



DEFENSE LOGISTICS AGENCY FY2024 ANNUAL REPORT

The Nation's Logistics Combat Support Agency

MESSAGE FROM THE DIRECTOR



On behalf of the Defense Logistics Agency, I am pleased to present the Fiscal Year (FY) 2024 DLA Annual Report. This report provides an overview of our new Strategic Plan 2025-2030 – “DLA Transforms: A Call to Action” – a brief introduction to the Agency, key financial and acquisition metrics, support highlights including to the Military Services and Combatant Commands (CCMDs), and a vision for the path ahead.

In FY24, DLA continued to operate in a challenging global environment. You will see in this report an Agency commitment to thinking, acting, and operating differently. DLA is developing new ways of delivering exceptional end-to-end global logistics support and winning in today’s rapidly changing Contested Logistics environment.

DLA manages nine supply chains through six Major Subordinate Commands (MSCs) and three Regional Commands, with personnel in 48 states and 28 countries around the globe. We cannot succeed without our partners in the Joint Logistics Enterprise (JLEnt), who helped us achieve \$52.6 billion in obligations and \$47 billion in revenue in

FY24, which would place DLA within the top 350 companies in the Fortune 500 rankings.

This support only matters if we – along with an agile, resilient industrial base – can provide timely support to our Warfighters around the globe. You will see that in FY24, DLA worked closely with the JLEnt to achieve key Service readiness metrics and partnered with the CCMDs to maintain a competitive advantage.

The year 2025 will be challenging, but DLA is up to the task. Our agile, resilient workforce, guided by our dynamic strategy, will work tirelessly to achieve objectives and key results throughout the year. As the dedicated workforce of the Nation’s Logistics Combat Support Agency, serving America’s Warfighters is our highest honor.

A handwritten signature in black ink, appearing to read "Mark Simerly".

Mark Simerly
LTG, US ARMY
Director, Defense Logistics Agency

DLA Transforms: A Call to Action

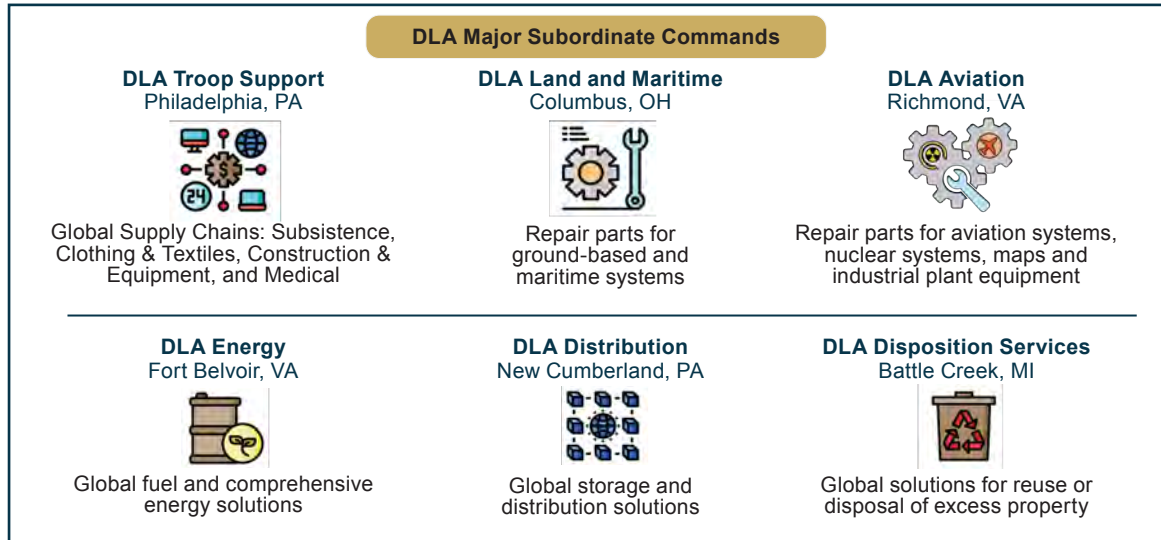
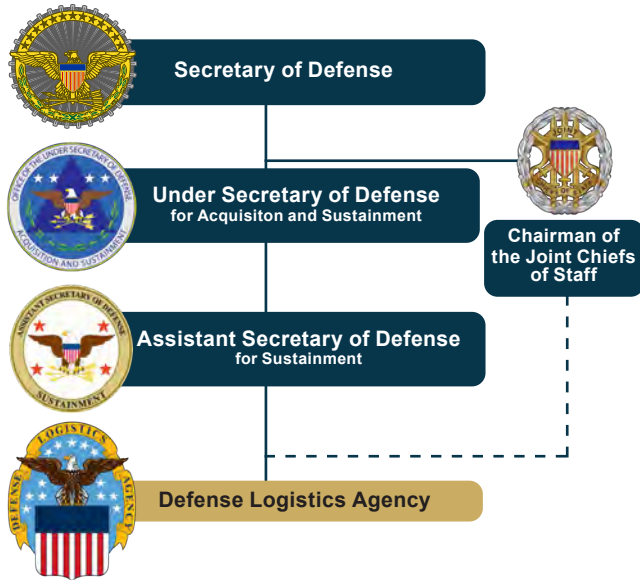


DLA published its Strategic Plan 2025-2030 – “DLA Transforms: A Call to Action” – in September 2024. The Agency is committed to thinking, acting, and operating in new ways – to delivering exceptional global logistics support and winning in today’s rapidly changing and Contested Logistics environment.



The Defense Logistics Agency: Built to Change, Built to Last

DLA's mission is to *drive and sustain Warfighter readiness by delivering unmatched global support*. The Agency is responsible for the end-to-end global supply chain – from raw materials to end-user disposition – for the Military Services, 11 Combatant Commands (CCMDs), federal agencies, and partner and allied nations. Wherever our nation has a significant military presence, DLA is there. We are located in 48 states and 28 countries around the globe.



In FY24, DLA successfully accomplished its mission through its six Major Subordinate Commands (MSCs) and three DLA Regional Commands (DRCs). The MSCs manage nine supply chains and a global distribution network; DRCs are colocated with their supported CCMD.

DLA is one of eight **Combat Support Agencies (CSAs)** in DoD. The Director reports to the Under Secretary of Defense for Acquisition and Sustainment, through the Assistant Secretary of Defense for Sustainment. As a CSA, DLA has responsibilities to the Chairman of the Joint Chiefs of Staff. In FY24, DLA closely examined its CSA roles and authorities and will continue in FY25.



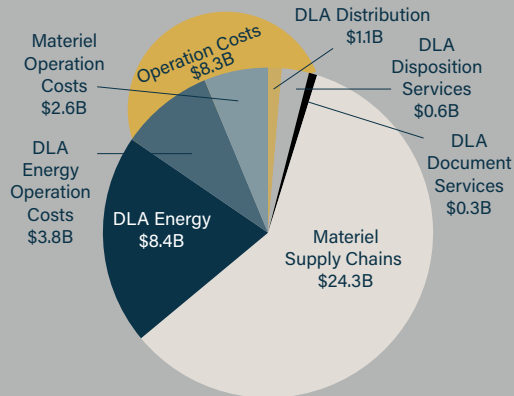
DLA was established in 1961 to consolidate support for common supply items across the Military Services. Visit www.dla.mil for more information.



