



2010-2017 DEFENSE LOGISTICS AGENCY STRATEGIC PLAN

WARFIGHTER-FOCUSED, GLOBALLY RESPONSIVE SUPPLY CHAIN LEADERSHIP



DEFENSE LOGISTICS AGENCY

Director's Intent

WE ARE AMERICA'S COMBAT LOGISTICS SUPPORT AGENCY.

We are proud to meet our commitment to sustain our nation's Soldiers, Sailors, Airmen, and Marines as they carry out their complex missions with honor, valor, precision and skill.

Over the longer horizon, we will also demonstrate to warfighters, the Department of Defense (DOD), and our other customers that we are looking beyond current operational support planning and onward to the future requirements of our armed forces.

Through this strategic plan, we prepare the Agency to remain agile and responsive in the emerging threat environment of multifaceted, hybrid warfare. We are on both the near- and long-term path to improvement, building on our history of logistics support.

Our focus incorporates three overarching goals:

- Warfighter Support Enhancement
- Stewardship Excellence
- Workforce Development

These three goals and their core strategies require *warfighter-focused, globally responsive supply chain leadership*. That is our vision and our pledge of support to the men and women we serve, our many mission partners, and our stakeholders.

My annual Director's Guidance steers the execution of this strategy by focusing attention on specific initiatives to advance this plan on a fiscal-year basis, while we continue to maintain our daily operational commitments to those we serve.



VADM A. S. THOMPSON

Director
Defense Logistics Agency

DLA views its strategic transformation through a single principle: Doing what is right for the Armed Forces and DOD.



MISSION... SUPPORTING THE WARFIGHTER

We are America's Combat Logistics Support Agency. We provide effective and efficient worldwide support to warfighters and our other customers.

We provide full-spectrum logistics support to Soldiers, Sailors, Airmen, Marines and civilians around the world, every day. Wherever the diverse DOD global mission takes them, they share a common need for logistics supplies and services. We partner with the services, the combatant commanders (COCOMs), and private industry to provide full-spectrum support.

If a Soldier, Sailor, Airman, or Marine wears or eats it, receives medical treatment with it, or uses it as fuel, it comes from our Agency and our sources. When military or civilian artisans need an item to build a new operating area or repair a weapons system, DLA is the foremost provider of those articles as well.

We supported deployed warfighters in every major conflict and contingency operation over the past five decades, from the Vietnam War to current operations in Iraq and Afghanistan. Our DLA Europe/Africa, Central, and Pacific organizations, along with our in-theater on-the-ground DLA support teams bring logistics products and services to warfighters worldwide and give DLA a global footprint.

We support more than 1,600 weapons systems with organizational- and intermediate-level maintenance parts. DOD's supply, storage and distribution efforts, under Base Realignment and Closure 2005, moved the Agency into a more prominent role to support service industrial-level maintenance for aviation, maritime and land parts. Our reach now extends to industrial support activities, the cornerstones of sustained long-term weapons systems readiness.

In addition to providing military installation energy needs, DLA also furnishes vital logistics support to military hospitals, dining facilities and recruit training centers. Our service to these entities ensures the best in care, comfort and sustainment for the men and women of the Armed Forces.

Assigned mission areas provide the military services with:

- 100 percent of subsistence;
- 100 percent of clothing and textiles; 100 percent of bulk fuel and packaged products;
- 100 percent of medical/surgical;
- 100 percent of construction and barrier material; and
- 85 percent of all repair parts through aviation, maritime and land supply chains

But we are more than just a materiel support provider; we are also the Defense Department's prime logistics integrator. We provide an array of additional supply chain management services, including cataloging and technical information; planning, forecasting and sourcing; acquisition of materiel and services; strategic and tactical distribution functions including receipt, storage, issue and shipment; retrograde, reutilization and disposal; and document automation and production.

DLA is responsible for the entire retail supply chain for bulk petroleum, from the refinery to the consuming end item. We have eliminated the overwhelming majority of service-owned product and related fuels Service Working Capital Funds.

DLA:

- Manages nearly 5 million items through eight supply chains;
- Fills more than 131,000 requisitions per day;
- Issues nearly 10,000 contract actions per day;
- Manages more than 30 billion in annual reutilization/disposals; and
- Processes more than 28 million annual receipts and issues

We also partner directly with the services to meet the needs of Foreign Military Sales customers. We support 115 allied nations with more than \$2 billion in annual sales, playing a pivotal role in sustaining DOD's Security Assistance Program.

