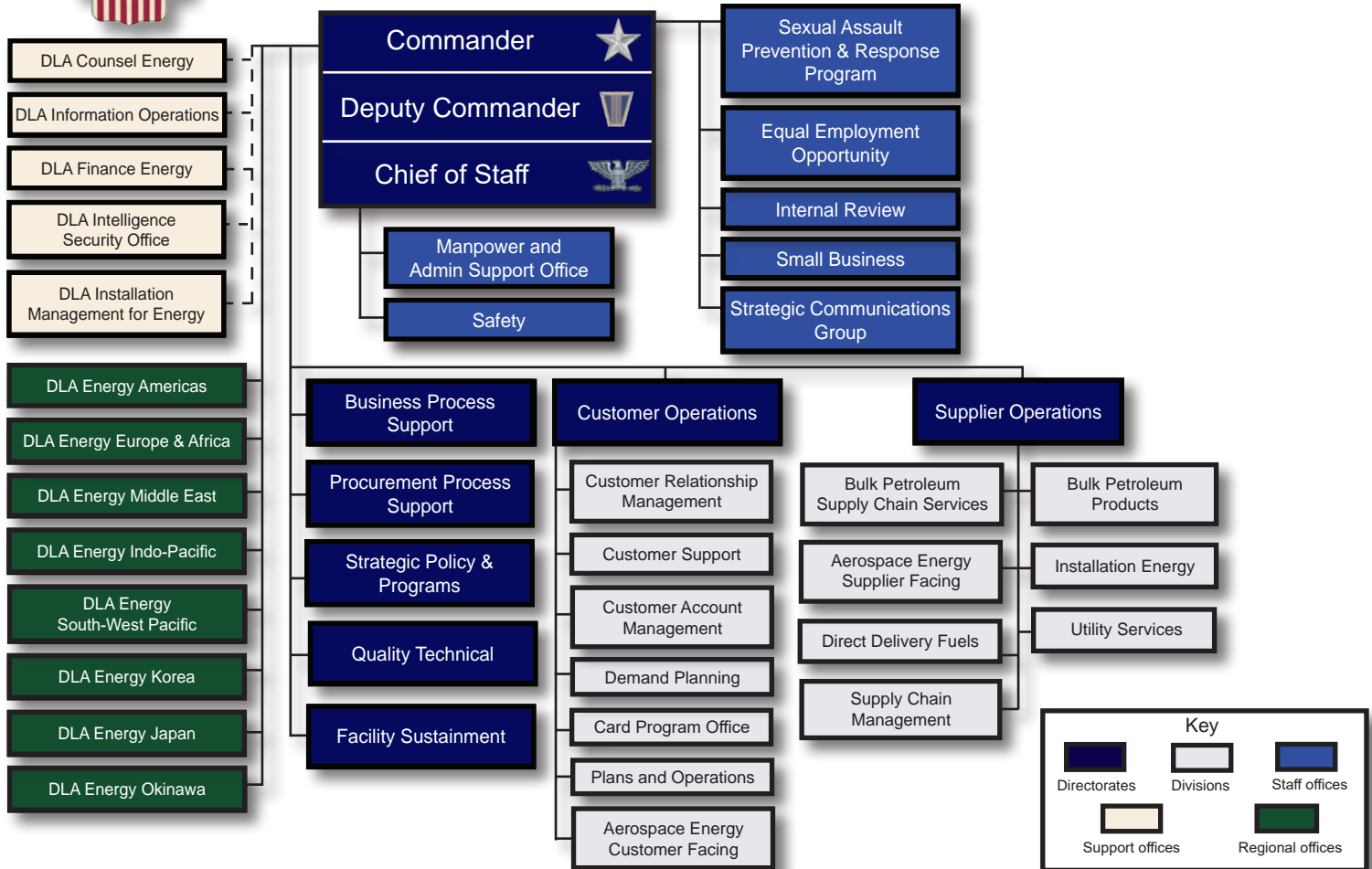
Furthermore, understanding the importance of networking, DLA Energy routinely pursued opportunities to meet with current and potential industry partners. In July, DLA Energy held a constructive networking session during the second annual DLA Industry Day providing the acquisition community an opportunity to network with industry representatives and further solidify valuable relationships.

The success of our ability to deliver comprehensive energy solutions rests on a dedicated and talented workforce. From ships' bunkers contracts to utility services contracts, DLA Energy professionals procured and managed energy products and services valued in excess of \$12.1 billion including awarding four strategic bulk fuel procurement programs.

In closing, I want to thank the entire DLA Energy workforce located across the globe for their hard work and dedication in helping us achieve these 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



HEADQUARTERS

REGIONAL OFFICE

DLA ENERGY LIAISON

DLA Energy Senior Leadership



Deputy Commander
Eric Smith



Commander
Brig Gen Albert Miller, USAF



Chief of Staff
COL Stephen Davis, USA



Customer Operations
CAPT Christopher Light, USN



Supplier Operations
Gabriella Earhardt



Facility Sustainment
Eric Wiedemann



Procurement Process Support
Bruce Blank



Strategic Policy & Programs
Regina Gray



Quality Technical
Pam Serino



Business Process Support
Tom Turets



Americas Commander
COL Kevin Cotman, USA



Europe & Africa Commander
LTC Donna Welch, USA



Middle East Commander
Lt Col Amanda Shumaker, USAF



DLA Finance Energy
Richard Sninsky



DLA Counsel Energy
Kathleen Murphy



DLA Installation Mgmt Energy
Phil Dawson



Strategic Comms Group
Col Mark Tate, USAF



Americas East Cmdr.
LTC Julian Perez
USA



Americas West Cmdr.
CDR Michael Wilson
USN



Americas North Cmdr.
Maj Marcus McWilliams
USAF



Indo-Pacific Cmdr.
CDR Eric Lockett
USN



SW Pacific Cmdr.
CDR Angela Watson
USN



Korea Cmdr.
LTC Craig Daniel
USA



Japan Cmdr.
Maj Justin D'Agostino
USAF



Okinawa Cmdr.
Maj Tracy Gilmore
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



Eric Smith

Eric Smith assumed his current position as the deputy commander of the Defense Logistics Agency Energy, a major subordinate command of DLA at Fort Belvoir, Virginia, Nov. 24, 2019. As the deputy commander, he is responsible for providing the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and efficient manner possible.

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

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

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

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

Smith earned a master's degree in national security strategy from the National War College in Washington, D.C.; a master's degree in business administration from Saint Ambrose University in Davenport, Iowa; and a bachelor's degree in political science from the University of Tennessee at Chattanooga.

Head of the Contracting Activity Highlights



Gabby Earhardt

DLA Energy executes its missions to support the Warfighter and deliver comprehensive energy solutions mainly thanks to a dedicated and talented acquisition community. DLA Energy acquisition professionals procured and managed energy products and services valued in excess of \$12.1 billion.

DLA Energy continued to build strong industry partnerships through its Supplier Advocate position and the newly established Supplier Advocacy Council. This dedicated group brought creativity and passion for industry engagement to monthly meetings, which focus on executing the DLA Industry Engagement Plan. To drive internal change, the SAC analyzed DLA Energy's portion of the DLA Supplier Feedback Survey to determine the best courses of action.

In July 2019, DLA Energy participated in the second annual DLA Industry Day providing the acquisition community an opportunity to network with industry representatives and further solidify valuable relationships. DLA Energy held a constructive Industry Day networking session using a format found valuable during the 2019 Worldwide Energy Conference. DLA Energy understands the importance of networking and routinely pursues opportunities with current and potential industry partners.

The well-attended and successful 2019 WWEC featured more than 100 educational and informative workshops and welcomed more than 125 vendors on the interactive trade show floor. The WWEC is DLA Energy's signature networking and educational event, showcasing its Warfighter support and providing customers, suppliers and whole of government partners an opportunity to meet and discuss current trends and emerging technologies in the energy supply chain.

DLA Energy relies on a well-trained workforce with deep bench strength to provide unparalleled Warfighter support. As HCA, it is my priority to ensure the acquisition workforce continues to grow and develop. The Contracting Officer Mentor Program provides training to acquisition professionals, shares best practices and strategies for success, and encourages networking opportunities within the community. DLA Energy's acquisition professionals continue to achieve Defense Acquisition Workforce Improvement Act certifications earning 133 certifications during the last fiscal year with 16 new 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 98%. Additionally, we created the Life Cycle Logistics Change Management Initiative, designed to inform and educate the LCL community of their Defense Acquisition Workforce Improvement Act requirement. This change management initiative elevated the general knowledge within the LCL community resulting in zero delinquencies and waivers in fiscal year 2019.

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) 767-8461.

