

DLA Aviation Fiscal Year 2025 Annual Operating Plan



Change History

Date Changed	Change Details	Reason for Change if applicable	Responsible for Change
09/16/24	Realignment	New Strategic Plan	DLA AVN
11/20/24	Approval	Administrative	DLA AVN/CC
02/24/25	Deleted 1.1.6	No longer a focus area	V/DD
02/24/25	OKR numbering	Alignment w/tracker	DOA
02/24/25	Updated Annex 1	Alignment w/tracker	DOA

Table of Contents

Page	3	References
Page	4	DLA Aviation Commander's Intent
Page	5	DLA Mission, Vision, Values, and Operating Principles
Page	6	DLA Aviation Business Profile
Page	7	Objectives and Key Results (OKR)
Page	16	Annex 1: DLA Aviation Objective OPR Assignment

References

- DLA Strategic Plan 2025-2030 “DLA Transforms: A Call to Action.”
- DLA Instruction (DLAI) 5105.02 “Dynamic Operating Plan.” Incorporating change 2, June 12, 2019. Expired on June 12, 2022.

DLA Aviation Commander's Intent

The Defense Logistics Agency Aviation is a crucial part of DLA's mission to drive and sustain Warfighter readiness by delivering unmatched global support. DLA Aviation works every day to deliver agile, adaptive, and resilient logistics in a contested logistics environment.



DLA Director LTG Mark Simerly urged DLA to think, act, and operate in new ways to succeed in a global environment where our adversaries contest our efforts across all domains. His transformative vision is contained in the DLA Strategic Plan 2025-2030 titled "DLA Transforms – A Call To Action." The plan identifies four transformative imperatives that provide the agency focus: People, Precision, Posture, and Partnerships.

The DLA Aviation Fiscal Year 2025 (FY25) Annual Operating Plan contains the objectives and key results (OKRs) DLA Aviation executes in support of the warfighter and our Whole of Government customers. These OKRs align with and support each of the four transformative imperatives in the DLA Strategic Plan. Each DLA Aviation team member plays an important part in the accomplishments of our objectives. DLA Aviation will transform its internal governance structure to discuss, track, measure, and work collaboratively on supporting our people, efforts to make us more precise, initiatives to improve warfighter posture, and key partnerships to enable readiness and mission success. To remain agile in our support to the warfighter, this document will evolve as events dictate throughout the year.

Thank you for your commitment and dedication to the warfighter and the DLA Aviation mission. We cannot accomplish anything in this DLA Aviation Annual Operating Plan without you.

A handwritten signature in black ink, reading "Chad R. Ellsworth".

CHAD R. ELLSWORTH
Brigadier General, USAF
Commander

DLA MISSION

Drive and Sustain Warfighter readiness by delivering unmatched global support as the Nation's Logistics Combat Support Agency.

DLA VISION

DLA delivers agile, adaptive, and resilient logistics support across the continuum of conflict.

DLA VALUES

Respect ♦ Trust ♦ Service ♦ Excellence ♦ Innovation

DLA OPERATING PRINCIPLES

Agility ♦ Transparency ♦ Readiness ♦ Empowerment ♦ Collaboration ♦ Data Driven

DLA Aviation Business Profile

DLA Aviation is a Major Subordinate Command (MSC) of DLA and is the agency's combat logistics and supply chain manager for aviation and nuclear assets across the Department of Defense. DLA Aviation plays a pivotal role in supporting our Soldiers, Marines, Sailors, Airmen, Guardians, Coast Guardsmen, and other customers by providing targeted solutions and full-spectrum logistics support.

DLA Aviation is headquartered in Richmond and operates at 22 locations across the U.S. and at one overseas location in Japan. DLA Aviation's team is comprised of more than 4,300 civilian and military personnel supporting more than 2,341 major weapon systems as the U.S. military's integrated materiel manager for more than 1.8 million national stock number items, industrial retail supply and depot-level reparable acquisitions.

Positioned alongside its military customers, DLA Aviation manages industrial support activities at Robins Air Force Base, Georgia; Tinker AFB, Oklahoma; Hill AFB, Utah; Marine Corps Air Station Cherry Point, North Carolina; Naval Air Station North Island, California; and Naval Air Station Jacksonville, Florida. DLA Aviation is responsible for supply at six major industrial maintenance, repair, and overhaul facilities and for storage and distribution operations at three. As the Aviation demand and supply chain manager, we strive to deliver excellence in performance and responsiveness in support of our worldwide customer network.