In FY24, DLA Optimized Its Working Capital Fund for Warfighter Readiness while Maintaining Cash Solvency

DLA Supports the Warfighter

DLA Working Capital Fund: \$41B



DLA's \$41 billion Working Capital Fund for FY24 highlighted the agency's unparalleled efficiency in managing logistics operations, fostering innovation, and ensuring military readiness and mission success, with relatively low operation costs.

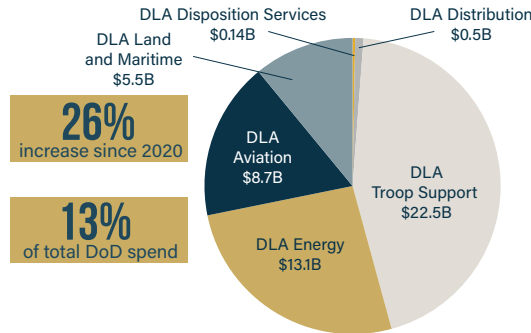


\$1.9B
in support to Civil Authorities

\$9.2B
in support to DoD Agencies

\$1.2B
in support to FMS Partners

Contract Obligations: \$52.6B

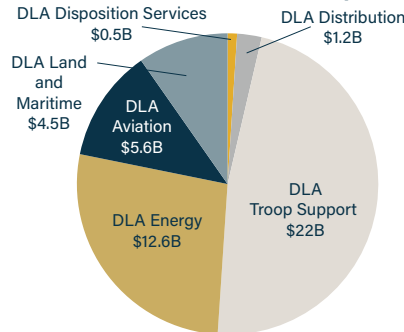


26%
increase since 2020

13%
of total DoD spend

DLA leverages its industrial base to drive competition, depth, and resilience to achieve national security objectives.

Revenue: \$47B



In the Top 350 on the Fortune 500 list



DLA is indispensable in supporting military operational readiness and spearheading continuous advancements in the defense supply chain.

DLA Supports the Defense Industrial Base

8.5K+
Defense Industrial Base suppliers



12 YEARS
consecutively surpassing DLA's small business goals

80%
of suppliers are small businesses

\$20B
to small business

10K
awards per day

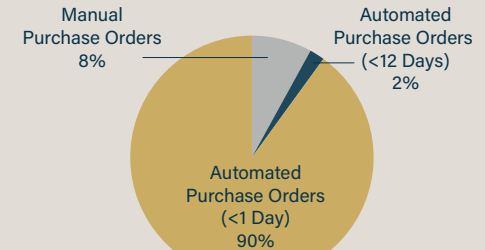


83%
competition rate for contracts

\$381B
active contracts managed

21%
of DoD's small business obligations

Contract Purchase Orders: 3.8M



92%
automated purchase orders

90%
purchase orders take less than 1 day

7 TIMES
DLA purchase orders exceed all Military Services combined

DLA's automation enables the Agency to achieve unparalleled acquisition speed, thus making DLA more efficient, agile, and innovative.

DLA's nine Supply Chains team with industry through its Working Capital Fund and its modernized end-to-end logistics capabilities to improve Service readiness and global agility.



In FY24, the Defense Logistics Agency Strengthened the Industrial Base while Delivering Our Warfighters the Competitive Advantage

DLA's Executive Agent Duties and Responsibilities



MEDICAL
MATERIEL



SUSTINENCE



CONSTRUCTION
& BARRIER
MATERIAL



DEFENSE LOGISTICS
MANAGEMENT
STANDARDS

- Consolidates requirements, planning, and forecasting
- Decreases costs and increases economies of scale
- Increases standardization and interoperability
- Reduces counterfeit and non-conforming items
- Industry advocate – acts as the single face to industry

Support to the Warfighter

63 YEARS

of providing full-spectrum logistics support.

The Agency is responsible for the **end-to-end global supply chain** — from raw materials to end-user disposition — for the Services, 11 Combatant Commands, federal agencies, partner and allied nations.

DLA was **established out of reform** to eliminate duplication of common item support. As Executive Agent for select commodities, we are realizing economies of scale by buying large quantities of common commodities, reducing taxpayer costs.

5M+

Line Items
Managed

~100%

Bulk Fuel

~100%

Military Services'
Consumables

86%

Military's Spare
Parts

In a Day



Gallons of
Petroleum
9,220,111



Uniform
Items
30,607



Meals
989,983



Orders
87,632



Repair Parts
324,080



Turn-Ins
10,155



Medical
Items
5,344



Pharmaceutical
Items
5,931

DLA's Modernization Methods

DLA is fully committed to modernization. The FY24 examples below highlight our continuous efforts to become more efficient and effective world-class leaders in 21st century supply-chain logistics.

DLA Digital Strategy

DLA's Digital Strategy outlines strategic focus areas designed to propel DLA toward continuous transformation, modernization, and digital adoption. This strategy not only enhances agency mission performance and capabilities, but also enables the DLA Strategic Plan, DoD strategies, and a digital advantage for DLA.

AI Center of Excellence

DLA established the Artificial Intelligence (AI) Center of Excellence (CoE) on June 4, 2024, to lead and advance the strategic implementation of AI initiatives within DLA. The AI CoE will foster innovation, collaboration, and responsible AI practices to drive transformation within the Agency.

Warehouse Management System

DLA's Warehouse Management System (WMS) was successfully deployed across all 63 DLA Disposition Services Centers, all nine Recruit Training Centers, two of seven Vendor Shipment Sites, and 22 of 34 DLA Distribution Centers. WMS is a critical component of DLA's Enterprise Solution to perform logistics, warehousing, and transportation business processes. It provides global services and worldwide support.

Warstopper Program

DLA's Warstopper Program is a critical supply chain risk management tool, designed to anticipate and adapt to shifts within the Defense Industrial Base, ensuring resilience and readiness. The program identifies threats using data-driven assessments, recommends risk response strategies, and invests in readiness. By the end of FY24, the Warstopper Program identified over 45 risks and completed 51 studies.

Through DLA's modernization efforts, we are keeping pace with our partners, harnessing end-to-end global solutions, and driving resilience to effectively support the Warfighter. Visit www.dla.mil/About-DLA/History/ to learn more.

As a Combat Support Agency, DLA is an Integral Element of the Joint Logistics Enterprise, Providing Effective, Efficient, and risk-mitigated worldwide logistics support to globally integrated DoD operations under conditions of peace and war.



In FY24, DLA provided robust, 24/7, global support to CCMDs, with a primary focus on agile and resilient sustainment, increasingly integrated planning, and enhanced exercise participation.