DLA Energy Bulk Petroleum Supply Chain Services Division

provides contract support for the bulk petroleum supply chain, including worldwide acquisition of fuel-related services such as government-owned, contractor-operated defense fuel support points, contractor-owned and -operated defense fuel support points, alongside aircraft fuel contracted delivery, lab testing and environmental compliance, assessment and remediation. Bulk Petroleum Supply Chain Services is also the single source for drafting, negotiating, concluding and amending international fuel agreements with foreign governments supporting worldwide DoD operations. POC: (571) 767-3541.



Photo courtesy of United Launch Alliance

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 Energy 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



Photo by Sgt. 1st Class Josh Steinback

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 DLA Energy-owned 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, conducts planning, coordinates resources, assists in acquisitions, 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 \$920 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 from DLA Energy, and guides customers through the appropriate processes to obtain support. POC: (571) 767-1608.



Photo courtesy of Mark Mizrahi, DLA Energy

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

Photo courtesy of DLA Energy Task Force Americas



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 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. POC: (210) 780-4936.

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 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.



Photo by Senior Airman Jessica Smith

Organizational Missions and Functions

DLA Energy Quality Operations Division provides integrated supply chain support and solutions for the DLA Energy worldwide quality mission. Quality Operations develops policy, programs and procedures for implementing DLA Energy quality assurance (contract and depot) functions. 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 DLA Energy business unit programs. Quality Operations develops requirements for laboratory support 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 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.



Photo by Brian Reed, DLA Energy

Organizational Missions and Functions

Facility Sustainment Directorate

Responsible for sustaining, restoring and modernizing 75% of the DoD's fixed fuels infrastructure at 563 sites across 391 installations worldwide that store DLA owned petroleum, oil and lubricants. The \$650 million per year program provides enterprise level Sustainment (maintenance and repair activities to keep facilities in good working order over their expected service lives), Restoration (repairs required to return degraded facilities to good condition) and Modernization (maintenance and repair required to keep facilities functioning beyond their expected service lives or to meet new requirements) at DLA capitalized fuel facilities. The objective of the program is to meet operational and emerging Warfighter requirements and ensure compliance with environmental regulations at DLA supported Defense Fuel Support Points.
POC: (571) 767-4415.

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. 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 Base Level Systems Application. 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



Photo by Capt. Ernest Wang

Organizational Missions and Functions

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 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 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.



Photo by Spc. Elizabeth Johnson

Organizational Missions and Functions

DLA Energy Strategic Initiatives Office assesses changes and programmatically implements enhancements to DLA Energy's overall mission. Develops and coordinates strategy, policy and procedures, and centrally manages studies, projects, and cost-benefit/business case analyses across all DLA Energy supply chains. Manages department-delegated Executive Agent responsibilities for the DoD Bulk Petroleum supply chain, and provides structure and direction to the DoD EA Component Steering Group. Carries out DLA Energy's knowledge management program to maintain content, ensure visibility and accessibility of supply chain training opportunities across all DLA Energy Supply Chains.

DLA Energy Strategic Management and Process Improvement Office provides a critical component of Command support, DLA Energy "Governance" oversight, i.e., creating and updating strategic management planning documents, and tracking progress against transformational initiatives and internal business metrics. The office also provides a key component of audit sustainment by guiding and facilitating the use of Continuous Process Improvement tools and methods across DLA Energy, and supports DLA Energy in identifying and resolving existing gaps between supply and customer side activities.

DLA Energy Policy and Procedures Office supports DLA Energy Command and Audit Readiness by coordinating and deconflicting process guidance across the DLA Energy supply chain elements, Military Services and other impacted external entities. The office facilitates coordination of Host-Tenant Supply Chain Support Agreements between DLA Energy and supporting installations, and acts as the DLA Energy coordinator for ensuring agreements comply with G-invoicing requirements.

DLA Energy Auditability and Sustainment Office performs the critical role of leading DLA Energy's audit sustainment and evidential matter management oversight programs in support of the Agency financial statements. The office oversees assertion efforts, internal control testing, corrective actions, and local risk mitigation, and acts as the Records Management Coordinator focal point for DLA Energy.

Staff Offices

DLA Energy Sexual Assault Prevention and Response Program aims to prevent sexual assault in our workforce and support victims when an assault is reported. SAPR services are confidential and available 24/7. A Sexual Assault Response Coordinator is available through the DLA SAPR hotline at 1-800-841-0937. POC: 571-767-6349.



Photo by Petty Officer 2nd Class Krystina Coffey

Organizational Missions and Functions

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 Program. 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.

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

DLA Energy Equal Employment Opportunity, Diversity and Inclusion Program aims to foster an environment free of unlawful discrimination and sexual harassment and ensure fair treatment for DLA Energy employees and 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 forecasting, recruiting, workforce representation, survey tools



Photo by Mike Domen, DLA Energy

Organizational Missions and Functions

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 the 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. It analyzes and manages DLA Workforce Development initiatives and provides oversight and policy guidance on workforce development and leadership enhancement. POC: (571) 767-5413.

DLA Energy Command Communications Office supports the Commander's decision-making through research, analysis, staff assessments and product development. It 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 fact sheets, videos, 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 also 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 areas in accomplishing their mission in a manner which provides the best return on investment to the taxpayer through a highly motivated team of dedicated financial professionals who are well-trained and committed to customer support. POC: (571) 767- 8406.

DLA Installation Management 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.



Photo by Spc. Maria Henderson

Organizational Missions and Functions

DLA Counsel–Energy provides the full range of legal support to the Commander and staff. The Chief Counsel serves as DLA Energy's Deputy Designated Agency Ethics Official. DLA Counsel-Energy represents the agency before the Armed Services Board of Contract Appeals, the Government Accountability Office, the Equal Employment Opportunity Commission and the Merit Systems Protection Board. It works with the Department of Justice on all court litigation involving DLA Energy and serves as DLA Energy's Alternative Dispute Resolution specialist. It is responsible for DLA Energy's Legislative Affairs program and is the DLA Energy contact for all congressional matters. In addition, DLA Counsel-Energy manages DLA Energy's fraud, waste and abuse program. POC: (571) 767-5020.

DLA Intelligence–Energy provides the full range of security support to the Commander and his staff. The DLA Intelligence security manager for DLA Energy provides 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 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 civilian 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



Photo by Lance Cpl. Scott Jenkins

Organizational Missions and Functions

includes supply chain 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.

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, U.S. Army Europe, 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 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.



Photo by Kenneth Oldham

Organizational Missions and Functions

DLA Energy South-West Pacific, with offices on Guam and Singapore, supports the 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 Indo-Pacific, with offices in Pearl Harbor, Hawaii, is an USINDOPACOM 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 commanders to execute their concept of operations and intent within the Eastern Pacific Theater region. POC: (808) 473-4312

DLA Energy Japan provides 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 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 stewards of the Okinawan environment. POC: 011-81-311-75-5463.



Photo by Masayuki Ota, DLA Energy

Civilian and Military End Strengths

Fiscal Year	Civilian	Military
	Onboard	Onboard
2019	1,193	68
2018	1,089	71
2017	1,075	72
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

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



Fiscal 2019 Facts and Statistics: Financial Results

Enterprise FY19 Snapshot

Military Fuel

Inventory	52.0 barrels*
Storage Locations	598
Transactions	6.6 million
Barrels Sold	94.2 million
Fuel Card Sales	\$1.3 billion
Aerospace Energy Sales	\$54.4 million

Expanding Energy Solutions

Natural Gas**	\$300 million
Electricity**	\$790 million
Coal	\$35 million
Renewable Energy	\$825 million
Energy Savings Performance**	\$1.6 billion
Utilities Privatization	\$1.7 billion

Petroleum Net Sales: All Customers

Fiscal Year	Barrels (in millions)	Dollars (in billions)
2014	99.2	\$15.8
2015	101.8	\$14.7
2016	99.3	\$10.
2017	98.4	\$9.5
2018	96.1	\$10.5
2019	94.2	\$12.1
Foreign Military Sales		
FY19 Net Sales	0.5 MM barrels	\$47.2 million
Bulk Contract Awards	1.30 MM barrels	\$110.4 million

Forward Presence

Co-located: 3 Service Control Points
8 geographic regions: 302 personnel

Personnel On Board

Civilians	1,193
Military	68

* 42 gallons = 1 barrel

** Total estimated contract value

Energy Summary

(U.S. dollars in millions)	Fiscal 2017	Fiscal 2018	Fiscal 2019
Energy Expenses⁽¹⁾	\$10,723.6	\$11,051.8	\$11,312.0
Net Sales⁽²⁾	\$9,494.3	\$10,600.8	\$11,868.6
Ending Inventory⁽³⁾	\$4,127.4	\$5,188.3	\$4,830.5

