

Defense Logistics Agency

Fiscal Year 2022 Historical Report



The Nation's Combat Logistics Support Agency

DLA History Program

Defense Logistics Agency

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Defense Logistics Agency

Message from the Director

Fiscal Year 2022 Historical Report

As the nation's combat logistics support agency, contingency response is ingrained in our DNA – it's what we prepare for and what we do. DLA's ability to respond swiftly and effectively to crises at the speed of relevance was tested multiple times in Fiscal Year (FY) 2022, and the DLA team proved ready. At the same time, the Agency was laying the groundwork for the future with planned, methodical, multi-year modernization projects that will position us to successfully support the force in the coming years. Ready response and technology transformation were just a couple of themes that emerged from an unpredictable year full of twists and turns.

While issues related to COVID-19 dominated the prior year, we transitioned out of an emergency posture to one of careful management of the virus in FY 2022. DLA Distribution, with our U.S. Postal Service partners, completed a White House mission to process and distribute 731 million COVID test kits to American households, delivering kits to half the American homes in the first month alone.

Russia's invasion of Ukraine in February led to a 50% increase in DLA's level of support to the U.S. European Command. By the end of the fiscal year, DLA had obligated nearly \$1.8 billion in food, clothing, tents, bulk fuel products, medical supplies, construction materials, spare parts, and more in that theater.

DLA debuted the Warehouse Management System at DLA Distribution Corpus Christi, Texas, in August. It was the first of many conversions that will increase efficiency and improve auditability at DLA warehouse sites and DLR detachments around the globe. WMS is part of the overarching Digital Business Transformation, or D-BX, DLA's largest IT modernization in more than 20 years.

DLA's Small Business Program has been a perennial good news story and did not disappoint in FY 22. We exceeded our small business goal for the 10th consecutive year, obligating 39% of our contract dollars to small businesses against a 35% objective. In February 2023, the National 8(a) Association and National HUBZone Council recognized DLA with the Agency of the Year Award for exceeding DoD goals and for helping small businesses navigate federal contracting processes.

The Red Hill fuel-leak response in Hawaii, Hurricane Ian in Florida, and Section 352 of the NDAA were also part of the DLA story in FY 2022. These activities and more are described in detail in this annual report. As usual, our people were the main characters. The DLA Team responded to the emergencies at pace while carrying out calculated plans to modernize and prepare for the future. It is my hope that the legacy of this generation of employees will be preserved and that this document will be useful to readers, stakeholders, researchers, and historians for years to come.



M. C. SKUBIC
Vice Admiral, SC, USN
Director

Defense Logistics Agency

Agency Historians

Fiscal Year 2022 Historical Report

DLA Historian	Dr. Colin Williams
DLA Troop Support	Mr. Christian DeLuca, Ms. Janeen Hayes
DLA Land and Maritime	Ms. Kristin Molinaro
DLA Aviation	Ms. Natalie Skelton, Ms. Dominique Shelton, Ms. Amy Parker
DLA Energy	Ms. Irene Smith
DLA Disposition Services	Mr. Peter Gentry, Ms. Dana Thornbury
DLA Distribution	Ms. Stacy Umstead
DLA Human Resources	Ms. Kathy Rhem
DLA Logistics Operations	Mr. Jacob Boyer, Ms. Helen Shansby
DLA Information Operations	Ms. Pati Barnhart, Mr. Bill Dasch
DLA Acquisition	Ms. Kim Villarreal
DLA Finance	Ms. Natalie Hanrahan
DLA Joint Reserve Force	Mr. Luis Carrion, Ms. Kris Kremer
DLA Inspector General	Mr. Andrew “Dutch” Duszynski
DLA Small Business Programs	Ms. Vicki Hahn
DLA General Counsel	Ms. Michele Pavlak
DLA Chaplain	COL Thomas Brooks
DLA Intelligence	Ms. Linda Uehling
DLA Legislative Affairs	Dr. Cordell Francis
DLA Installation Management	Mr. Bill Carnegie, Mr. Shawn Carpenter
DLA Equal Employment Opportunity Diversity and Inclusion	Ms. Le-Le Scott, Ms. Janice Samuel
DLA Public Affairs	Dr. Colin Williams
DLA Transformation	Ms. Sabrina Dewalt

Defense Logistics Agency

Executive Summary

Fiscal Year 2022 Historical Report

1. Introduction

The Defense Logistics Agency (DLA) is the nation's combat logistics agency. Headquartered at Fort Belvoir, it conducts over \$48 billion in wholesale and retail sales every year. DLA provides end-to-end management of eight supply chains and counts military services, federal departments, local governments, and international partners as customers.