As part of our assigned mission, we leverage our capabilities to extend support beyond DOD to federal civil agencies, as well as designated state and local customers. Through U.S. Northern Command, we partner with the Federal Emergency Management Agency to



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provide support to the American people during disaster relief operations. As part of DOD and in support of on-scene commanders, we also assist with worldwide humanitarian relief efforts.

Vision

Warfighter-focused, globally responsive supply chain leadership

Warfighter support is the reason we exist and paramount to all we do. Our vision is based on recognition that warfighter missions are global, as is DLA's support. The Agency's readiness to respond to warfighter needs must continue to build on integrated supply chains that are efficient and effective.

Responsive and innovative military logistics solutions will continue to emerge from the foundation DLA has built over its long history. Our ability to leverage our Nation's industry and its best practices, our forward presence with the customer, our broad range of responsibilities across DOD supply chains, our capabilities in closing logistics seams and gaps, our strength in aggregating data to inform decisions, and our record of success in transformation, all position DLA to successfully support warfighters.

Our vision is a pledge to increase integration, agility, and responsiveness in the face of irregular warfare and other

current or emerging threats and support challenges. The Agency's ability to anticipate and conquer logistical obstacles gives warfighters added confidence, leading-edge support and the freedom to focus on their core missions.

As stewards of the department's resources, we understand logistics is a cost driver that must be managed with deliberate precision. As a prime logistics integrator across DOD, our broad visibility over processes enables us to play a pivotal role in influencing every taxpayer dollar used for warfighter support. We also moved to a culture of Continuous Process Improvement to keep DLA effective, relevant, and combat-support strong. As we pursue appropriate strategic opportunities, we pledge keen attention to efficiency while striving to enhance effectiveness.

Values

Our values provide the foundation for all of our actions. They are simple, straightforward and self-explanatory.

- Warfighter Needs Guide Us
- Integrity Defines Us
- Diversity Strengthens Us
- Excellence Inspires Us

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STRATEGIC PLANNING INFLUENCES AND PROCESS

Multiple COCOM, military service and OSD planning documents were reviewed prior to formulating the 2010-2017 DLA Strategic Plan. These sources provided insight on where DOD is headed and highlighted the emerging environment that will shape logistics support into the next decade. The knowledge they provided is highly relevant to DLA's way forward.

The Quadrennial Defense Review, the National Military Strategy, the Acquisition, Technology and Logistics Strategic Roadmap, the Department's emerging Strategic Management Plan, and the DOD Civilian Human Capital Strategic Plan all helped shape our DLA plan. In addition, the military services' and the U.S. Transportation Command's strategic plans provided awareness of future challenges and strategies to surmount them. The Joint Staff J-4's Annual Guidance - Logistics Compass and Joint Logistics White Paper draft provided a high-level view of how joint logistics operations should be built and implemented, as did DLA's role in the future-looking Joint Supply-Joint Integrating Concept chartered by the Combat Support Agency review team.



Strategic plans from other customers such as the Department of Homeland Security helped us shape a plan that responds to the comprehensive security needs of our nation as we collaborate across the federal government.

Military commanders and civilian leadership across DLA constructed the 2010-2017 strategic plan. Their daily interaction with the operational, industrial and installation components we support brought additional perspectives and focus to our goals and strategies.

DLA will update the strategy as needed to keep pace with the evolving direction of DOD, relying on DLA's futures group to continually assess the changing environment and related influences. Initiated in 2010, the group conducts timely analyses of the warfighter readiness and sustainment-related environment and develops potential options to ensure the Agency provides optimal combat logistics support.



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OPPORTUNITIES AND SUPPORT THEMES

Wherever we can lessen the burden on warfighters and serve them with increased effectiveness and efficiency, we will expand support in full partnership with the military services. The support themes identified help us focus the goals and related strategies in this strategic plan.

The Agency's history demonstrates that we are continually growing into a stronger and more capable logistics partner. We are more attuned to supply chain management and its potential to enhance end-to-end support and reduce life cycle costs. We pursue the following specific opportunities for improved support as part of our transformational strategy:

Involvement Earlier in the Acquisition Life Cycle

We will better support provisioning, especially for rapidly emerging weapons systems needed on the battlefield, such as the Mine Resistant Ambush Protected - All Terrain Vehicle (M-ATV). By securing essential provisioning data earlier in the weapons systems life cycle, DLA will improve forecasting and procurement to ensure steady supply.