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

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

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

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



Photo by Sgt. Alexis Washburn-Jasinski

Statement of Financial Conditions

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

Assets	Fiscal 2017	Fiscal 2018	Fiscal 2019
Accounts receivable	\$742.3	\$867.8	\$859.7
Inventories	\$4,127.4	\$5,188.3	\$4,830.5
Fund balance with treasury	\$659.6	-\$42.8	\$796.9
Other assets	\$1,549.8	\$1,577.3	\$1,463.2
Total assets	\$7,079.1	\$7,590.5	\$7,950.3
Liabilities			
Accounts payable	\$767.5	\$1,291.3	\$967.7
Advances from others	\$0.0	\$8.1	\$2.1
Custodial liabilities	\$4.1	\$1.3	\$1.7
Other liabilities	\$44.4	\$20.2	\$20.7
Estimated clean-up cost	\$1,385.1	\$1,406.3	\$1,165.4
Total liabilities	\$2,201.1	\$2,727.2	\$2,157.5
Net position			
Accumulated operating results	\$4,878.1	\$4,863.3	\$5,792.8
Total capital	\$4,878.1	\$4,863.3	\$5,792.8
Total liabilities and capital	\$7,079.2	\$7,590.5	\$7,950.3

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 2017	Fiscal 2018	Fiscal 2019
U.S. Army	\$947.1	\$1,118.6	\$1,287.3
U.S. Navy	\$2,812.2	\$2,988.0	\$3,548.2
U.S. Air Force	\$4,911.0	\$5,157.4	\$5,807.2
U.S. Marine Corps	\$36.4	\$44.5	\$46.7
Other DoD	\$45.9	\$155.7	\$95.3
Total DoD	\$8,752.6	\$9,464.1	\$10,784.8
Other government agencies	\$366.5	\$619.7	\$464.2
Subtotal	\$9,119.1	\$10,083.8	\$11,249.0
Foreign government	\$334.3	\$407.7	\$438.6
State government	\$0.5	\$0.2	\$0.2
Local government	\$0.1	\$0.03	\$0.01
Commercial	\$285.5	\$356.7	\$463.3
Morale, Welfare and Recreation	\$5.1	\$6.1	\$6.2
Total gross sales	\$9,744.6	\$10,854.5	\$12,157.3
Less:			
Price reduction of sales	\$0.0	\$0.0	\$0.0
Material returns credits applied	\$250.4	\$253.7	\$288.7
Allowance for retail stock loss	\$0.0	\$0.0	\$0.0
Total net sales	\$9,494.2	\$10,600.8	\$11,868.6

Note:

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

Net Sales by Category

Petroleum and Aerospace Energy

Category	Fiscal 2017	Fiscal 2018	Fiscal 2019
Bulk and Posts, Camps and Stations: (thousands of barrels)			
AVGAS	15	9	7
Distillates and diesel	18,167	18,304	17,864
Gasohol	542	594	605
JP4, JAB, JAA and JA1	33,741	32,387	31,724
JP5	9,760	9,454	9,540
JP8, JPTS	26,849	25,052	23,913
Lube oils	19	18	18
Motor gasoline, leaded and unleaded	1,146	1,247	1,217
Residuals	210	308	154
Subtotals	90,449	87,373	85,041
Into-Plane	4,149	4,158	4,293
Bunkers	1,634	1,392	1,485
Local purchase	2,135	3,212	3,372
Total petroleum	98,367	96,135	94,192
Aerospace Energy (millions of dollars)	\$42.1	\$51.1	\$56.9

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 2017	Fiscal 2018	Fiscal 2019
Bulk and Posts, Camps and Stations:			
AVGAS	\$3.3	\$2.4	\$1.3
Distillates and diesel	\$1,118.6	\$1,535.3	\$1,573.9
Gasohol	\$43.9	\$56.9	\$55.4
JP4, JAB, JAA and JA1	\$3,271.7	\$4,304.2	\$3,796.7
JP5	\$804.4	\$1,064.1	\$831.1
JP8, JPTS	\$974.5	\$1,241.1	\$1,154.6
Lube Oils	\$3.9	\$4.1	\$3.8
Motor gasoline, leaded and unleaded	\$88.8	\$119.4	\$107.3
Residuals	\$7.6	\$3.9	\$2.4
Bulk subtotals	\$6,316.7	\$8,331.4	\$7,526.6
Into-Plane	\$429.0	\$510.8	\$146.1
Bunkers	\$137.1	\$146.1	\$534.5
Local purchase	\$617.2	\$902.0	\$960.5
Total petroleum	\$7,500.0	\$9,890.1	\$9,167.7
Aerospace Energy	\$32.2	\$35.4	\$40.0

Note:

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

Purchases by Category

Petroleum (thousands of barrels)

Category	Fiscal 2017	Fiscal 2018	Fiscal 2019
Bulk and Posts, Camps and Stations:			
AVGAS	13	10	7
Distillates and diesel	15,692	17,284	17,678
Gasohol	546	593	601
JP4, JAB, JAA and JA1	48,842	47,568	43,124
JP5	11,137	11,391	9,143
JP8, JPTS	10,884	10,683	9,533
Lube oils	20	19	17
Motor gasoline, leaded and unleaded	1,037	1,178	1,105
Residuals	134	39	20
Subtotals	88,305	88,764	81,227
Into-Plane	4,075	4,092	4,204
Bunkers	1,664	1,429	1,471
Local purchase	4,225	5,481	5,595
Total petroleum	98,269	99,766	95,497

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 2017		Fiscal 2018		Fiscal 2019	
	Barrels	Dollars	Barrels	Dollars	Barrels	Dollars
AVGAS	0.002	\$0.352	0.002	\$0.448	0.002	\$0.251
Distillates and diesel	8.213	\$528.589	7.923	\$600.644	8.719	\$658.680
JP4 (JP4, JAB, JAA and JA1)	19.158	\$1,282.868	19.678	\$1,830.781	17.808	\$1,587.289
JP5	15.017	\$1,237.425	15.995	\$1,517.234	14.564	\$1,415.966
JP8, JPTS	10.297	\$967.422	11.655	\$1,147.643	10.673	\$1,087.213
Lube oils	0.009	\$2.022	0.010	\$2.428	0.009	\$2.371
Motor gasoline and gasohol (leaded and unleaded)	0.125	\$11.377	0.149	\$16.888	0.129	\$14.294
Residuals	0.190	\$10.625	0.083	\$6.158	0.027	\$0.924
Additives	0.014	\$2.942	0.012	\$2.627	0.034	\$7.013
Total on-hand and in transit	53.025	\$4,043.582	55.507	\$5,124.851	51.966	\$4,774.001
Aerospace Energy		\$83.860		\$63.432		\$56.481

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



Fiscal 2019 Facts and Statistics: Contracts

Photo by Sgt. Alexis Washburn-Jasinski

Contract Action Data

Business Unit	Total Business Unit Award Dollars	Contract Actions
Bulk Petroleum Products	\$5.1 (B)	4,950
Bulk Petroleum Supply Chain Services	\$497.2 (M)	693
Ground Fuels Division	\$1.3 (B)	44,339
Mobility Fuels Division	\$695.5 (M)	202,033
Installation Energy	\$1.5 (B)	3,256
Utility Services	\$2.0 (B)	596
Aerospace Energy	\$40.8 (M)	4,020
Local Support (Europe, Africa, Middle East, Pacific)	\$1.0 (M)	22
Totals	\$9.7 (B)	256,909

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

Environmental Contracts

Locations

- 14 contracts for specific locations (Point Loma, CA; Norwalk, CA; San Pedro, CA; Ozol, CA; Eielson Air Force Base, AK; Whittier, AK; Ft. Hood, TX; Melville, RI; Verona, NY; Tampa, FL; Jacksonville, FL; Charleston, SC; Norfolk, VA; Hunter Army Air Field, GA)
- Awarded contract for remediation of seven sites at DFSP San Pedro, California, using thermally enhanced remediation techniques in FY19, valued at \$75.4 million
- Two contracts for specific services: Spill Response training in accordance with the Oil Pollution Act of 1990, supporting 121 sites worldwide; and Environmental Documents, which can be utilized by DLA and the military services for compliance documents
- \$21.1 million approximate annual value to date

Active multi-year contract data as of Sept. 30, 2019

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, 2019



Photo by Senior Airman Ryan Zeski

Into-Plane Contracts

Domestic

- 312 locations supported
- 312 contracts
- \$1.4 billion contract value
- 11.2 million barrels

Overseas

- 140 locations supported in 87 countries
- 42 contracts
- \$678 million contract value
- 6.7 million barrels

Active multi-year contract data as of Sept. 30, 2019



Photo by Scott Sturkol, Fort McCoy

Ships' Bunkers Contracts



Photo by Maj. Marcus McWilliams, DLA Energy

Domestic

- 69 ports supported
- 21 contracts
- \$596 million contract value
- 4.3 million barrels