2. Organization

a. The Defense Logistics Agency is the nation's second largest defense agency. Its offices are grouped into a headquarters and six Major Subordinate Commands (MSCs).

b. DLA headquarters includes the Office of the Director; six functional, or "J" staffs; and ten Director, or "D" staffs.

c. "J" staffs include:

- (1) DLA Human Resources (J1)
- (2) DLA Logistics Operations (J3)
- (3) DLA Information Operations (J6)
- (4) DLA Acquisition (J7)
- (5) DLA Finance (J8)
- (6) DLA Joint Reserve Force (J9)

d. "D" staffs include:

- (1) DLA Office of the Inspector General (DA)
- (2) DLA Small Business Programs (DB)
- (3) DLA General Counsel (DG)
- (4) DLA Chaplain (DH)
- (5) DLA Intelligence (DI)
- (6) DLA Legislative Affairs (DL)
- (7) DLA Installation Management (DM)
- (8) DLA Equal Employment Opportunity Diversity and Inclusion (DO)
- (9) DLA Public Affairs (DP)
- (10) DLA Transformation (DT)

e. Major Subordinate Commands include:

- (1) DLA Troop Support, headquartered at Philadelphia, Pennsylvania.

- (2) DLA Land and Maritime, headquartered at Columbus, Ohio.
- (3) DLA Aviation, headquartered at Richmond, Virginia.
- (4) DLA Energy, headquartered at Fort Belvoir, Virginia.
- (5) DLA Disposition Services, headquartered at Battle Creek, Michigan.
- (6) DLA Distribution, headquartered at New Cumberland, Pennsylvania.

3. Key Personnel

a. The below chart depicts key leaders as of September 30, 2022.



8

b. Key Leadership Changes

- (1) On December 20, 2021, Mr. John Muller assumed duties as DLA Legislative Affairs director. He replaced Mr. Roger Pena.
- (2) On March 14, 2022, Ms. Ruth M.S. Vetter assumed duties of general counsel. She replaced Mr. Matthew F. Pausch.
- (3) On June 1, 2022, Navy Captain Patrick Blake assumed duties as DLA Indo-Pacific commander. He replaced Navy Captain Jason Adams.

(4) On June 23, 2022, Ms. Kris Kremer assumed duties as acting DLA Joint Reserve Force director. She replaced Navy Rear Adm. Grafton D. Chase.

(5) On June 24, 2022, Navy Rear Adm. Grafton D. Chase assumed duties as DLA Distribution commander. He replaced Marine Corps MajGen Keith D. Reventlow.

(6) On June 30, 2002, Air Force Brig Gen Sean Tyler assumed duties as DLA Aviation commander. He replaced Air Force Brig Gen David Sanford.

(7) On July 13, 2022, Army Lt. Col. (P) Thomas Brooks assumed duties as DLA Chaplain. He replaced Army Colonel Christopher Archer.

(8) On July 22, 2022, Army Brig. Gen. Gail Atkins assumed duties as DLA Land and Maritime commander. She replaced Navy Rear Adm. Kristen Fabry.

4. Total Personnel

On September 30, 2019, DLA had 25,226 employees (24,045 civilian, 518 active-duty military, and 663 reservists).

5. Historical Narrative

The future cannot be predicted. Even a field as measurable as logistics is too vulnerable to the randomness of world events for requirements to be known with certainty ahead of time. Fortunately for America, the Defense Logistics Agency has been preparing for the likely, responding to the improbable, and shaping the unknown for 61 years. This experience has taught DLA that success, no matter the endeavor, depends on close internal coordination and good communication with vendors, customers, and Pentagon leaders.

Good communication pulled the agency through the previous year. After helping U.S. Central Command and U.S. Transportation Command withdraw forces from Afghanistan, DLA repeated the process for Afghans who had worked with Americans. It then assisted the Department of Homeland Security in resettling these allies. The mission carried over into FY 2022, with DLA Troop Support providing critical commodities and DLA Disposition Services clearing holding facilities.

Also carrying over was COVID-19. When FY 2022 began, DLA had been at the forefront of the nation's coronavirus response for eighteen months, providing lifesaving equipment, managing data for the federal government, and distributing vaccines to overseas service members and their families. Concerned with the omicron variant, the Biden administration decided to provide test kits to the American public. With production expected in the tens of millions, the White House needed an organization to forward packages to the U.S. Postal Service. DLA was its choice.