DLA Aviation manages depot-level reparable procurement operations at Robins, Tinker and Hill AFBs; Naval Supply Systems Command, Weapon Systems Support, Philadelphia; and at Redstone Army Arsenal, Alabama. DLA Aviation also operates an Industrial Plant Equipment (Services) (IPES) maintenance, repair and overhaul facility at Mechanicsburg, Pennsylvania.

Objectives and Key Results (OKRs)

PEOPLE

Build Organizational Agility Through Our People and Culture

PEOPLE | Agency Objective #1: Attract and retain talent with the right skillsets and expertise who are invested in DLA's Mission.

DLA AVIATION SUPPORTING OBJECTIVES & KEY RESULTS (OKRs):

- Objective #1.1 – Fully Execute Labor Dollars
 - Recruitment Efforts:
 - 1.1.1 Execute the Aviation FY25 PACER hiring plan
 - 1.1.2 Develop/execute a targeted recruiting calendar of events
 - Expand recruiting targets to include local universities and Fort Gregg-Adams
 - Training Efforts:
 - 1.1.3 Develop a standard first line supervisor training curriculum and training program by 3QFY25
 - 1.1.4 Enhance internal training capabilities and workforce core competencies by leveraging external resources
 - 1.1.5 Expand the On-the-job (OJT) Division. Identify additional functional areas and stand-up capability by 4QFY25
 - Key Result: Attract, recruit, train, and retain the employees needed and committed to executing the DLA Aviation mission. Track results in terms of labor dollars execution and turnover reduction.

PEOPLE | Agency Objective #2: Build and exercise mission-driven skills and standards for operating successfully in a Contested Logistics environment.

DLA AVIATION SUPPORTING OBJECTIVES & KEY RESULTS (OKRs):

- Objective #1.2 – Develop resilient surge capability
 - 1.2.1 Identify and document critical functions
 - 1.2.2 Develop cross training to enhance resilience during sustained surge operations by 2QFY25

- Key Result: Reduce supply chain risk and increase resiliency. Support the warfighter in a contested environment.
- Objective #1.3 – Exercise operational capabilities and processes.
 - 1.3.1 Development of a Quarterly Aviation Exercise Plan by the end of the 1QFY25
 - 1.3.2 Execute quarterly exercises. Distribute and incorporate lessons learned
 - Key Result: Execution of a disciplined and systematic exercise battle rhythm that standardizes processes, perfects contingency and continuity processes, and enables Aviation to operate in an all-hazards environment

PEOPLE | Agency Objective #3: Sustain an agile and resilient workforce; foster an adaptive culture of growth, support, and safety.

DLA AVIATION SUPPORTING OBJECTIVES & KEY RESULTS (OKRs):

- Objective #1.4 – Sustain and improve Aviation’s Culture
 - 1.4.1 Refine and execute Aviation’s Culture and Communication Plan by 2QFY25
 - Key Result: A place where people are proud to work and feel valued

PEOPLE | Agency Objective #4: Enhance Agency performance by instituting DLA data literacy and acumen and empowering the workforce to interpret and use data effectively.

DLA AVIATION SUPPORTING OBJECTIVES & KEY RESULTS (OKRs):

- Objective #1.5 – Define Data Literacy Goals
 - 1.5.1 Identify data literacy and acumen skills required to enhance workforce efficiency and effectiveness at the functional discipline and SES/GS/WG level based on the enterprise catalog
 - 1.5.2 Track LMS completion percentage/figures. Target - 2QFY25
 - Key Result: A data savvy workforce that leverages skills acquired to improve processes and decision making
- Objective #1.6 – Promote Data Awareness
 - 1.6.1 Develop, maintain, and execute a data awareness communication plan throughout FY25
 - Key Result: Highlight operational results enabled or enhanced by improved data acumen and literacy

PEOPLE | Agency Objective #5: Foster Joint Logistics Enterprise thought, communication, and collaboration.

DLA AVIATION SUPPORTING OBJECTIVES & KEY RESULTS (OKRs):

- Objective #1.7 – Increase military familiarization
 - 1.7.1 Develop and execute a calendar of events
 - Complete the calendar by 1QFY25
 - Produce monthly articles through PAO to the workforce
 - Key Result: Establish a military familiarization event calendar that drives monthly events across the Aviation enterprise

PRECISION

Calibrate Resilient and Responsive Logistics Solutions in Support of Military Readiness

PRECISION | Agency Objective #1: Set agile mission partner supply chain and services strategies to improve effectiveness of critical support and demand forecasting for the Warfighter.