Overseas

- 76 ports supported in 26 countries
- 23 contracts
- \$322 million contract value
- 3.7 million barrels

Active multi-year contract data as of Sept. 30, 2019

Posts, Camps and Stations Contracts

Domestic

- 218 contracts
- 1,779 activities supported
- \$3.4 billion contract value
- 39.4 million barrels

Overseas

- 93 contracts
- 410 activities supported in 92 countries
- \$3.99 billion contract value
- 33.2 million barrels

Active multi-year contract data as of Sept. 30, 2019



Photo by Airman Azaria Foster

Energy Savings Performance Contracts

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

DLA Energy ESPC Portfolio (*FY19 awards):

- Army: 99th Regional Support Command, Carlisle Barracks, Fort Hamilton, Fort Hood, Fort Jackson, Fort Meade*, U.S. Army Garrison Sembach
- Air Force: Arnold AFB, JB Charleston, Eglin AFB*, Hill AFB, Keesler AFB*, Kirtland AFB, Kunsan AFB, JB McGuire Dix Lakehurst*, Misawa AB*, Moody AFB*, Oklahoma City Air Logistics Command, Robins AFB*, JB San Antonio, Seymour Johnson AFB
- Other DoD: Defense Intelligence Agency

Fiscal Year	Project Investment (millions)	Guaranteed Cost Savings (millions)	Contract Price (millions)	Average Period of Performance (years)	Annual Energy Savings (btu x 10 ⁶)	Cumulative Energy Savings (btu x 10 ⁶)
2019	\$290.2	\$651.5	\$650.3	22	561,627	12,090,002
2001-2018	\$670.1	\$1,631.5	1,616.8	17	2,069,937	44,245,168

Utility Services Contracts

Utility Services Contract Award Summary

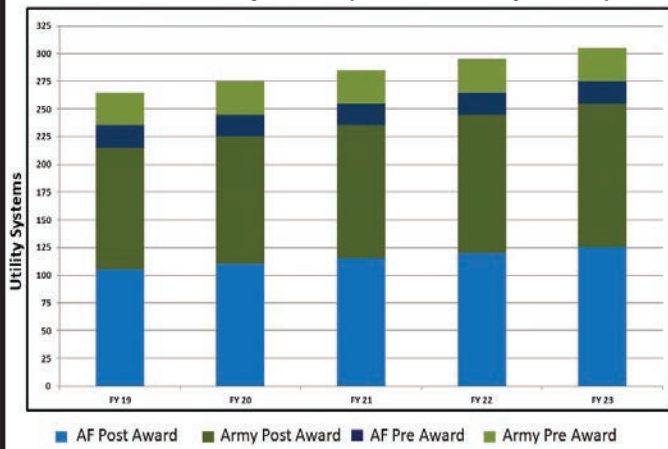
- 64 locations supported
- 154 systems
- Types of contracted support
 - » Water distribution
 - » Wastewater collection
 - » Electrical distribution
 - » Central heat and power plant
 - » Natural gas distribution
 - » Water plant
 - » Wastewater plant
 - » Stormwater collection
- \$19.8 billion contract value through fiscal 2019
- Active multi-year contract data as of Sept. 30, 2019

Fiscal 2019 Utility Services Contract Awards*

Location	System(s)	Total Value
Joint Base San Antonio, TX	Water/Wastewater	\$448,252,668
Keesler Air Force Base, MS	Electric	\$126,616,791
Oahu, HI	Electric	\$638,545,308
Westpoint, NY	Water/Wastewater	\$519,632,941
Total		\$1,725,737,605

*Information based on total contract value for awards within fiscal year 2019

Workload Projection (Number of Systems)



DLA Energy Utility Services Activity Across the U.S.



Aerospace Energy Contracts



Photo courtesy of United Launch Alliance

- 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 beta.sam.gov
- Growing supplier base
- Every product supports a DoD major weapon system or DoD space application



Fiscal 2019 Facts and Statistics: **Business Unit Programs**

Storage and Distribution Services

Types of storage and distribution services:

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

Expenditures in FY19: **\$469 million**



Photo by Capt. Ernest Wang

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

Conducted 11 studies in FY19 in the following areas:

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

FY19 Highlights:

- » Two COCO facilities opened for fuel services at Redstone Arsenal (pictured) and White Sands
- » Two COCO contracts awarded for fuel services in Texas at Laughlin AFB and Joint Base San Antonio



Photo by Capt. Ernest Wang

Defense Fuel Support Points

Type of operation	Army	Navy	Air Force	DLA	Total
Government-owned, government-operated	95	45	105	3	248
Government-owned, contractor-operated	16	8	29	131	184
Contractor-owned, contractor-operated	2	1	1	48	52
North Atlantic Treaty Organization	0	0	0	6	6
Commercial pipeline	0	0	0	36	36
Floating storage	0	62	0	0	62
Foreign government	0	0	3	6	9
Total	113	116	138	230	597

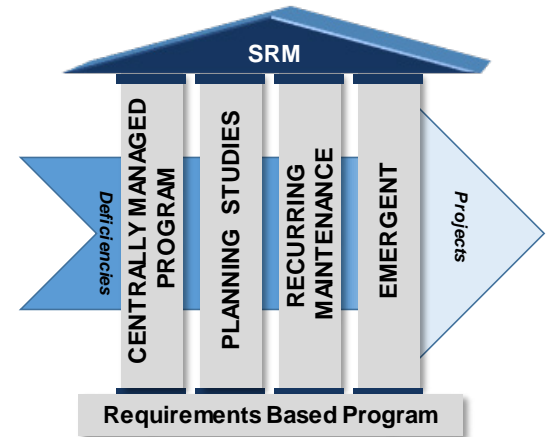
Sustainment, Restoration and Modernization

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

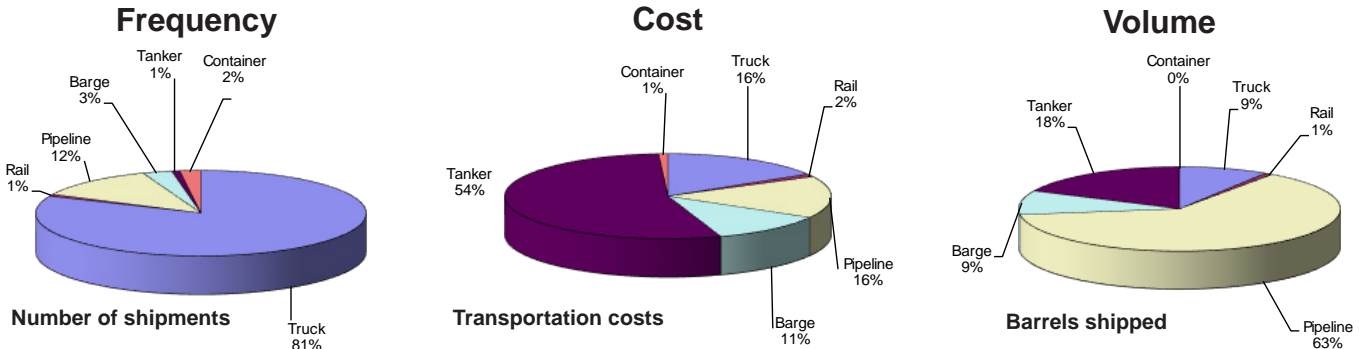
Program funds **75%** of DoD **fixed-fuel infrastructure** through Service Construction Agents



	FY15	FY16	FY17	FY18	FY19
Return-to-Operator Tank Count	79	112	147	74	112
Installations using the Reoccurring Maintenance Program	223	341	433	450	522
Total Projects	1,074	1,343	1,570	1,541	1,637
Projects related to Emergent Requirements	23%	15%	13%	12%	13%
Total Obligated (in millions)	\$546.9	\$686.6	\$684.5	\$499.7	\$652.7

From Fixing to Maintaining Infrastructure

Worldwide Bulk Product Transportation



FY19		Truck	Rail	*Pipeline	Barge	Tanker	Seavan	Total
Within the Continental United States	Shipments	19,181	107	2,460	619	51	-	22,418
	Cost (millions)	\$70.1	\$3.2	\$70.0	\$47.3	\$63.2	-	\$253.8
	Barrels (millions)	11.2	0.7	57.6	10.9	6.2	-	86.6
Outside the Continental United States	Shipments	2,018	100	676	129	149	539	3,611
	Cost (millions)	\$1.6	\$1.9	-	\$3.0	\$175.9	\$4.1	\$186.5
	Barrels (millions)	0.5	0.4	24.6	1.1	17.3	0.1	44.0
Total	Shipments	21,199	207	3,136	748	200	539	26,029
	Cost (millions)	\$71.7	\$5.1	\$70.0	\$50.3	\$239.1	\$4.1	\$440.3
	Barrels (millions)	11.7	1.1	82.2	12.0	23.5	0.1	130.6