Other known threats came from nation states. In November, Russia began assembling forces along its border with Ukraine. Meanwhile, China was posturing in the Indo-Pacific, a similarly important region. As a partial counter, DLA Land and Maritime worked with Army PEO Missile and Space and Raytheon to devise an acquisition solution for \$20.8 million in Patriot missile parts needed by the Taiwanese.

DLA Land and Maritime exceeded exceptions again in November when it acquired \$361.1 million in global positioning system modules, an impressive feat given the worldwide chip shortage. The command's expertise in this field, a consequence of absorbing the Defense Electronics Supply Center in the 1990s, assured market conditions did not hinder readiness.

DLA's own readiness was tested by two unexpected events in first quarter. On December 14, a fuel spill at Red Hill, the Navy's underground storage facility near Honolulu, Hawaii, contaminated the local aquifer. DLA continued uninterrupted supply while determining storage alternatives. Then, three days before 2021 ended, Congress passed the FY 2022 National Defense Authorization Act. Section 352 of this act addressed fuel provision in the same theater Red Hill supported. It made TRANSCOM responsible for global bulk fuel management and delivery, oversight that did not affect DLA's material management, personnel, or assets.

Improvements in the Indo-Pacific focused on China. The agency began by redistributing items at DLA Distribution Korea, which it had stocked at great cost to its cash position when tensions escalated between North and South in 2017. Other parts of the theater received more support: DLA added personnel and capabilities to Guam and upgraded fuel facilities in the Northern Marianas.

Focus on the Indo-Pacific continued second quarter. Immediate actions centered on Red Hill, where DLA Troop Support provided bottled water to residents unable to use Oahu's aquifer and DLA Document Services distributed guides, flyers, and posters. Meanwhile, DLA Energy and TRANSCOM planned their response to Section 352.

A more predictable event followed. Clothing & textiles was still suffering from challenges introduced by the pandemic. The supply chain had historically provided readiness through its recruit bag program, having added the U.S. Coast Guard Recruit Training Center at Cape May, New Jersey, as its ninth customer in November. Two months later, it learned it could no longer provide three uniforms to each Air Force recruit. DLA Finance responded by paying 301 small businesses – mostly clothing manufacturers – in 15 instead of the standard 30 days. The commodity area issued new maternity uniforms in January and the first ever Space Force physical fitness uniforms in March.

Uniform deployment confirmed the agency's combat support capabilities; so too did preparing for Russia's possible invasion of Ukraine. In January, the Biden administration began planning troop deployments to Europe. DLA Logistics Operations analyzed Class I, Class III, and Class IX requirements and coordinated transportation routes. One concern was poultry, for which DLA considered signing a non-availability decision. Another was manpower in Europe, which the agency abated by attaching twenty-three stateside personnel to its command on the continent.

DLA's support increased in February after invasion became reality. Even before DoD authorized U.S. European Command to provide Ukraine humanitarian items, DLA Energy supplied the command with \$35 million in JP8, JP5, F76, sulfur-free diesel, and unleaded gasoline. It would later add high pressure gaseous nitrogen, critical to artillery recoil systems. For its part, DLA Land & Maritime worked customer service representatives into meetings with four maneuver

divisions and directed land supplier operations to consult with Army Materiel Command, Army Sustainment Command, and 21st Theater Sustainment Command.

DLA Land and Maritime responded to other known threats at the time. One involved a fundamental agency mission. Services often make original equipment manufacturers responsible for parts throughout the life of a program. Doing so is convenient for the service but expensive for the government, preventing standardization and limiting competition. DLA Land and Maritime used its longstanding relationship with the U.S. Army Tank-automotive and Armaments Command to buck this trend for the joint light tactical vehicle (JLTV).

JLTV provisioning involved DLA Logistics Operations and DLA Distribution. DLA Distribution's participation came on top of two contemporaneous missions. The first was transshipping at-home antigen test kits, which was proceeding smoothly despite the numbers involved. The second was ensuring the Defense Health Agency's 97 treatment facilities received flu vaccines on time.

Vaccine provision, Russian aggression, Chinese posturing, clothing and textile fragility, and COVID-19 were all known challenges by second quarter. One surprise was the unexpected closure of a supplier that manufactured over a third of DLA Land and Maritime's transparent armor. Upon learning the company was going out of business, the command leveraged recently formed relationships to find alternative sources for more than 400 parts.