In FY24, DLA Remained a Key Enabler to Combatant Commanders across the Continuum of Conflict



USEUCOM (HQ: Stuttgart, Germany)

\$1.7B in support to Ukraine across all DLA supply chains
Establishing Fuel Point in Norway supporting High North operations
350M gal of Energy products (\$1.3B value) in support of operations



USNORTHCOM (HQ: Peterson USSF Base, CO)

Hurricanes Helene and Milton Support to NC, TN, GA, FL, and AL:
Provided a Deployable Depot, 21M Meals, 867K gal of diesel, 607K gal of fuel, \$430K of support
Quartermaster Liquid Logistics Exercise 2.5M gal of jet fuel to 17 DoD installations



DLA Europe & Africa
Kaiserslautern, Germany
Footprint: 364 employees



USCENTCOM (HQ: MacDill AFB, FL)

Operation Prosperity Garden: 90.6% Materiel Availability for CIWS
Red Sea Subsistence Support & Western Area Network DDNB



USINDOPACOM (HQ: Camp Smith, HI)

RIMPAC24 support: 21.7M gal of fuel and \$6.2M subsistence
Subsistence agreement (ACSA) supporting Australia/Japan host nation forces
Bulk fuel repositioning and removal at Red Hill: 104M gal



DLA CENTCOM & SOCOM
Tampa, FL
Footprint: 64 employees



DLA Indo-Pacific
Camp Smith, HI
Footprint: 754 employees



USSOUTHCOM (HQ: Doral, FL)

Humanitarian : \$11.9M – Columbia, \$1.4M – Belize
Haiti's Multinational Security Force



USAFRICOM (HQ: Stuttgart, Germany)

Supported withdrawal of U.S. forces from Niger: 3,598 ST (133 C-17 flights)
50M gal of Energy products (\$175M value) provided in support of operations
Established Subsistence and Fuel services to Camp Simba, Kenya



USTRANSCOM (HQ: Scott AFB, IL)

~27M gal of Afloat Fuel Inventory in 4 vessels in support of Global Bulk Fuel Mission
62% (10.2B gal) of DLA Energy fuel procured



USSTRATCOM (HQ: Offutt AFB, NE)

92.7% Materiel Availability (257K NIINs) for 9 Nuclear systems
GLOBAL LIGHTNING 24 and GLOBAL STORM support



USSOCOM (HQ: MacDill AFB, FL)

Completed 11 of 15 DLA baseline agreements
55 programs transitioned to DoD Property Accountability Syst.



USSPACECOM (HQ: Peterson USSF Base, CO)

93.5% Materiel Availability (34K NIINs) for 34 space systems
Hypergolic propellants for 9 DoD and NASA space vehicle launches



USCYBERCOM (HQ: Fort Meade, MD)

Published DLA Digital Strategy (2025-2030)
Operation SPARTAN HOOK support

As a Combat Support Agency, DLA is an integral element of the Joint Logistics Enterprise.
By design, DLA personnel are embedded with Combatant Commands to support globally integrated operations during peace and war.



In FY24, DLA Focused on Improving Military Service Readiness and Lethality

DLA's top priority is Warfighter readiness. By including an Inventory Readiness Factor to support increased supply availability, we ensure DLA-managed parts keep over 24,000 weapon systems operational. This proactive approach is key to the Services' ability to fight and win the Nation's wars, and it's a shared responsibility among the Services, Industry, and DLA.

DLA Inventory Readiness
FY24: \$795M
FY25: \$800M

Wholesale Supply/Materiel Availability for Key Service Platforms

Percent DLA fills requirements based on Performance-Based Agreements

87% Abrams Main Battle Tank
87% Bradley Fighting Vehicle
88% Patriot Surface-to-Air Missile
83% Black Hawk Helicopter
89% Apache Helicopter

Army (USA)



DLA removed inventory constraints to increase stockage levels in FY24. Improvements are anticipated in FY25 when considering acquisition lead times and industrial base health. Army and DLA are identifying readiness driver NIINs (WSEC 1,5,6) for mission critical equipment to improve procurement prioritization.

96% High Mobility Artillery Rocket System (HIMARS)
89% Amphibious Combat Vehicle (ACV)
67% Joint Light Tactical Vehicle Close Combat Weapons Carrier
81% Ground/Air Task Oriented RADAR (G/ATOR-G)
89% M777 Towed Howitzer

Marine Corps (USMC)



The Marine Corps and DLA are creating tangible opportunities to generate operational agility through advantageous positioning and global disbursement of sustainment. These mutually supportive efforts are aimed at reducing customer wait times and increasing Service readiness.

88% Ballistic Missile Defense System
79% Landing Platform Dock (LPD-17 Class)
83% Virginia-Class Submarine (VA-Class)
91% Super Hornet Fighter Jet (FA-18 E/F)
76% Helicopter (H-60)

Navy (USN)



A Navy-DLA partnership led to improved requirements identification and procurement prioritization. In 2024, ~17,000 line items (~\$30 million) identified for forward OCONUS stocking using a readiness-based approach, resulting in a seven-day reduction in customer wait time.

85% F-15 Eagle Fighter Jet
81% F-16 Fighting Falcon Fighter Jet
87% B-52 Stratofortress Bomber Jet
85% KC-135 Stratotanker Aerial Refueling Tanker
82% T-38 Talon Jet Trainer

Air Force (USAF)



DLA and USAF are moving toward customer response time as the definitive metric to improve supply fulfillment. The new Driver Tree architecture accurately informs, provides the framework for causation, and guides leadership decision making. Customer response time has improved by 8% this year for these weapons systems.

89% Updated Early Warning Radar
64% Advanced Extremely High Frequency System
75% Universal Ground Nuclear Detonation Detection System
73% PAVE Phased Array Warning System (PAWS) RADAR
81% Launch and Test Range System

Space Force (USSF)



DLA is actively supporting USSF organize, train, and equip functions as the Service evolves. DLA established and codified processes and procedures necessary to optimize customer support to the USSF and USSPACECOM. Signed the inaugural DLA/USSF Performance-Based Agreement documenting negotiated range of support to meet operational readiness goals for the nation's newest Military Service.

In FY24, spares support continued to be a challenge, yet DLA began implementing procedures to improve forecasting, align funding with strategy, reduce backorders, and increase industrial capacity, which will continue into FY25. In 2025, DLA expects to gain insight and apply it to the further development of DLA supply chain strategies.

Every critical facet of DLA's end-to-end supply chain contributes to the readiness of the Services and, ultimately, the preparedness of the Department of Defense to carry out the National Defense Strategy.



DLA Transformation in FY25: Only through Meaningful Change Can We Continue to Deliver the Agile, Adaptive, and Resilient Support Our Warfighters Expect and Deserve

The recently released Strategic Plan 2025-2030 – “DLA Transforms: A Call to Action” – focuses on four “Transformative Imperatives” to better support Warfighters. In FY25, DLA is pursuing 19 objectives with 53 corresponding key results. Depicted below are select examples of those objectives and key results to showcase our continued efforts to support the Combatant Commands, Military Services, and the Nation.

PEOPLE



Build and exercise mission-driven skills and standards for operating successfully in a Contested Logistics environment.



Evaluate the total force’s ability and needs for expeditionary missions and create a comprehensive sourcing plan.



Improve agency performance by enhancing data literacy and skills, enabling the workforce to interpret and use data effectively.



PRECISION



Develop integrated, risk-informed Agency supply chain strategies by Class of Supply.



Strengthen digital interoperability and develop Artificial Intelligence-powered solutions to achieve decision advantage.



Align performance metrics with customer readiness requirements and increase transparency of performance factors.



POSTURE



Enhance support to Integrated Deterrence across the Continuum of Conflict in Contested Logistics environments.



Optimize the Agency’s Command and Control (C2) structure, procedures, and capabilities to operate at the speed of conflict.



Strengthen DLA’s Global Resiliency Initiative and Warstopper resourcing.



PARTNERSHIP



Lead Logistics Interoperability across the Department, Allies, Whole of Government (WOG), and Industrial Base.



Aggressively integrate with OSD, Joint Staff, CCMD, and Service logistics planning, execution, and training.



Enhance support to WOG customers to improve our capabilities and sourcing resiliency.



In this decisive decade, DLA must think, act, and operate differently as we ensure our Warfighters have everything they need to succeed and win on the battlefield.



Closing the Gaps: Sensor to Shooter to Sustainer to Supplier

Sensor: Collects data and intelligence via people, events, plans, and devices to obtain real-time information.