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

Transportation Expense

(U.S. dollars in millions)

Worldwide Petroleum Fuel	Fiscal 2017	Fiscal 2018	Fiscal 2019
AVGAS	\$0.1	\$0.1	\$0.0
Distillates and diesel	\$70.0	\$93.0	\$85.3
JP4, JAB, JAA and JA1	\$218.0	\$256.1	\$208.2
JP5	\$49.7	\$61.3	\$44.1
JP8, JPTS	\$48.6	\$57.5	\$46.0
Lube oils	\$0.1	\$0.1	\$0.1
Motor gasoline (leaded and unleaded)	\$7.1	\$9.5	\$8.2
Residuals	\$0.5	\$0.2	\$0.0
Total	\$394.1	\$477.8	\$392.0
Worldwide Aerospace Energy	\$2.0	\$3.0	\$1.9

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

Small Business Program Achievements

	Fiscal 2017			Fiscal 2018			Fiscal 2019		
Small Business Preference Program	Targets	Performance	Dollars (millions)	Targets	Performance	Dollars (millions)	Targets	Performance	Dollars (millions)
Total Small Business eligible dollars			\$6,022			\$6,651			\$5,591
Small Business awards	21.29%	25.9%	\$1,560	21.3%	33.49%	\$2,227	21.29%	31.08%	\$1,738
Small Disadvantaged Business awards	5%	6.1%	\$367	6.4%	8.05%	\$535	6.4%	9.75%	\$545.7
Section (8)a (Subset of SDB – no separate target)	N/A	.005%	\$0.298	N/A	.06%	\$4.2	N/A	0.003%	\$0.192%
Woman-Owned Small Business awards	5%	0.87%	\$52.3	0.99%	0.92%	\$61.4	0.99%	1.42%	\$79.7
Hubzone Small Business awards	3%	4.26%	\$256.8	4%	6.34%	\$423.8	4.0%	3.46%	\$193.7
Service-Disabled Veteran-Owned Small Business awards	3%	1.02%	\$61.3	1%	1.29%	\$85.8	1.0%	0.94%	\$52.9

Strategic Policy and Programs

FY19 Accomplishments: Audit & Sustainment Office

- Teamed with DLA Energy regions and military services to assess Audit Readiness at 42 locations at 34 DFSPs around the world. Successfully met all Independent Public Auditor objectives for testing DLA Energy's performing and documenting physical inventory, assessing design and effectiveness of internal controls, and obtaining requested support documentation for hundreds of record queries. Maintained aggressive efforts mapping the way to government audit goals

FY19 Accomplishments: Strategic Initiatives Office

- Hosted the French Service Des Essences des Armees, the French Ministry of Defense's equivalent of DLA Energy. SEA and DLA Energy leaders visited Fort Lee meeting with the U.S. Army Quartermaster General Brig. Gen. Douglas McBride and touring the Petroleum and Water Department training facilities then met with the Deputy Assistant Secretary of Defense for Energy Lisa Jung

- Hosted the annual Joint Petroleum Seminar with over 100 participants from across the DoD petroleum community. The JPS provides overviews of important policies, addresses strategic and operational issues, explains and demonstrates supporting systems and applications, and details Military Service petroleum and energy programs

- Assessed the DoD bulk petroleum supply chain training needs and provided technical oversight on the award of a services contract to develop and teach joint bulk petroleum supply chain DoD civilian and military personnel

Strategic Policy and Programs

FY19 Accomplishments: Strategy Management & Process Improvement Office

- Led a CPI effort focused on standardizing the Fuel Requirements Validation Process to ensure fuel requirements are accurately captured and recorded for customers worldwide. The new process is now applied across all programs (spanning several countries and four CONUS regions), and has increased the data accuracy rate from 20% to above 80% on average (100% in some cases) for 2,748 lines of data

FY19 Accomplishments: Policy & Procedures Management Office

- Facilitated the signing of the Navy Afloat Memorandum of Agreement. DLA Energy assumed ownership of Navy inventory in FY2003, and DLA Energy and Navy components engaged since 2012 in negotiating an agreement addressing the Navy's management of DLA-owned fuel inventoried on Navy vessels. A finalized MOA supports DLA Energy's auditability of this DLA-owned inventory

- DLA Energy P-17, Exercise and Contingency Operations, was revised, published, and superseded the version dated July 19, 2012. This publication establishes responsibilities and processes necessary for the U.S. Military to requisition, order, and receive DLA Energy commodities to support military exercises and contingency operations to include fuel additization

- Published DLA Energy P-15, Defense Wide Working Capital Fund Capitalization. This procedural document provides instructions for the submission, evaluation, and approval of nominated facilities, to include compliance, oversight, and remedies for noncompliance regarding management of Defense Wide Working Capital Fund inventory. This document supersedes DLA Energy P-15 dated January 1, 2012 and DLA Energy P-15 Appendix 5, Appendix Fuel Customer Listing, May 11, 2011

- Started the process to comply with the Department of Treasury's G-Invoicing system, which all Federal Program Agencies must use to process intragovernmental buy/sell transactions by 2021

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 (20)

NATO

FSA – Central European Pipeline System

Belgium

Joint FEA

Germany

Joint FEA

Greece

Air Force FEA
Navy FEA
FSA - Souda Bay Depot

Italy

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

Poland

Navy FEA

Spain

Air Force FEA
Navy FEA
FSA - Spanish Pipeline System

Turkey

Air Force FEA
Navy FEA
FSA – Turkish NATO Pipeline System

United Kingdom

FSA – CLH Pipeline System
Air Force FEA
Navy FEA

U.S. Pacific Command (8)

Australia

Joint FEA

Indonesia

Navy FEA

Japan

Joint FEA

Korea

FSA – Kunsan Pier
FSA – South North Pipeline
Joint FEA

New Zealand

Joint DBA

Singapore

FSA – Senoko Depot (UK)

U.S. Southern Command (5)

Argentina

Navy FEA

Chile

Navy FEA
Air Force FEA

Honduras

Air Force FEA

Peru

Navy DBA

Agreement Type	Agreements	Financial
Fuel Support Agreements – product/service	13	\$115 million
Fuel Exchange/Direct Bill Agreements – sales/purchases	26	\$455 million
Stand-alone ACSA Orders – sales/purchases	30	<u>\$476 million</u>
		Total: \$1 billion

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

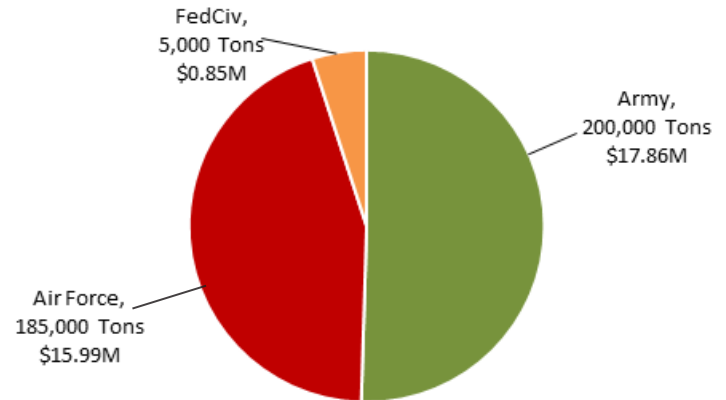
Fiscal 2019 Coal Program Summary:

390,000 tons of coal for various locations in the U.S. valued at \$34,699,250

Photo courtesy of U.S. Capitol



**Fiscal 2019 Summary of the Coal Program
(dollars in millions)**



Natural Gas Program

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

Fiscal 2019 Program Summary

Component	Customers per Component	Dekatherms Delivered (in millions)	Expenditures* (in millions)	Cost Avoidance** (in millions)	Percent Savings vs. Local Utility	Fiscal 1991-2019 Cost Avoidance (in millions)
Army	50	14.3	\$51.7	\$8.9	19.2%	\$351.7
Navy/Marines	42	11.4	\$56.4	\$4.4	7.7%	\$361.9
Air Force	37	10.4	\$36.9	\$6.1	15.7%	\$218.1
Other DoD	10	0.8	\$3.7	\$0.6	13.1%	\$47.6
Fed. Civilian	77	14.9	\$61.4	\$11.3	17.2%	\$313.7
Total	216	51.8	\$210.1	\$31.3	15%	\$1,293.0

Additional consumption and cost avoidance from FY19 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