We will forge stronger performance-based logistics partnerships to bring the best of public/private capabilities to support program managers. The Agency will leverage its



cataloging, procurement, distribution, disposal and data management capabilities to help optimize availability and decrease total life cycle ownership costs.

We will also secure technical and logistics information from contractors earlier in order to catalog supply items to support operations for U.S. Forces, NATO and the militaries of foreign allied nations. This will improve interoperability between the military services, NATO, and allied nations. This early involvement strengthens sustainment regardless of the source of support, whether originally contractor-provided or organic to DOD.

Extended and Agile Support on the Battlefield

Building on its integrated capability to understand the effects of broad-scale retrograde and reset on planning, depot capacity, and disposal and reutilization requirements, DLA will be of increasing value in future operational build ups and drawdowns.



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Lessons learned from Iraq and Afghanistan will position DLA to lead in this area during future contingencies.

Our forward-deployed DLA regional commanders and DLA support teams are fully integrated with the COCOMs to understand and meet their daily and long-term needs. We will continue to staff these teams with the logistics professionals needed to anticipate and meet emerging requirements and to identify where innovative support is required. Lessons learned from returning team personnel will continue to influence Agency operations, providing a continuing feedback loop from the COCOM to DLA support.

With mission assignment for the Joint Contingency Acquisition Support Office (JCASO), DLA has extended its foundation in acquisition innovation. The JCASO will provide deployable expert contingency contract management capability to the COCOMs as well as contingency planning, policy development, and best practices for contingency contracting and exercise support.

Innovation in Product, Capability and Integrated Logistics Support

Reducing energy costs and meeting environmental requirements such as greenhouse gas reductions are key issues for the Department. DLA will apply its acquisition and logistics capabilities, forward presence, field support and program management skills to meet cleaner, alternative energy requirements and implement improved energy

technologies while continuing to provide world-class petroleum support. We will expand the existing innovative joint partnerships with each service in biological, synthetic and alternative energy sources to move toward optimal DOD solutions. We will participate with both the DOD Strategic Environmental Research and Development Program and DOD Environmental Security Technology Certification Program to ensure success.

We will also take an increasing leadership role in cost-cutting solutions for installation energy by utilizing audits and analyses to apply the most energy-efficient solutions. To drive greater efficiency for the Department and the military services, DLA is capitalizing on energy savings-performance contracts, utility privatization, and energy audits to deliver significant savings and improved installation support.

The Agency will use innovation to develop optimal distribution and disposal capabilities for the future. Related changes will eliminate duplicative efforts across the supply chain, strategically position materiel for distribution and disposal, use tiered distribution and synchronized/scheduled delivery, and integrate supply and transportation systems to provide end-to-end visibility.

With expanded responsibility for retail elements at military services industrial sites, DLA is committed to pursue the best strategy to support inventory planning, investment, and positioning and delivery at these activities.

CHALLENGES AND RESPONSES

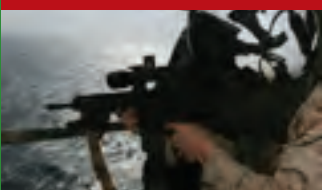
To pursue the most important strategies to benefit those we serve, we analyzed the anticipated constraints and challenges ahead. Many of DLA's challenges are rooted in those facing our warfighting customers. As their combat logistics support provider, we must sustain them in an era of complex, competing and sometimes contradictory requirements. Our desire to serve them responsively means facing these challenges head on:

- Providing agile support in the face of irregular warfare and conventional threats
- Investing in strong logistics support to fully equip our nation's warfighters in an era of dwindling resources
- Partnering across COCOM and mission partner organizations to create seamless end-to-end logistics
- Ensuring greater data sharing and logistics transparency with increasing regard for cybersecurity
- Integrating military and civilian expertise to form cohesive and effective teams
- Reforming contract and acquisition approaches while ensuring rapid contingency support solutions
- Assessing emerging factors that drive future combat needs and significantly impact rapid, responsive logistics support



- Maintaining a talented, diverse workforce in the face of generational shifts toward retirement

The strategies outlined in this plan, as supported by the fiscal year Director's Guidance, position DLA to pursue opportunities for improved support while working to overcome these challenges.