DLA AVIATION SUPPORTING OBJECTIVES & KEY RESULTS (OKRs):

- Objective #2.1 – Develop and define DRRS Aviation readiness metrics to roll up to HQ Class IX Strategy
 - 2.1.1 Develop readiness metrics
 - Key Result: Aligned metrics that enable decision making
- Objective #2.2 – Partner and execute the Joint Strike Fighter consumable supplier function
 - 2.2.1 Meet and exceed Joint Program Office (JPO) capability demonstration KPIs (scope, scale, execution timeline, performance)
 - Key Result: Effective and efficient critical weapon system support

PRECISION | Agency Objective #2: Strengthen digital interoperability and develop AI-powered solutions to achieve decision advantage.

DLA AVIATION SUPPORTING OBJECTIVES & KEY RESULTS (OKRs):

- Objective #2.3 – Identify areas where AI-solutions can be applied
 - 2.3.1 Identify initial set of AI opportunities (1 in Q1)
 - 2.3.2 Communicate identified areas of opportunity to HQ (R&D)
 - Key Result: Development of a pool of AI projects that HQ can research and develop with potential applications across the AVN and DLA enterprise
- Objective #2.4 – Execute data use-cases and provide data to HQ
 - 2.4.1 Execute Sikorsky HUMMS/Maintenance Data Sustainment Pilot
 - 2.4.2 Champion Qualitative Supply Chain (QSC) Research and Development (R&D) Project
 - 2.4.3 J-85 Planning Pilot
 - Key Result: Execute Use Cases and scale for full implementation

PRECISION | Agency Objective #3: Align performance metrics with customer readiness requirements and increase transparency of performance factors.

DLA AVIATION SUPPORTING OBJECTIVES & KEY RESULTS (OKRs):

- Objective #2.5 – Reduce delinquencies by 15% over course of FY25
 - 2.5.1 Realign workload between FA/FM
 - 2.5.2 Execute vendor engagements
 - 2.5.3 Employ contractor support
- Objective #2.6 – Improve ORT and Fill Rate
 - 2.6.1 Implement RSS Tool
 - 2.6.2 Influence PNG curves with retail needs
 - 2.6.3 Re-evaluate RFAST and best way to support emergent needs (retail and otherwise)
 - Key Result: Meet Service-PBA goals
- Objective #2.7 – Reduce purchase requests (PRs) on-hand to align with capacity
 - 2.7.1 Alignment of Planning and Acquisition execution
 - Reduce administrative burden
 - Improve workload management capabilities
 - 2.7.2 Conduct Back-to-Basics Consumption Pull System (CPS) execution
 - Key Result: Reduce PRs on hand to 35K by 4QFY25

PRECISION | Agency Objective #4: Improve process discipline and align organizational resources to critical priorities.

PRECISION | Agency Objective #5: Establish effective internal controls to mitigate risk, achieve audit goals, and enhance accountability.

NOTE: The DLA Aviation OKR below supports PRECISION | Agency Objectives #4 and #5.

DLA AVIATION SUPPORTING OBJECTIVES & KEY RESULTS (OKRs):

- Objective #2.8 – Establish and assert a robust and comprehensive internal controls program/plan
 - 2.8.1 Establish and assert program by the end of FY25
 - Key Results: Develop a comprehensive list of internal controls by 1QFY25. Conduct a gap analysis of existing controls and inventory. Establish controls as required by the end of FY25. Internal Control Evaluation Plans developed and test of design/test of effectiveness performed to validate the effectiveness and efficiency of the internal controls.
 - 2.8.2 Achieve Audit Goals
 - Measure, track, and address Provided by Client (PBC) Lateness
 - Key Results: PBC response time (10 days or less) achieved.
 - 2.8.3 Document End to End Industrial Plant Equipment (IPE) process

- Complete IPE process documentation by 3Q FY25 and validate by end of FY25
- Key Results: IPE process documented with internal controls
- 2.8.4 Conduct compliance reviews of business processes associated with notice of findings and recommendations.
- Key Results: Improvements in operational execution

POSTURE

Enhance Support to Integrated Deterrence Across the Continuum of Conflict in Contested Logistics Environments

POSTURE | Agency Objective #1: Strengthen Agency global resilience through enhanced presence, positioning of materiel, and a balanced stance to project and protect capability.