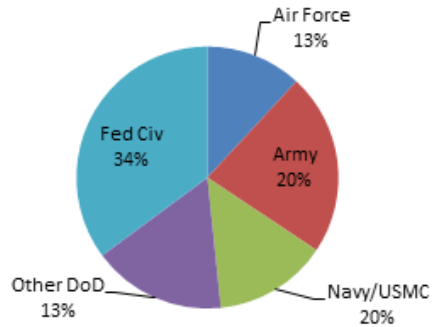
Fiscal 2019 Program Overview

Component	Number of Demand Response Installations	States (current enrollment)	Kilowatts Enrolled	Savings*	Savings Since Inception (fiscal 2008 - 2019)
Air Force	5	NY, TX, OH, FL, MA	10,000	\$465,670	\$3,796,357
Army	5	NJ, MD, PA, VA, WV	20,000	\$154,568	\$4,424,555
Navy/USMC	7	DC, MD, VA, PA	15,000	\$355,823	\$13,602,567
Other DoD	5	VA, PA, DC, MD	8,000	\$13,978	\$5,552,133
Fed. Civilian	21	DC, IL, MD, NJ, VA, WV, NY, PA, FL, TX	20,000	\$350,000	\$9,667,176
Total	43		73,000	\$1,340,039	\$37,042,788

*Additional savings from FY19 performance period will continue to be realized

Electricity Program

Percentage of Total Contract Value

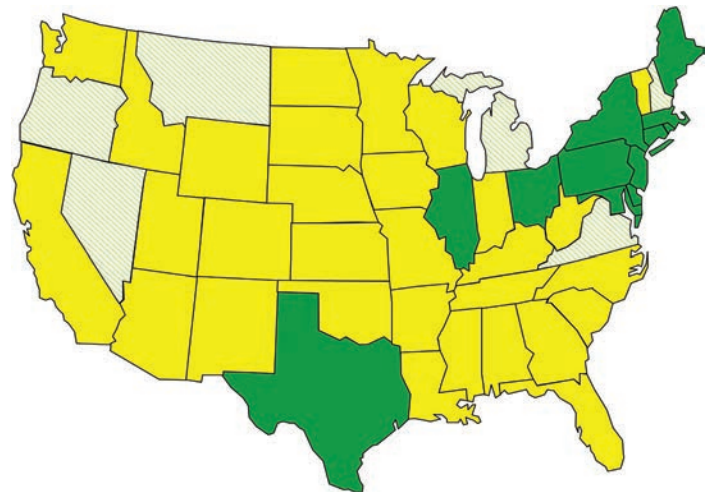


DLA Energy is actively managing more than 13 million megawatt hours of electricity valued at more than \$750 million under multiple-year contracts. DLA Energy has experience in all states in which deregulation/restructuring has occurred and in which requirements have been received

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

Fiscal Year 2019 Electricity Program Summary

Program	kWh Awarded	Contract Value
PJM Portfolio	6,561,391,045	\$362,516,855
PJM	3,818,650,163	\$168,802,535
PJM Navy	2,863,881,732	\$114,046,039
Fermi	883,329,597	\$40,792,161
New England	331,667,444	\$27,907,935
Texas	1,274,862,326	\$55,054,417
MISO	297,771,936	\$11,251,572
New York	203,375,777	\$9,285,190
Strategic Petroleum Reserve	20,471,600	\$703,814
Total	16,255,401,620	\$790,360,517



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 2019 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
Totals			135.6		1,977,770			\$824.47

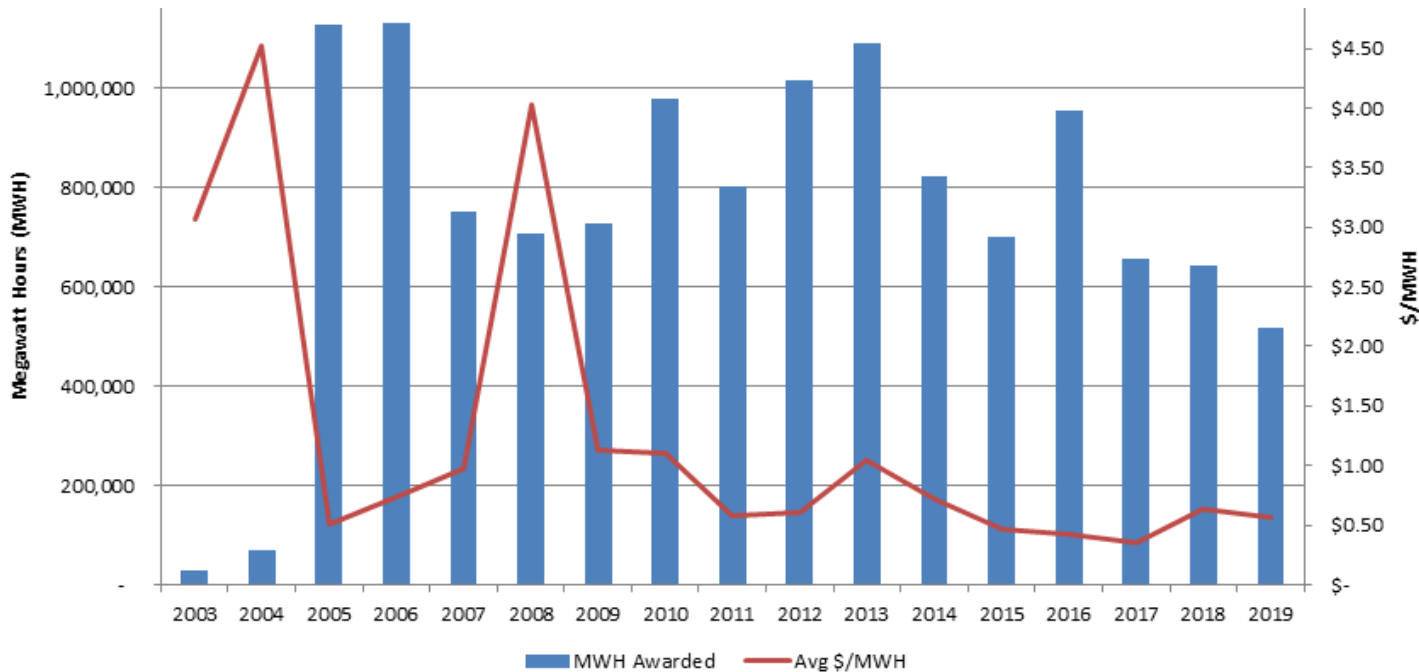


Photo courtesy of Vandenberg Air Force Base

Renewable Energy Program (cont.)

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

Summary of DLA Energy Renewable Energy Certificate purchases (2003-2019)



For fiscal year 2019, 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

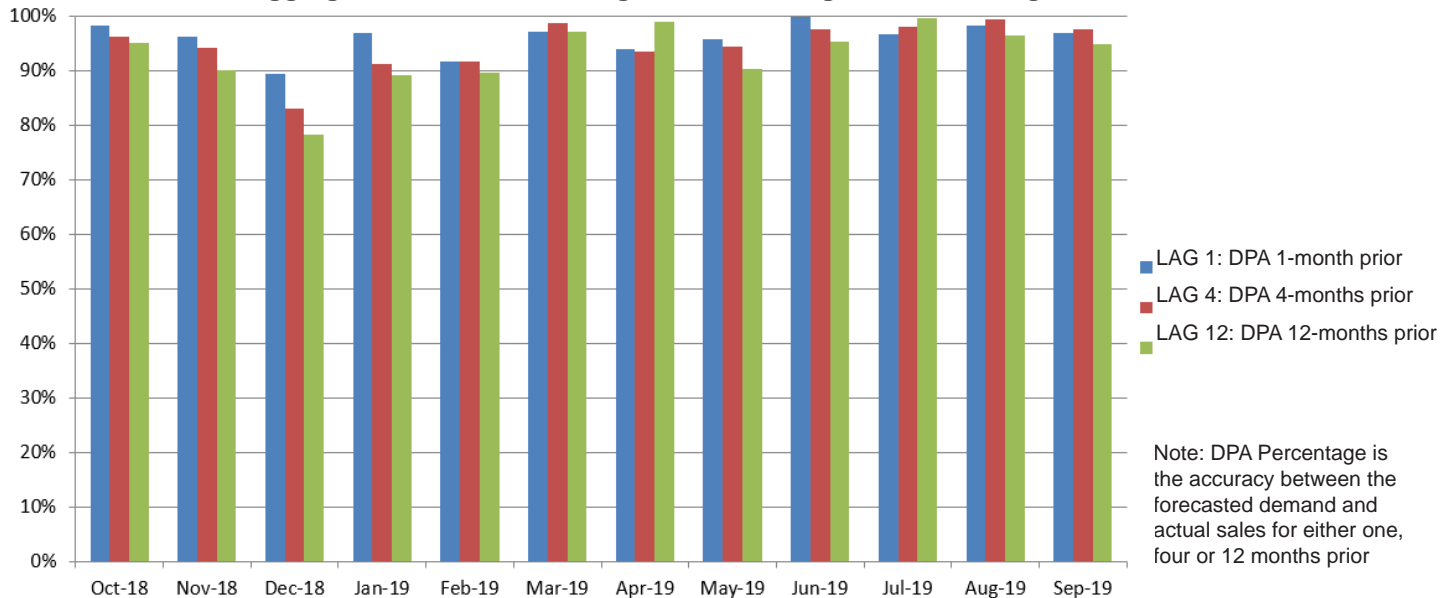
- Serves as the primary customer-facing point for DoD, federal civilian and other authorized customers at 4,105 delivery locations for petroleum products
- Informs customers of new and existing DLA Energy services and processes
- Coordinates and processes customer requirements and maintains customer data
- Assists in performing expeditious action on ordering and material acceptance processes
- Manager for jet fuel small packaged additives
- 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 586 into-stock and 4,105 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 FY19 – Lag 1 = 95.99%, Lag 4 = 94.71%, Lag 12 = 93.00%