Shooter: Utilizes intelligence to effectively engage targets, ensuring mission success through precise and timely actions.

Sustainer: Manages logistics capabilities and resupply operations, ensuring the continuous flow of materials and services.

Supplier: Provides goods, materials, or services to support military operations.

1

Project Convergence 22 was an Army-led joint/multinational experiment that introduced “Sensor to Shooter to Sustainer” – a sustainment capability data loop enabling decision making at echelon in a contested environment.

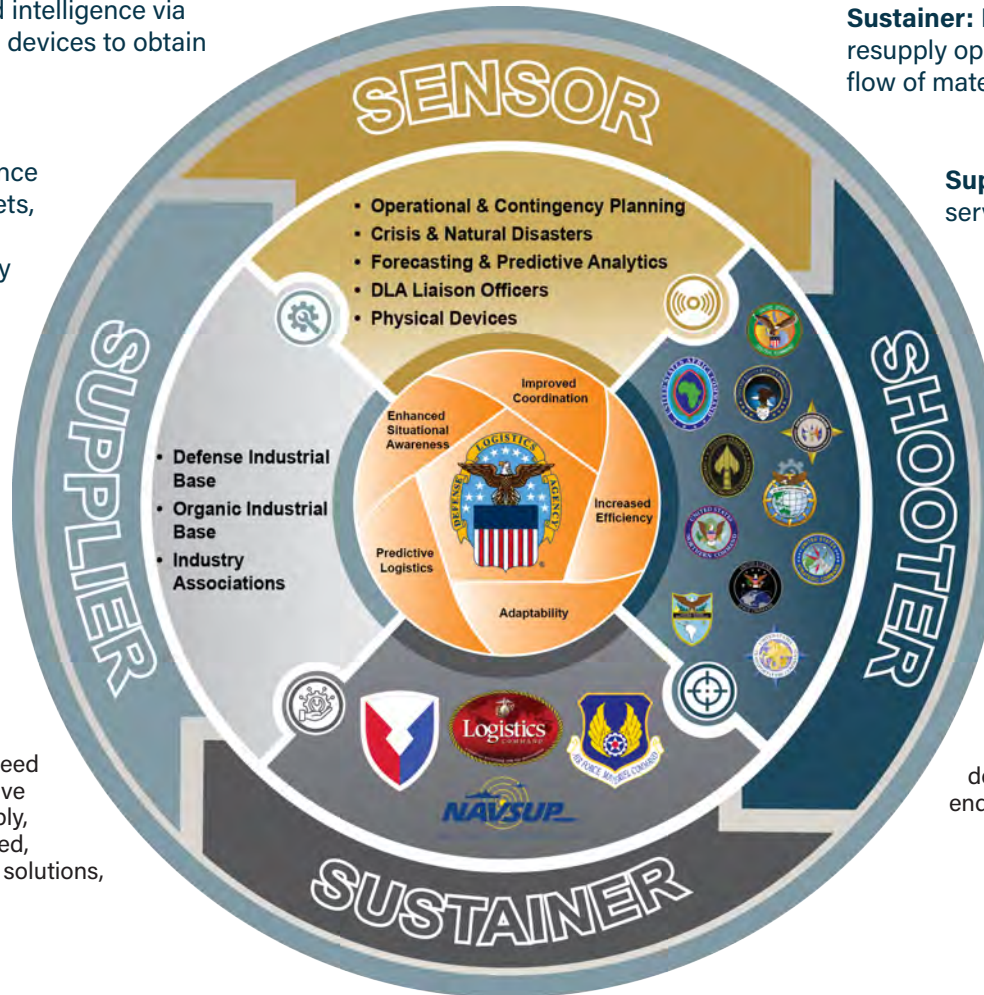
Through this method, the Army sought to achieve decision advantage at the speed of relevance through predictive logistics, autonomous resupply, production at the point of need, advanced power and energy solutions, and medical technologies.

2

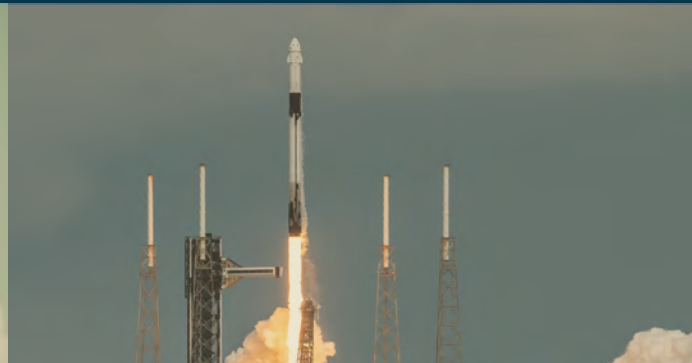
With data flowing from the sensor to the shooter to the sustainer and back, the Army realized the promise that technology held in turning data into actionable information, significantly shortening the commander’s decision cycle.

3

In FY24, DLA realized the need to emphasize the importance of the Defense Industrial Base in improving decision dominance through predictive logistics. The Agency added “Supplier” to leverage technology from “Sensor to Shooter to Sustainer to Supplier” to provide the Warfighter with sustainment ahead of need. In FY25, DLA will continue developing this concept to harness technology, shorten decision cycles, and significantly improve end-to-end sustainment.



The “Sensor to Supplier” approach aims to create a seamless and efficient loop of information and supply chain management within DLA. As the Nation’s Logistics Combat Support Agency, we seamlessly integrate all facets of the end-to-end global supply chain.





ANNEX: MILITARY SERVICES SUPPORT AND MORE



FY24 DLA Support to the United States Army

Delivering Readiness, Meeting Future Demands, and Setting Global Posture to Support Army Transformation

DLA Support to Ukraine:

- Working with the Army, **DLA prioritized Class (CL) II, IV, VIII and IX FMS support to Ukraine**. On June 13, 2024, the U.S. entered into a 10-year bilateral security agreement to maintain a credible defense for Ukraine, accelerate its Euro-Atlantic integration, and provide U.S. consultation on future Russian escalations.
- DLA provided \$14M in Ukraine Security Assistance Initiative FMS support and collaborated with Army Materiel Command (AMC) to **provide ~\$43.5M in CL IX parts**.
- DLA Land and Maritime collaborated with the Security Assistance Group-Ukraine and AMC to support land systems for excess defense articles divested to Ukraine by **providing high priority parts for Bradleys and M915s**.

DLA Land and Maritime:

- DLA Land and Maritime **leaned forward on \$37.5M in parts for Patriot missile systems**, the Army's most advanced air defense system. These parts support Patriot reset and recapitalization programs at Letterkenny Army Depot, PA, and insulate the line from increased lead times and obsolescence associated with this aging weapons system.
- Collaborated with AMC, HQDA G4, and FORSCOM to **improve independent demand planning** between the Army and DLA. Ongoing efforts include **sharing demand data to identify trends and prioritize investments** on Army readiness drivers.
- Partnered with the XVIII Airborne Corps G4 to reconcile previous years' orders while **addressing high-priority backorders through lateral support and expedited procurement**.

DLA Energy:

- Funded over **\$96.5M in Sustainment, Restoration, and Modernization projects** and another **\$88.8M in Recurring Maintenance & Minor Repair at Army installations**.
- \$885.3M total FY24 Petroleum and Aerospace sales**.
- Signed a **\$248M 15-year contract** to use renewable energy sources to power Fort Liberty, NC, and other installations in the southeastern U.S.
- Effectively planned and executed the Quartermaster Liquid Logistics Exercise, delivering **~2.5M gallons of jet fuel to 17 DoD installations** across the nation.