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GOALS AND STRATEGIES

The FY2010 Director's Guidance and its successors will provide specific initiatives that collectively support the goals and strategies described below:

GOAL 1: WARFIGHTER SUPPORT ENHANCEMENT (WSE)

Deliver agile and responsive logistics solutions to our Warfighters

Our top priority is warfighter support. To DLA this means logistics support of the readiness and sustainment of America's warfighters, and of industrial activities and others whose critical efforts preserve and enhance our Nation's and our allies' defense postures. It requires constant attention to ensure DLA's goals, processes, and performance are synchronized with the needs of our warfighting customers, mission partners, and stakeholders.

Outcomes

Through these strategies we gain greater understanding of warfighters' evolving needs. We will be better positioned to fulfill these requirements effectively and efficiently, harnessing the full power of DLA's potential and that of our nation's industrial partners. An ever stronger relationship with the services, COCOMs, mission partners and suppliers will ensure we lead the way forward in warfighter logistics support.

Strategies

WSE-A: Anticipate and meet evolving warfighter requirements

This strategy goes *beyond* responding to demands as they come in—it requires us to better *anticipate* them,

so DLA is best positioned to respond with innovation and agility. We will identify and meet emerging requirements not routinely captured by current processes and strengthen and expand our partnerships with the services and COCOMs at multiple levels to better understand their needs and plan our support.

WSE-B: Expand collaboration and extend capabilities

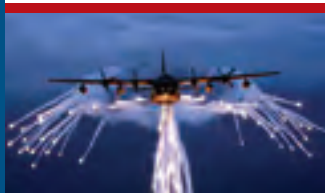
We will become a more valuable collaborative partner. We will use better approaches to capture and anticipate demand and share data and metrics with our customers. We will determine how to best extend DLA capabilities where and when they are required. This includes positioning DLA personnel forward where needed and improving retail support models.

WSE-C: Leverage industry to deliver capabilities and desired effects to warfighters

This strategy calls for continued innovation in acquisition methods and arrangements, as well as applying logistics best practices to both current and emerging missions. We will optimize our ability to provide flexible logistics response through the expanded use of strategic supplier arrangements, performance-based agreements, and tailored logistics support.

WSE-D: Expand support of alternative fuels/renewable energy solutions

The pursuit of alternative fuels and renewable energy solutions is a national security imperative. This strategy ensures DLA is positioned to spearhead innovation and develop practical solutions that make



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our Nation less dependent on foreign sources of energy and compliant with environmental requirements.

GOAL 2: STEWARDSHIP EXCELLENCE (SE)

Manage DLA processes and resources to deliver effective warfighter support at optimal cost

DLA's responsibilities have grown in recent years as BRAC 2005 and other drivers moved us forward with warfighters and industrial sites. DLA was also deeply involved in new or expanding partnerships with various commands and agencies. In this context, we will continue to assess our roles and related processes to deliver maximum payoff from taxpayer resources while effectively supporting warfighters. At a time when the sharing and integration of key information and assets is critical, we must also prevent their compromise.

Outcomes

Our internal processes will deliver optimal service and products to warfighters while demonstrating stewardship, transparency, and integrity. Our warfighters and stakeholders will look to DLA as a strong example of effective military logistics support and trustworthy operations.

Strategies

SE-A: Appropriately resource DLA's operational excellence

While DLA resources must remain sufficient to ensure warfighter support, we anticipate an era of budget constraints. This strategy is rooted in disciplined approaches to adequately and appropriately fund the Agency so it may best serve the warfighter and the department.

SE-B: Realize process excellence by balancing efficiency and effectiveness

DLA will identify prudent cost-reduction efforts without compromising warfighter support. We will act upon process improvement opportunities to enhance business performance and capability and deliver financial benefits. The Agency will use Continuous Process Improvement and other approaches to deliver optimized, value-added support and service to our customers and employees.

SE-C: Demonstrate stewardship and foster stakeholder trust

The services, our mission partners and stakeholders must trust both our capability to deliver and our integrity. This strategy is rooted in our commitment to strong stewardship, including improved financial statement reliability, maintaining and enhancing acquisition oversight programs, open and sustained communications and conducting regular comprehensive enterprise risk management reviews.