Whole of Government Support

	Whole of Government	U.S. Government Contractors
Number of Agreements	93	281
Top Sales (in millions)	USCG (\$173) CBP (\$60) USPS (\$41) GSA (\$37)	Atlas Air (\$131) Kalitta Air (\$81) Omni Air International (\$43)
Total Sales (in millions)	\$490	\$423

Note: Primarily managed by DLA Energy Customer Relationship Management Team



Photo by Petty Officer 2nd Class Adam K Thomas

U.S. Government AIR Card®

Warfighter benefits

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

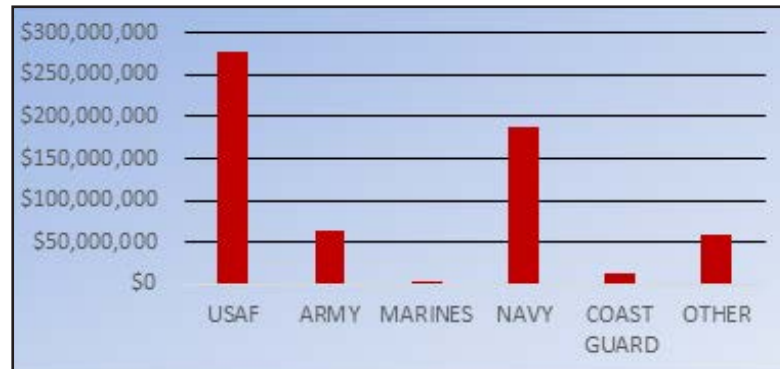
Fiscal stewardship

- Fiscal 2019 AIR Card® fuel purchases rebate is \$1.2 million
- Strategic Sourcing Report: Identifies contract locations where the AIR Card® customer purchases retail fuel

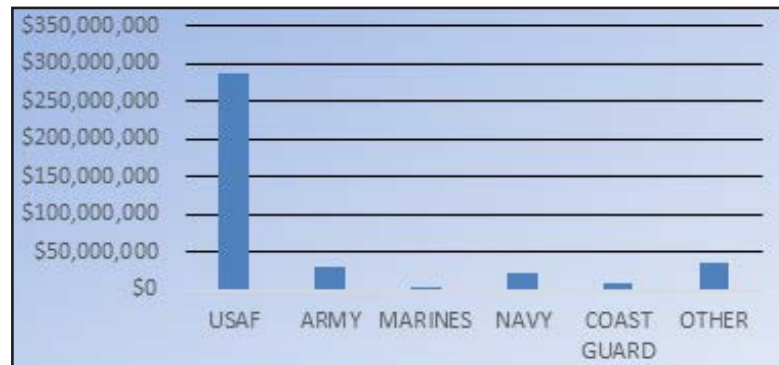
Fiscal 2019 sales data

- \$599 million in AIR Card® contract fuel purchases
 - » 177 million gallons
 - » 257,000 transactions
- \$386 million in AIR Card® retail fuel purchases
 - » 83 million gallons
 - » 80,000 transactions

AIR Card® contract fuel purchases



AIR Card® retail fuel purchases



Note: "Other" pertains to federal and DoD agencies

DoD Fleet Card

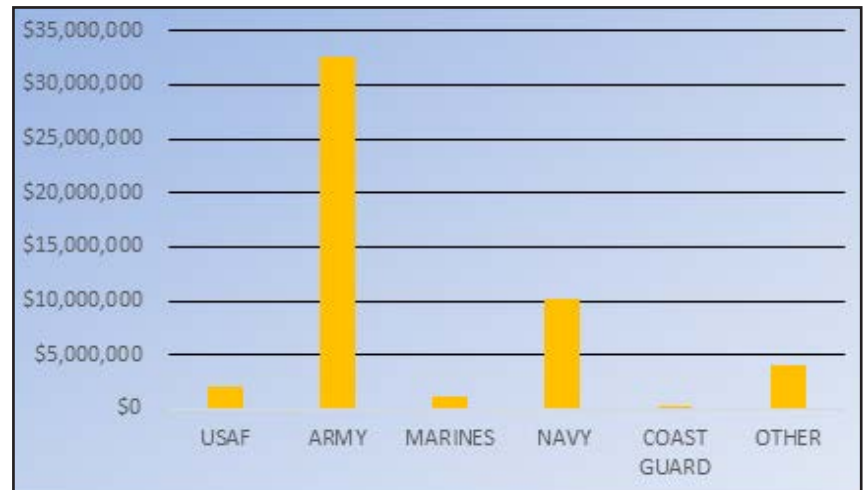
Warfighter benefits

- 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
- \$719,000 in fiscal 2019 rebates

Fiscal 2019 sales data

- \$50 million in DoD Fleet Card fuel purchases
 - » 16 million gallons
 - » 611,000 transactions

DoD Fleet Card fuel purchases



Note: "Other" pertains to federal and DoD agencies

DoD SEA Card System®

Warfighter benefits

- Total online order management system supporting ships' bunker refueling
- Electronically connects DLA Energy bunkers merchant to vessel ordering officers
 - » Eliminates inefficient manual paper process
- Fiscal 2019 DoD SEA Card® fuel purchases rebate is \$200,000

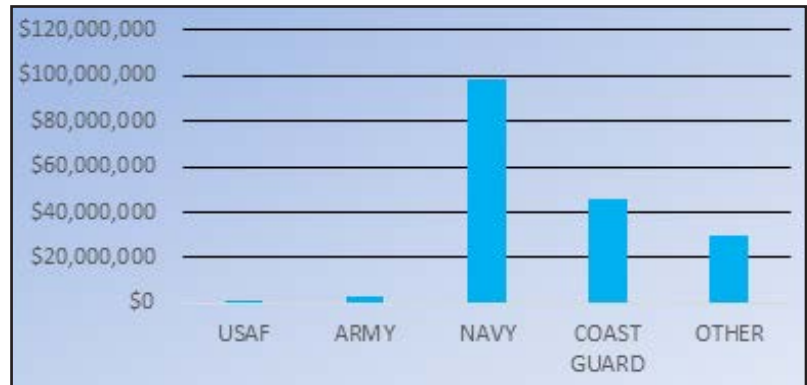
Global support

- 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

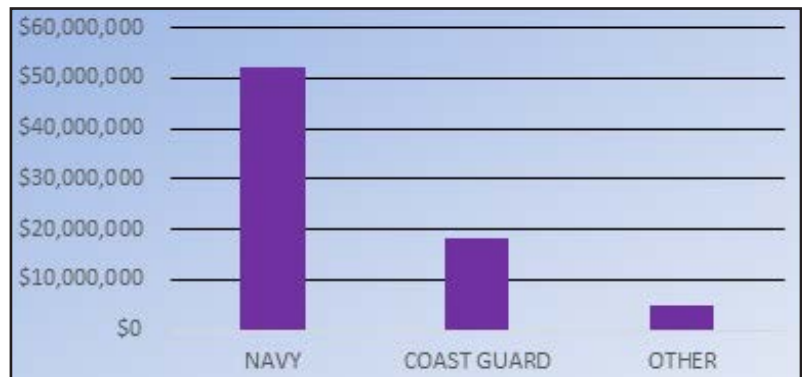
Fiscal 2019 sales data

- \$176 million contract fuel
 - » 60 million gallons
 - » 2,417 transactions
- \$75 million non-contract fuel
 - » 25 million gallons
 - » 645 transactions