DLA Troop Support:











- Supported Army's Prepositioned Stock-2 with **28K items of medical materiel valued at \$2.5M** in FY24.
- Collaborated with counterparts at Army Medical Logistics Command to negotiate revisions and restructure the Army Medical Materiel Agreement. The agreement, when restructured, will be signed by the DLA Director, CECOM Commander (for AMC), and ARCENT Commander.
- The Construction & Equipment Supply Chain awarded a **five-year contract for the Army Combat Fitness Test** kit to alleviate backorders with a maximum dollar value of \$48M.
- The Army operates 215 Dining Facilities (DFACs) around the globe. For OCONUS DFACs, DLA Subsistence's Prime Vendor Program (SPV) enables the Army to control the CL I supply chain, maintain the quality of the food items available, and surge to scale. A consolidated SPV program allows the Army to **gain economies of scale in pricing and savings**.

DLA Disposition Services:

- Rapid Removal of Excess (R2E) Pilot Program:** DLA Disposition Services helped XVIII Airborne Corps test a property-thinning program by **accepting ~15K items**. The pilot **grew tenfold and expanded to other units**.
 - ~80% of identified excess equipment is being transferred to DLA Disposition Services.
 - ~165K pieces of equipment were approved for disposition to DLA, with ~132K pieces directed to DLA Disposition Services and ~33K pieces to DLA Distribution.

Select FY24 Examples

DLA Support to the Army in FY24: \$8.4 Billion

-  Awarded 688 Army depot level repairable contracts totaling **\$2B**.  – DoD Executive Agent
-  Subsistence (CL I): delivered **186M** meals (**\$1.2B**) to **1,179** customers.
-  **Recruit Training Center**: provided **5.1M** uniform items (**99.3%** Fill Rate) of requirements to all **four Army Basic Combat Training** sites.
-  **Bulk Fuel** (CL III): **236.7M** net gallons of fuel (**\$0.9B**).
-  **Construction & Barrier Materiel** (CL IV): provided **300.8K** line items (**\$2.4B**) to **10,645** customers.
-  **Medical Supplies** (CL VIII): provided **24,724** items (**\$298.4M**) to **3,207** customers.
-  **Pharmaceuticals** (CL VIII): provided **7,907** items (**\$51.7M**) to **870** customers.
-  **Distribution & Warehousing**: managed **\$37.5B** of Army inventory supporting **276 Army Supply Activities**.
-  **Disposition & Reutilization**: inducted **1.1M** line items and filled **5,940** reutilization requisitions (**\$223M**) at 42 installations.

Army Personnel in DLA

	OFFICER	ENLISTED	TOTAL
ACTIVE	108	61	169
RESERVE	127	63	190
			359



LTG MARK T.
SIMERLY, USA
DLA DIRECTOR



MG TRIPP
BOWLES, USA
DIRECTOR,
DLA JOINT RESERVE
FORCE (J9)



BG GAIL F.
ATKINS, USA
COMMANDER,
DLA LAND AND
MARITIME



BG LANDIS
MADDOX, USA
COMMANDER,
DLA TROOP SUPPORT




Army Day in DLA


Orders
14,284


Meals
509,589


Medical
68


Turn-Ins
3,287


Uniforms
13,973


Pharma
22


Class IVs
38


Gallons of Petroleum
642,877

Select FY24 Examples

FY24 DLA Support to the United States Marine Corps

Transforming Sustainment: Forging a Dynamic Partnership to Sustain Deterrence

DLA Land and Maritime:

- Worked with Marine Depot Maintenance Command to reach full operational capability for the industrial support activity (ISA) set for March 2025. The ISA successfully optimized readiness support cost reduction, **maintaining an average 94.5% materiel availability with an average order volume of 21,936 items per month**. Close collaboration enables DLA to prioritize backorders, forward stock the right material, and resolve engineering support requests.
- Supported USMC **modernization efforts as the amphibious combat vehicle** (ACV) replaces the aging amphibious assault vehicle as the USMC's next-generation vehicle moving Marines from ship to shore.

DLA Energy:

- Funded over **\$50.8M in Sustainment, Restoration, and Modernization projects** and another **\$18.6M in Recurring Maintenance & Minor Repair at USMC installations**.
- **\$41.5M total FY24 Petroleum and Aerospace sales**.
- Signed a \$248M 15-year contract to use renewable energy sources to power USMC Air Station Cherry Point and Camp Lejeune, NC, and other installations in the southeastern U.S.
- DLA Energy funded **\$3.2M to support the cleaning, inspecting and repair project on bulk fuels storage tanks** at USMC Air Station Futenma, Japan.

DLA Aviation:

- USMC Customer Operations provided extensive wholesale supply operations training to over 350 Marines and Sailors at 15 sites and provided the USMC Wholesale Resident Course. As a result, Marine Aviation Non-Mission Capable Supply (NMCS) **backorders were reduced by 24%** (against a 10% goal) and **reduced NMCS customer wait time by five days**.
- V-22 Weapon System Program Manager facilitated payment of a consideration fee of \$187.5K to expedite material in support of V-22 Prop Rotor Gear Box removal and replacements across the Air Force, Navy, and USMC. DLA filled 35 lines for 997 unfilled orders, directly contributing to a daily average of 143 aircraft available.

DLA Distribution:

- Completed a **100% Annual Inventory of USMC's 5K lines of material** stored at DLA Distribution sites. DLA Distribution registered a **98.8% accuracy rate** for USMC material in FY24.
- In FY24, **all five USMC Distribution sites transitioned to Warehouse Management System (WMS)**.
- Created service Qlik applications to share WMS-specific performance metrics for collocated Distribution Centers, and published tools for the USMC WMS implementation.

DLA Disposition Services:

- The design for a new **DLA Disposition Services Pendleton, CA, building is 35% complete**. This facility is critical, as ongoing operations in Area 22, adjacent to Marine Corps Air Station Camp Pendleton, NC, are impacted by planned runway expansions. **The new facility will support DLA Disposition Services' mission to dispose of excess DoD property**.

DLA Support to the Marine Corps in FY24: \$1.4 Billion



Provided **89%** of Marine Corps repair parts in support of **two USMC Depots** (Albany, GA, and Barstow, CA).



– DoD Executive Agent



Subsistence (CL I): delivered **32M** meals (**\$205M**) to **230** customers .



Recruit Training Center: provided **2.9M** uniform items (**97.8%** Fill Rate) of requirements to **two USMC Depots** (Parris Island, SC, and San Diego, CA).



Bulk Fuel (CL III): **11.3M** net gallons of fuel (**\$40.6M**).



Construction & Barrier Materiel (CL IV): provided **54,178** line items (**\$777.5M**) to **476** customers.



Medical Supplies (CL VIII): provided **3,701** items (**\$64.8M**) to **373** customers.



Pharmaceuticals (CL VIII): provided **1,485** items (**\$7.5M**) to **155** customers.



Distribution & Warehousing: managed **\$596.8M** of USMC inventory supporting **five Supply Management Units**.



Disposition & Reutilization: inducted **89K** line items and filled **2,240** reutilization requisitions (**\$23.1M**) at 42 installations.