DLA AVIATION SUPPORTING OBJECTIVES & KEY RESULTS (OKRs):

- Objective #3.1 – Synchronize CLIX strategy with L&M and HQ
 - 3.1.1 Complete and execute CLIX strategy tasks
 - 3.1.2 Assess use of war reserve material and fill gaps
 - 3.1.3 Define and communicate fiscal needs
 - 3.1.4 Align to DRRS
 - 3.1.5 Define staffing needs
 - Key Result: A comprehensive and synchronized CLIX strategy that defines risk and priorities across CLIX
- Objective #3.2 – Protect the supply chain
 - 3.2.1 Develop a Supply Chain Risk Management (SCRM) plan to implement across functional areas
 - 3.2.2 Promote cyber compliance with partners and involve them in exercises
 - 3.2.3 Review acquisition strategies to identify potential vulnerabilities in a contested environment
 - 3.2.4 Reduce dependence on single supplier of competitive items
 - Key Results: Improve supply chain resiliency

POSTURE | Agency Objective #2: Develop resource strategies to support capital-intensive wartime inventory and forward positioning requirements.

DLA AVIATION SUPPORTING OBJECTIVES & KEY RESULTS (OKRs):

- Objective #3.3 – Synchronize Service PBAs with Senior Service Integrators (SSIs)
 - 3.3.1 Align metrics and identify gaps
 - Key Result: Metric alignment and improved PBA performance

*Note: This objective also supports Precision - Agency Objective #3: Align performance metrics with customer readiness requirements and increase transparency of performance factors.

POSTURE | Agency Objective #3: Optimize the Agency's Command and Control (C2) structure, procedures, and capabilities to operate at the speed of conflict.

DLA AVIATION SUPPORTING OBJECTIVES & KEY RESULTS (OKRs):

- Objective #3.4 – Evaluate DLA Aviation's organizational structure
 - 3.4.1 Evaluate organizational alignment against Enterprise and past AVN models.
 - Key Result: An aligned, effective, efficient, agile, and resilient organization

PARTNERSHIPS

Lead Logistics Interoperability Across the Department,
Allies, Whole of Government, and Industrial Base

PARTNERSHIPS | Agency Objective #2: Expand industrial Base partnerships to grow access to capability and capacity through the defense logistics enterprise.

DLA AVIATION SUPPORTING OBJECTIVES & KEY RESULTS (OKRs):

- Objective #4.1: Expand manufacturing sources of supply by executing an expansion of organic manufacturing and leveraging the RGBSI contract
 - 4.1.1 Expand Organic Manufacturing
 - 4.1.2 Leverage RGBSI contract to qualify 25-50 new sources
 - Key Result: Industrial base expansion and increased supply chain resiliency.

PARTNERSHIPS | Agency Objective #4: Enhance support to Whole of Government customers to improve our capabilities and sourcing resiliency.

DLA AVIATION SUPPORTING OBJECTIVES & KEY RESULTS (OKRs):

- Objective #4.2 – Assess Whole of Government Support
 - 4.2.1 Complete assessment of WOG
 - 4.2.2 Identify Aviation specific requirements associated with WOG support
 - Key Result: Informed strategy changes to increase effectiveness of DLA Aviation WOG support