DoD SEA Card® contract fuel purchases



DoD SEA Card® open market fuel purchases



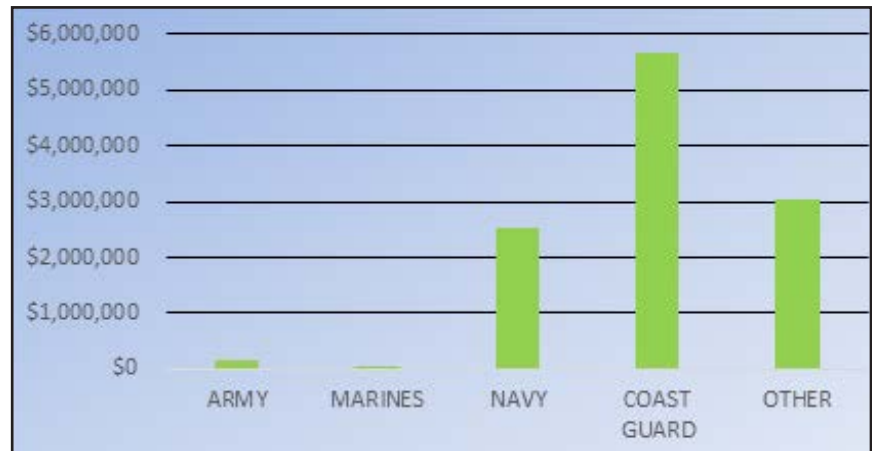
Note: "Other" pertains to federal and DoD agencies

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
- \$55,000 in fiscal 2019 rebates

DoD Swipe SEA Card® fuel purchases



Note: "Other" pertains to federal and DoD agencies

Fiscal 2019 sales data

- \$11 million in DoD Swipe SEA Card® fuel purchases
 - » 3 million gallons
 - » 7,274 transactions

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



Photo by Seaman Edwin Salvaterra

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

Research and Development Product Support



Photo courtesy of University of Maine

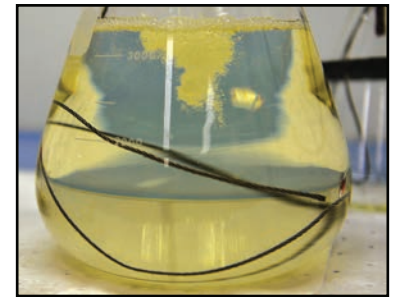
- Program manager for DLA Energy-funded projects
- Establishes and implements long-term projects and studies to resolve issues impacting the Class III (B) supply system, and petroleum product/additive specification requirements and allowances
- Partner with commercial industry, military services and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

Projects include:

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

Alternative Energy R&D Support

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



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

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

Quality Assurance/Surveillance Program

- Provides quality-related support and direction to the Bulk Petroleum Products, Bulk Petroleum Supply Chain Services, Direct Delivery and Aerospace Energy business units, as well as DLA Installation Support for Energy and divisions involved in alternative fuels
 - » Develops and recommends appropriate quality inspection requirements for DLA Energy solicitations and contracts
 - » Evaluates and recommends acceptability of contractor 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 DoD Standard Practices in conjunction with the military services
- Provides DoD policy and minimum procedures to be used by the military services and DLA, worldwide, in performing quality assurance/surveillance of fuels, lubricants and related products purchased by the DoD
- Covers quality assurance where applicable (e.g., direct delivery to customers, destination acceptance, etc.)
- Includes policy and responsibilities derived from DoD Directive 5101.8, “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

Photo courtesy of Daniel Muranaka, DLA Energy



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:

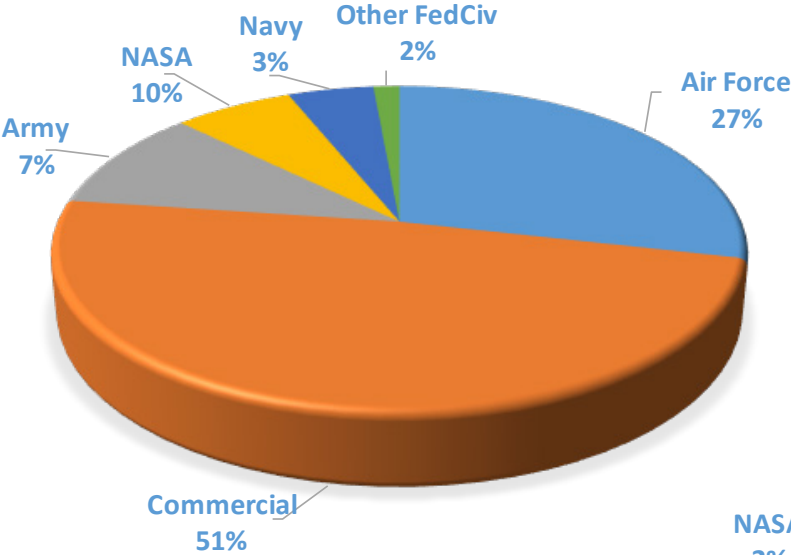
- Recovered or recycled content
 - Environmentally preferable
 - Energy efficient
 - Bio-based
- Alternative fuels & alternative-fueled vehicles

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

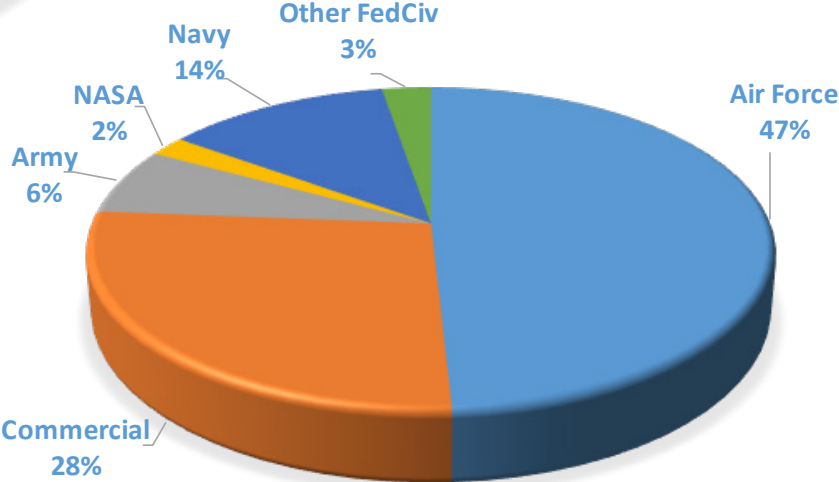
The team educates users and establishes Environmental Attribute Codes for B20 and E85 to assist customers in identifying and ordering environmentally preferable alternative fuels

Aerospace Energy Customer Profile

By total sales: \$58.3 million



By number of customers: 299



Aerospace Energy Product Line Overview

Compressed gases

- Helium
- Nitrogen
- Argon
- Hydrogen
- Xenon

Propellants

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

Non-propellant cryogenics

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



Photo by Staff Sgt. Christine Goering

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

Aerospace Programs Supported

- Commercial space launch in support of National Security Space Launch program - United Launch Alliance Atlas V, Delta II and Delta IV
- Commercial launch vehicles – Northrup Grumman 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 missiles
- AIM-9 and Stinger missiles
- Research and development programs
- Army terminal high altitude area defense missile
- DoD aircraft life support and maintenance
- U.S. Navy nuclear-powered attack submarine program
- Aerostat programs in support of military operations
- Department of Homeland Security Border Patrol Aerostat Program
- Military and commercial satellites
- International Space Station
- National Oceanic and Atmospheric Administration
- National Weather Service
- U.S. Department of Energy



Photo courtesy of United Launch Alliance

Hazardous Material Shipments

Product	Cylinders/Drums	Bulk
Helium	96	431
Argon	568	N/A
Hydrazine	398	31
JP10/PF1	69	22
Dinitrogen Tetroxide (N ₂ O ₄)	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
Total	1,242	543

Acronyms

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

Acronyms

DPK	Dual purpose kerosene
Dths	Dekatherms
DWCF	Defense Working Capital Fund
DWT	Dead weight ton
EA	Executive Agent
EBS	Enterprise Business Systems
ECM	Energy conservation measures
EELV	Evolved expandable launch vehicle
EPS	Energy performance services
ESC	Expeditionary Sustainment Command
ESCO	Energy service company
ESOH	Environmental safety and occupational health
FAME	Fatty acid methyl ester
FEA	Fuel exchange agreement
FEMA	Federal Emergency Management Agency
FES	Fuels Enterprise System
FG	Foreign government
FISC	Fleet and industrial supply center
FMS	Foreign military sales
FOB	Free on board
FPDS-NG	Federal Procurement Data System-Next Generation
FSD	Facility Sustainment Directorate
FTX	Field Training Exercise
FY	Fiscal year
GHP	Geothermal heat pump
GIA	Guam International Airport
GOCO	Government-owned, contractor-operated
GOGO	Government-owned, government-operated
GSHP	Ground source heat pump
HAZMAT	Hazardous Materials

Acronyms

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

Acronyms

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

Acronyms

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



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