Marine Corps Personnel in DLA

	OFFICER	ENLISTED	TOTAL
ACTIVE	23	11	34
RESERVE	12	1	13
			47



Marine Corps Day in DLA



Orders
2,229



Meals
79,452



Medical
10



Turn-Ins
529



Uniforms
6,013



Pharma
4



Class IVs
16



Gallons of Petroleum
30,824

FY24 DLA Support to the United States Navy

Delivering Readiness and Setting Global Posture to Support Decisive Naval Combat Power

DLA Land and Maritime:

- Committed to USN priorities via support to the public shipyards with supply fulfillment across all Chief of Naval Operations maintenance availabilities at 84%, pre-availability stock-on-hand at 94%, and a **96% churn fill rate for over 176K orders valued at \$389M**.
- Provided customer support to **Navy's nuclear reactor program, consistently exceeding the Agency's goal of 95% Materiel Availability** (avg. 96.4%).
- Standing up operations in Guam to provide on-site retail supply, storage and distribution support to intermediate-level submarine maintenance. Shop Store material has been placed into stock and is ready for issue at DLA Distribution Guam in support of the establishment of Pearl Harbor Naval Shipyard Detachment Guam operations.

DLA Energy:

- Funded over \$522.5M in Sustainment, Restoration, and Modernization projects and another \$73.8M in Recurring Maintenance & Minor Repair at Navy installations.
- \$4.2B total FY24 Petroleum and Aerospace sales.**
- Coordinated with USTRANSCOM to sustain naval operations in the Middle East. Due to the increased Houthi threat in the Gulf of Aden and Red Sea, carrier strike groups have been **refueling through CONSOL-capable vessels** that provide resupply at sea, which **DLA helped orchestrate three times**.
- DLA Energy executed a Services Legacy Contract Transfer for NAS Key West, FL (Wastewater, ~\$18M) and a Service Contract Award for NSF Indian Head, MD (Electric, \$117M).

DLA Aviation:

- With collaborative partners, DLA supported improvements in F/A-18 Windscreen, Canopy, and Auxiliary Power Unit repairs at FRC-Southwest. **Improved demand planning, optimized levels, faster awards, and delivery timelines** helped the **Super Hornet Fleet** achieve mission-capable aircraft despite a 49% increase in backorders since 2022.
- DLA's Navy Customer Operations determined 21% of NIINs caused 43% of backorders; 15 components were evaluated, **resulting in optimized planning levels to support the Naval Aviation Enterprise's "Get Real, Get Better" initiative**.
- DLA's Navy Customer Operations team **reviewed 104 P-8 unique items and optimized planning levels** (\$1.8M), improving long-term support and readiness for these items.

DLA Distribution:

- DLA Distribution worked closely with NAVSUP to implement a Material Processing Center (MPC) capability in Okinawa, Japan, beginning on Jan. 9, 2024. The **new MPC at Okinawa processed over 550 lines in direct support of Naval Forces in the region within the first 30 days of implementation**.
- In an effort to mitigate rising contract costs, DLA Distribution **reduced the administrative cost percentage** for Navy Fleet Readiness Center HAZMAT Direct Fund Cite support contracts from 10% to 7.02% for FY25. This **adjustment is expected to yield a significant cost savings of \$1.2M for the Navy in FY25**.
- Inventoried 99.96% of Navy's 421K lines of material stored at DLA Distribution sites. DLA Distribution registered a 99.3% accuracy rate for Navy material during FY24.
- In FY24, 16 Navy Distribution sites transitioned to the Warehouse Management System (WMS); three sites remain for FY25.

DLA Disposition Services:

- Working with the Navy's Inactive Ships Office, DLA successfully **recycled 10 ships**, allowing the Navy to avoid millions of dollars in maintenance and disposal costs. In the past 18 months, a DLA Disposition Services contractor dismantled five naval vessels at its facility in Brownsville, TX, **generating \$360K in revenue**.

Select FY24 Examples

DLA Support to the Navy in FY24: \$11.3 Billion



Awarded **30** depot level repairable contracts totaling **\$22M**.



– DoD Executive Agent



Subsistence (CL I): delivered **116M** meals (**\$650M**) to **614** customers.



Recruit Training Center: provided **2.4M** uniform items (**84.8%** Fill Rate) of requirements for **Recruit Training Command Great Lakes**.



Bulk Fuel (CL III): **1.1B** net gallons of fuel (**\$4.1B**).



Construction & Barrier Materiel (CL IV): provided **197.5K** line items (**\$2.5B** to **1,523** customers).



Medical Supplies (CL VIII): provided **21,059** items (**\$94.2M**) to **1,219** customers.



Pharmaceuticals (CL VIII): provided **6,958** items (**\$31.3M**) to **808** customers.



Distribution & Warehousing: managed **\$41.5B** of Navy inventory supporting **eight Supply Systems Command Fleet Logistics Centers**.



Disposition & Reutilization: inducted **285K** line items and filled **10,977** reutilization requisitions (**\$121M**) at 45 installations.

Navy Personnel in DLA

	OFFICER	ENLISTED	TOTAL
ACTIVE	110	63	173
RESERVE	50	282	332
			505



RDML GEORGE E.
BRESNIHAN, USN
COMMANDER,
DLA ENERGY



RDML MICHAEL A.
YORK, USN
COMMANDER,
DLA DISTRIBUTION




Navy Day in DLA


Orders
7,340


Meals
254,794


Medical
58


Turn-Ins
1,233


Uniforms
6,027


Pharma
19


Class IVs
53


Gallons of Petroleum
3,027,762

Select FY24 Examples

FY24 DLA Support to the United States Air Force

Optimizing for Great Power Competition

DLA Aviation:

- Provided essential support to Israel Defense Forces critical effort “Swords of Iron,” **fulfilling 453 orders directly supporting Israel's F-16 Program**.
- Launched the Aircraft on Ground cell working group in support of the KC-46. Since October 2024, 837 mission-capable parts (MICAPs) orders (USAF and DLA) were fulfilled, with an **average of 482 MICAPs processed daily**. This initiative fostered timely fulfillment of MICAPs, accelerated repairs, and minimized aircraft downtime to drive higher fleet readiness.
- Conducted **analysis on C-5 Galaxy platform's 58K-item weapon system designator code portfolio**, identifying 1,091 high-risk items, 682 selected for investment, and a \$10M Business Case Analysis targeting 95% materiel availability over a two-year initial investment and three-years of sustainment.
- DLA's Air Force Customer Facing team **researched and closed 5,628 customer requests** for support and status, a **14% improvement** over the previous year.

DLA Energy:

- Funded over **\$484.5M in Sustainment, Restoration, and Modernization** projects and another **\$112.2M in Recurring Maintenance & Minor Repair at USAF installations**.
- **\$5.8B total FY24 Petroleum and Aerospace sales**.
- Signed a \$248M 15-year contract to use renewable energy sources to power Seymour Johnson AFB, NC, and Shaw AFB, SC, and other installations in the southeastern U.S.

DLA Troop Support:

- **Provided 750 yards of Hexcel CE-9000** fabric for B-1 bombers, **avoiding a work stoppage** at Tinker AFB, OK.
- Signed a **\$29M four-year contract for anti-gravity suits**. Purchased from a small business, these suits protect pilots during gravity-induced maneuvers.
- **Awarded a long-term contract for AM2 landing mats, with a maximum contract value of \$148M**. AM2 landing mats are in high demand and used for expedient airfield construction. These aluminum landing mats benefit all Services..