SE-D: Fully leverage DLA's current and emerging information operations capabilities to maximize their contribution to warfighter support and improved stewardship

Our current and emerging information operations capabilities provide the architecture that enables us to deliver on our commitments. Further integration of legacy systems into the Enterprise Business Systems architecture and additional business systems enhancements form the backbone of this strategy. It also ensures we strive to maintain the utmost integrity in our information assurance and security. This includes achieving and maintaining interoperability with other defense systems for secure, accurate and high-speed data sharing.

SE-E: Enable warfighter support through infrastructure excellence and premier environmental stewardship

Properly sizing and maintaining our infrastructure in regard to facility operations, sustainment, restoration and modernization enables DLA to deliver on its commitments at optimal cost. Applying premier environmental stewardship ensures DLA remains a leader in supporting federal requirements for energy independence and security, as well as green product usage.

SE-F: Improve transparency, accountability and awareness

This strategy reflects DLA's commitment to open communications with employees, customers, mission partners and our stakeholders in order to foster trust, improve awareness and create stronger partnerships.

GOAL 3: WORKFORCE DEVELOPMENT (WD)

Foster a diverse workforce and supporting culture to deliver sustained mission excellence

DLA's workforce is vital to our current and long-term success. We must enable our workforce to capitalize on their skills, experience, and potential, while preparing to manage workforce transition as retirements increase in the years ahead. We must leverage the diverse backgrounds and abilities of our people—civilians and military. We will also reassess our footprint to most effectively use our workforce to support forward industrial and operational sites.

Outcomes

DLA will have a comprehensive and systematic process to identify workforce development gaps and strengths to meet current and future requirements. This information will help us identify ways to enhance recruitment and

selection, training and development, and retention of a diverse, highly-skilled and agile workforce.

Strategies

WD-A: Attain a workforce that reflects the diversity of America's relevant labor force

It is imperative for DLA's workforce to reflect the diversity in our society, since that is a recognized source of talent and strength. By working to attain a diverse workforce through specific director's initiatives, we will strengthen our ability to deliver on our commitments. Diversity will enable us to leverage different perspectives and concepts and move DLA forward.

WD-B: Attain and sustain a sound Enterprise culture

Our culture must provide an environment where the workforce is able to excel and shape effective change in the Agency. A warfighter support-focused culture will ensure a quality, safe and secure environment that encourages employees to best support the DLA mission. We will focus on feedback from employee assessments to make needed changes to achieve the desired culture.

WD-C: Establish a comprehensive talent management program to assure a high-performing workforce

Recognizing the increasing rigors of our mission tempo, we will strengthen our workforce planning and development strategies. This strategy provides framework designed to integrate multiple human capital programs into a cohesive approach that sustains a long-term view of Agency mission requirements. It encompasses three focus areas: workforce planning, strategic recruitment, and training and development.



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We are America's Combat Logistics Support Agency
**DLA MAKES IT POSSIBLE
FOR WARFIGHTERS TO MAKE IT HAPPEN.**



PERFORMANCE MANAGEMENT AND MEASUREMENT

These strategies will be collectively pursued through initiatives in each fiscal year Director's Guidance. The DLA Executive Board, representing the Agency's senior leadership, will monitor the status of the strategic plan and fiscal year Director's Guidance regularly to assess progress, remove obstacles and achieve our objectives.

We will periodically post developments on DLA's public Web site (www.dla.mil) as we continue our drive to be constantly high performing, customer focused, globally responsive and resource efficient.



DIRECTOR'S CALL FOR ACTION

**We view our opportunities through a single imperative:
*Doing what is right for the Armed Forces and DOD.***

Over the next decade, DLA will find its comprehensive logistics services needed more than ever before and in new and challenging ways. The threat environment for our warfighters is characterized as both irregular and conventional, with increasing lethality across the full spectrum of combat operations. The very nature of envisioned threats and conflicts, combined with increased fiscal challenges, demands a logistics response that is agile and joint in nature. We will become more ingrained with the COCOMs and the military services so that our response anticipates their requirements.

At the same time, we will enhance our efficiency and stewardship and ensure we have a workforce ready to fully support warfighters.

This plan recognizes that we are part of a team in DOD—that none of us stands apart—and mission accomplishment is tied to open cooperation, information sharing and collaboration.

It is in that spirit that I ask you to support this strategic plan. Working together we can continue to transform DLA into the increasingly more agile, innovative and valued logistics partner our country and allies require, and our warfighters deserve.



WE ARE AMERICA'S COMBAT LOGISTICS SUPPORT AGENCY. WE ARE DLA.

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