Annex 1: DLA Aviation Objective & Key Result OPR Assignments

Imperative	Objective	KRs	OPR
PEOPLE	1.1 Fully Execute Labor Dollars	P1.1.1 Execute the Aviation FY25 PACER hiring plan (BA/BP)	BA/BP
		P1.1.2 Develop and execute targeted recruiting calendar of events (PAO/CoS)	PAO/CoS
		P1.1.3 Develop a standard first line supervisor training curriculum and training program	BA/BP
		P1.1.4 Enhance internal training capabilities and workforce core competencies by leveraging external resources	BA/BP
		P1.1.5 Expand the On-the-job (OJT) Division. Identify additional functional areas and stand up capability	FM/BP
	1.2 Develop resilient surge capability	P1.2.1 Identify and document critical functions	OPS/CoS
		P1.2.2 Develop cross training to enhance resilience during sustained surge operations	OPS/CoS
	1.3 Exercise operational capabilities and processes	P1.3.1 Develop the quarterly exercise plan.	OPS/CoS
		P1.3.2 Execute quarterly exercises. Distribute lessons learned	OPS/CoS
	1.4 Sustain and Improve Aviation's Culture	P1.4.1 Refine and execute Aviation's Culture and Communication Plan	DO
	1.5 Define Data Literacy Goals	P1.5.1 Identify data literacy and acumen skills at the functional discipline and SES/GS/WG level	DO
PRECISION		P1.5.2 Track LMS completion percentage/figures.	DO
	1.6 Promote Data Awareness	P1.6.1 Develop and execute the data awareness communication plan	PAO
	1.7 Increase Military Familiarization	P1.7.1 Develop and execute calendar of events	PAO
	2.1 Develop and define DRRS Aviation readiness metrics	P2.1.1 Develop readiness metrics	DO/QA
	2.2 Partner and execute the Joint Strike Fighter consumable supplier function (A/QA)	P2.2.1 Meet and exceed Joint Program Office (JPO) capability demonstration KPIs (scope, scale, execution timeline, performance)	A/QA
	2.3 Identify areas where AI-solutions can be applied (BA)	P2.3.1 Identify initial set of AI opportunities	BA
		P2.3.2 Communicate identified areas of opportunity to HQ (R&D)	BA
	2.4 Execute data use-cases and provide data to HQ (BA/A)	P2.4.1 Execute Sikorsky HUMS/Maintenance Data Sustainment Pilot	BA/A
		P2.4.2 Champion Qualitative Supply Chain (QSC) Research and Development (R&D) Project	BA
		P2.4.3 Implement J85 Planning Pilot	BA/A
	2.5 Reduce delinquencies by 15%	2.5.1 Realign Workload Between FA/FM	FA/FM
		2.5.2 Execute Vendor Engagement	FA/FM
		2.5.3 Employ Contractor Support	FA/FM
	2.6 Increase ORT and Fill Rate	2.6.1 Implement RSS Tool	PA
		2.6.2 Influence PNG Curves with Retail needs	PA
		2.6.3 Re-evaluate RFAST and best way to support emergent needs (retail and otherwise)	OPSO
		2.6.4 Increase retail levels to support AF UPL inputs	PA
	2.7 Reduce purchase requests (PRs) on-hand to align with capacity (PA-OPR, FA/FM/PA)	P2.7.1 Alignment of Planning and Acquisition execution	PA
		P2.7.2 Conduct Back-to-Basics Consumption Pull System (CPS) execution	PA
	2.8 Establish effective internal controls to mitigate risk, achieve audit goals, and enhance accountability	P2.8.1 Establish and assert a robust and comprehensive internal controls program/plan	DR
		P2.8.2 Achieve Audit Goals	DR
		P2.8.3 Document End to End Industrial Plant Equipment (IPE) process	DR
		P2.8.4 Conduct compliance reviews of business processes associated with notice of findings and recommendations.	DR
POSTURE			
	3.1 Synchronize CLIX strategy with L&M and HQ (OpsO)	3.1.1 Complete CLIX strategy tasks	OPS
		3.1.2 Assess use of war reserve material and fill gaps	OPS
		3.1.3 Define and communicate fiscal needs	OPS
		3.1.4 Align to DRRS	OPS
		3.1.5 Define staffing needs	OPS
	3.2 Protect the supply chain (A/V/OpsO)	3.2.1 Develop a Supply Chain Risk Management (SCRM) plan	V
		3.2.2 Promote cyber compliance with partners and involve them in exercises	OPSO/BP
		3.2.3 Review acquisition strategies to identify potential vulnerabilities in a contested environment	A
		3.2.4 Reduce dependence on single supplier of competitive items	BP/PA
	3.3 Synchronize Service PBAs with Senior Service Integrators (SSIs) (QA)	3.3.1 Align metrics and identify gaps	QA
	3.4 Evaluate DLA Aviation's organizational structure (OpsO/CoS)	3.4.1 Evaluate organizational alignment against Enterprise and past AVN models.	OPS/CoS
PARTNERSHIPS			
	4.1 Expand manufacturing sources of supply by executing an expansion of organic manufacturing and leveraging the RGBSI contract (A)	4.1.1 Expand Organic Manufacturing	OKC
		4.1.2 Leverage RGBSI contract to qualify 25-50 new sources	A
	4.2 Assess Whole of Government Support (OpsO/QA)	4.2.1 Complete assessment of WOG	OPS/QA
		4.2.2 Identify Aviation specific requirements associated with WOG support	OPS/QA