DLA Distribution:

- **Inventoried 99.9% of Air Force's 96K lines of material** at DLA Distribution sites. DLA Distribution registered a **97.6% accuracy rate** for Air Force material during FY24.
- DLA Distribution Mapping Richmond, VA, **shipped over 381K maps and chart products to all Services**.
- In FY24, **nine Air Force Distribution sites transitioned to the Warehouse Management System**; four sites remain for FY25.

DLA Disposition Services:

- In July 2024, Law Enforcement Support Office facilitated the transfer of three King Air 350 cargo transport aircraft (\$51M value) from USAF Special Operations Command to the Department of Justice and the U.S. Marshals Service's Air Surveillance Unit.

Select FY24 Examples

DLA Support to the Air Force in FY24: \$11.3 Billion



Awarded **12K** Air Force depot level repairable contracts totaling **\$2B**.



– DoD Executive Agent



Subsistence (CL I): delivered **55M** meals (**\$311M**) to **355** customers.



Recruit Training Center: provided **2.3M** uniform items (**99.4%** Fill Rate) of requirements for **AF Basic Military Training, Lackland AFB, TX**.



Bulk Fuel (CL III): **1.5B** net gallons of fuel (**\$5.6B**).



Construction & Barrier Materiel (CL IV): provided **127,929** line items (**\$826.9M**) to **688** customers.



Medical Supplies (CL VIII): provided **64,931** items (**\$361.4M**) to **344** customers.



Pharmaceuticals (CL VIII): provided **21,109** items (**\$944.1M**) to **214** customers.



Distribution & Warehousing: managed **\$34.7B** of Air Force inventory supporting **207 Air Force Logistics Readiness Squadrons**.



Disposition & Reutilization: inducted **376K** line items and filled **8,854** reutilization requisitions (**\$567M**) at 45 installations.

Air Force Personnel in DLA

	OFFICER	ENLISTED	TOTAL
ACTIVE	83	44	127
RESERVE	41	60	101
			228



MAJ GEN DAVID
SANFORD, USAF
DIRECTOR,
DLA LOGISTICS
OPERATIONS (J3)



BRIG GEN CHAD R.
ELLSWORTH, USAF
COMMANDER,
DLA AVIATION



CCM ALVIN R.
DYER, USAF
DLA SENIOR
ENLISTED LEADER



Air Force Day in DLA



Orders
5,140



Meals
150,685



Medical
178



Turn-Ins
1,057



Uniforms
6,301



Pharma
58



Class IVs
30



Gallons of Petroleum
4,126,541

Select FY24 Examples

FY24 DLA Support to United States Space Force

Partnering with the Guardians to Secure Freedom of Action in the Space Domain

DLA Energy:

- Aerospace division led the U.S. Space Program Hypergolic working group, monitored the hydrazine and dinitrogen tetroxide propellant supply chains and product specifications, contracted with additional suppliers of hydrazine to make up for shortfalls, and characterized its explosive properties to increase strategic inventories from three to five years.
- **Provided rocket propellant** for the Atlas V rocket that successfully launched the classified, national security USSF-51 mission from Cape Canaveral, FL.
- Supported Firefly Aerospace with **high-purity hydrazine, gaseous nitrogen, and gaseous helium for launch and spacecraft**. Firefly Aerospace successfully launched a Millennium Space small satellite from Vandenberg SFB, CA.

DLA Aviation:

- DLA Aviation NESO teamed with the Space Command Program Management Office to establish weapon system designator codes resulting in the **first complete annual weapon system support plan review** of Space Enterprise Systems.
- Collaborated with DLA NESO, USSF Senior Service Integrator, DLA's liaison officers to U.S. Space Command, and USSF to support the Space Enterprise to develop the **first performance-based agreement** signed by DLA and USSF.
- Orchestrated USSF weapon system support program (WSSP) validation decision brief for the Space Systems Command product support manager summit. Led to **USSF WSSP validation of 29 weapon system designator codes for 35K NSNs**.

DLA Troop Support:

- **Contract conversion award and delivery order were issued in May 2024** for uniform material to be used in the production of USSF trousers, slacks, and skirts; new uniforms will be available in December 2025.
- **Procured the first USSF physical training gear** in summer 2024. The uniform consists of 10 items, including gender-specific all-purpose trunks, running trunks, t-shirts, physical training jackets, and pants. The items have moisture-wicking fabric for faster drying time, antimicrobial properties, and reflective technology.

DLA Distribution:

- DLA Distribution Norfolk, VA, supported another successful Pacer Goose mission by helping onload and offload 130 container lifts and 25 flat racks from the general cargo vessel MV Ocean Gladiator supporting Pituffik Space Base, Greenland.

Space Force Personnel in DLA

	OFFICER	ENLISTED	TOTAL
ACTIVE	1	0	1
RESERVE	0	0	0
			1

As USSF matures, DLA has begun integrating USSF personnel within the Agency. On Sept. 18, 2024, USSF and DLA reached a milestone by signing the first performance-based agreement. The first USSF/DLA Service Integration Day will be held in FY25.



DLA Nuclear and Space Enterprise Support Office (NESO)

FY24 Sustainment & Modernization Support Weapon Systems

Navy (USN)	Air Force (USAF)	Space Force (USSF)
Nuclear Reactor Program (NRP)	Intercontinental Ballistic Missile (ICBM)	34 Ground-Based Radar Space Systems
Strategic Weapon Systems (SWS)	Nuclear Bomber Fleet	
Ohio/Columbia Class Submarines	Air Launched Cruise Missiles (ALCM)	
Nuclear Command, Control, and Communications (NC3)		
Signed first USSF Performance-Based Agreement (PBA)		
Tier I, II, and III Exercises		
Expanded oversight and support for the UH-1 and MH-139 fleets, enabling ICBM readiness and security		
Coordinated with Small Business Innovation Program to improve nuclear systems readiness , enhance part quality, reduce backorders, and create new manufacturing capabilities, with a project value of \$82 million		

FY25 Sustainment & Modernization Support

NESO Portfolio Review
USSF Uniforms
Aerospace Fuel Support to USSF
Expanded Role in Tier I and Tier II Exercises
Sentinel ICBM Support
Columbia-Class Submarine Support
NE Bomber Aircraft Availability Improvement Support – Specific Focus on the B-52
First DLA/USSF Service Integration Day

NESO Support

The Nuclear Enterprise & Space Enterprise (NE/SE) Support Office synchronizes DLA's support to the two major priorities within DoD's Strategic Plans.

NESO by the Numbers: What We Manage

~130 Weapon System Designator Codes

~445K NE/SE Line Items Managed

~495K NE/SE Orders Received

~\$136M NE/SE Order Value

Small Business Innovation Program
821 NE/SE Parts
692 Awards

DLA Performance

Weapon System	USN NRP	USN SWS	Ohio Class	USN NC3	ICBM	ALCM	B-2	B-52	USAF NC3	Space
FY24 Average	97%	96%	90%	95%	90%	91%	92%	89%	94%	93%
PBA Goal	95%	95%	90%	90%	95%	95%	95%	95%	95%	85%

Measuring DLA's performance and support to the Nuclear and Space Enterprise is a major part of the NESO mission. Following trends and analyzing support allows NESO, in conjunction with the MSCs and the Senior Service Integrators (SSIs), to identify areas requiring additional attention, to include level changes, item locations, and collaboration with the USAF and USN Program Offices.

DoD Agencies, Civil Authorities, and Foreign Military Sales Partners

DLA supports 50 States, 40 Federal and 360 Local Agencies, and 129 International Partners

Typical Support Provided



**Incident Support
Base Augmentation,
Warehousing &
Distribution**



**Firefighting
Equipment**



**Construction
Material, Barriers,
& Equipment**



**Pharma, Medical
Supplies &
Surgical Support**



**Petroleum &
Generators**



**Food / Fresh Fruits
& Vegetables**



**Clothing,
Personal Care
Items**

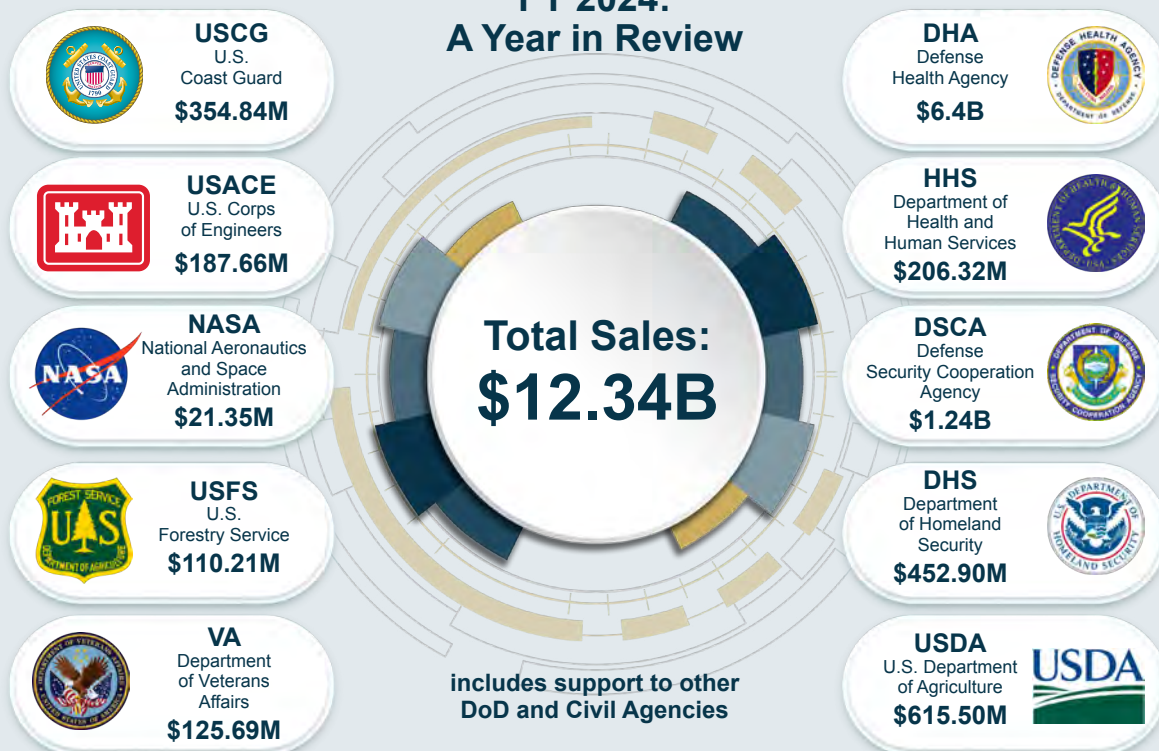


**Repair Parts &
Hardware /
Provisioning &
Cataloging**

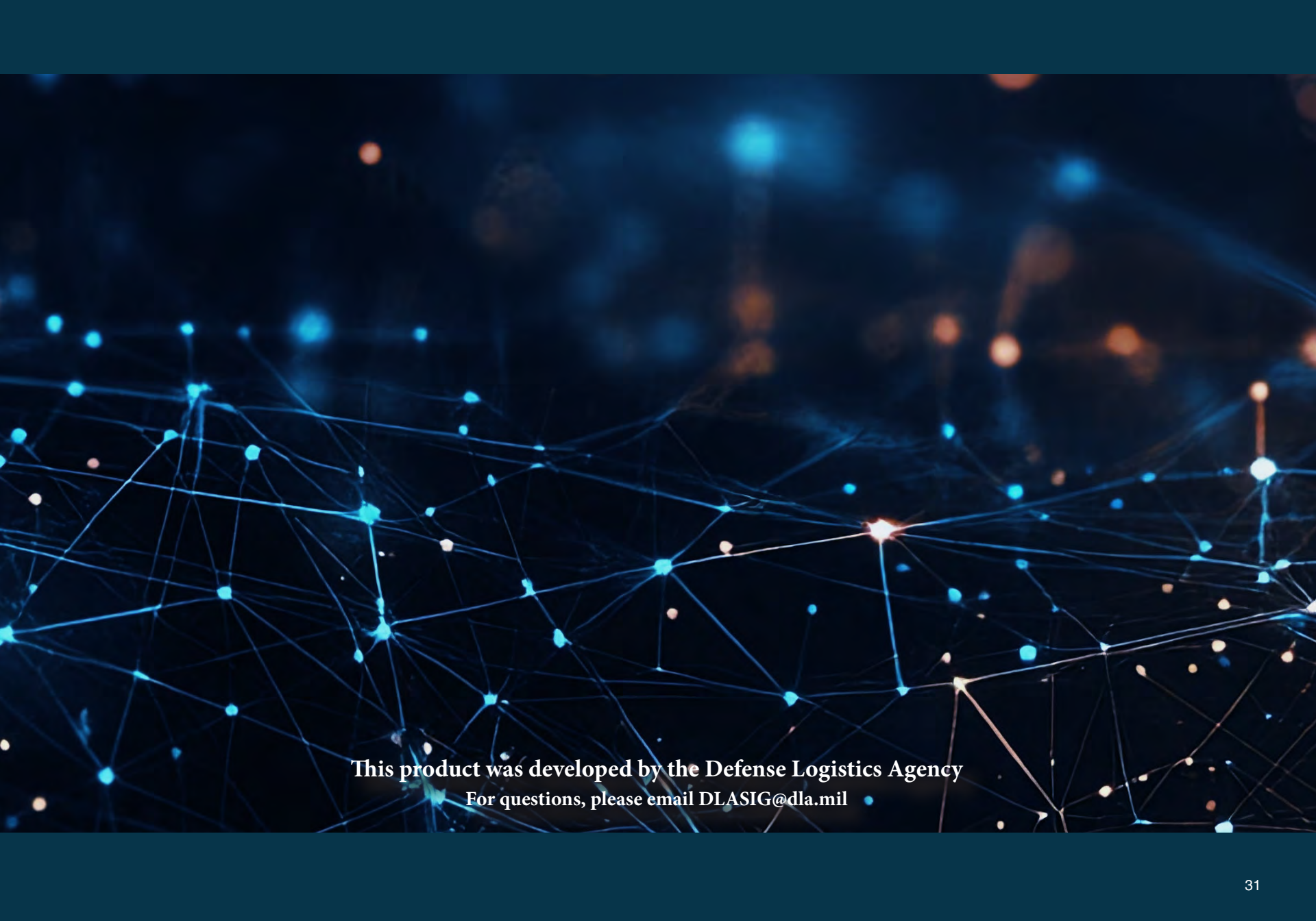


Disposal

FY 2024: A Year in Review



57 personnel at MSCs, DLA HQ and operationally embedded LNOs, support Civil and Defense Agency partners.



This product was developed by the Defense Logistics Agency
For questions, please email DLASIG@dla.mil



WARFIGHTER ALWAYS

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