The agency focused on customers as well as suppliers during second quarter. After a successful trial, DLA Human Resources made its servicing relationship with TRANSCOM permanent. Adding the combatant command was a win for both organizations, alleviating TRANSCOM from having to operate its own office while increasing DLA Human Resources's professional-to-customer ratio. Meanwhile, DLA Energy opened two new fuel points in the Indo-Pacific area of responsibility: Darwin, Australia, and North Pole, Alaska. DLA Troop Support, for its part, issued the first modular Class I battle packs for submarines in contested environments. Finally, DLA Aviation invoked an existing contract to have Boeing study alternative skins for the E-6B Mercury, a critical U.S. Strategic Command platform.

DLA reacted to known than in second quarter, launching enterprise-wide development projects. Acquisition modernization involved the four buying commands, and, to a lesser extent, DLA Disposition Services and DLA Distribution. Likewise, the 238 research and development and 45 modernization projects overseen by the project executive office affected every staff and command. Finally, the agency needed to pool data from the entire agency in order to forecast requirements using Advana, DoD's analytical platform.

Automations addressed long-term viability; Russia's invasion of Ukraine was the here and now. DLA Distribution and DLA Troop Support were most involved. DLA Distribution processed material release orders at its theater consolidation and shipping point in Europe. DLA Troop Support identified subsistence prime vendors in Denmark, Northern Ireland, and Germany while supplying Class VIII medical items; refilling stockpiles; shipping construction items; and sending litters, tourniquets, aid kits, and bandages directly to the Ukrainians.

Operations in Europe were complicated by customs issues blocking ration and subsistence prime vendor deliveries. Although resolved with Pentagon and State Department help, the situation showed how tenuous the transition between wholesale and retail responsibilities can be. It also confirmed the wisdom of having a State Department representative on staff.

Relationships are also important within the Defense Department. DLA Aviation scored a success in May when its depot-level reparables team in Huntsville responded to the Army's request for a specialized warhead by granting a sole-source award to General Dynamics, reducing production lead time by three months. Unfortunately, the agency's DLR partnership with the Navy was less-than ideal. On June 16, the assistant secretary of defense for sustainment chaired a meeting to discuss the issue. Parties left with orders to provide more data.

Communication is imperative with industry as well as customers. The agency strengthens the defense industrial base by offering contracts to as many vendors as possible. While solicitation occurs at the procurement technical assistance centers DLA Small Business runs for the Pentagon, outreach is greater at supplier conferences. The agency held one conference in third quarter, participated in another, and hosted a third. On April 6 and 7, DLA Land and Maritime welcomed 800 registrants from 200 companies to Columbus, Ohio. The day after, DLA Aviation took part in an Air & Space exposition at National Harbor, Maryland. Then, on June 28, the agency hosted its triannual industry association meeting at Fort Belvoir, Virginia.

DLA needed new vendors for new tasks. Additions to DLA's missions during third quarter included installing battery storage on Fort Detrick, Maryland; centralizing fuel provision in the Republic of Korea; upgrading the Air Force's CV-22 Osprey flight simulator in Yokota, Japan; adding the Defense Finance and Accounting Service as a training platform customer; and working with the Air Force on maternity uniform exchange. Defueling Red Hill also required vendors. The Defense Department accepted DLA Energy's plan, expected to cost \$120 million.

New missions did not detract from established ones. DLA Logistics Operations upgraded FedMall's user interface, security, data validation, and order tracking in April. In May, DLA Energy unveiled LOGFUEL, a new card for military and federal agencies to buy small quantities of specialty fuel. A month later, DLA Aviation contracted for a ceramic shot peening system at Tinker Air Base in Oklahoma to accelerate the repair of F-135, F-104, and CFM56 engines.

The most significant advance in FY 2022 was the warehouse management system. WMS replaces the distribution standard system designed in the 1980s and released in the 1990s. Unlike its predecessor, WMS produces data for efficiency drives and financial audits. Installed successfully at DLA Distribution Corpus Christi, Texas, it will be deployed at other distribution centers, DLA Disposition Services sites, and DLR detachments over the next three years.

Improvements helped DLA customers prepare for challenges in the Indo-Pacific. DLA Aviation supported the Marine Corps's Force Design 2030 in third quarter by planning the sustainment of fifty V-22 aircraft moving to "flyable storage." DLA Disposition Services analyzed how best to dispose of 90,000 items the marines no longer wanted. The Battle Creek, Michigan, command also scrapped a cruiser and four frigates for the Navy and accepted 1,087 HMMWVs (Humvees) from the Army.

DLA Disposition Services undertook these missions while rehearsing contingency support. Although an annual event, its contingency operations readiness exercise involved the DLA Joint Reserve Force for the first time. Other participants included DLA Distribution and DLA Information Operations.

Real-time support did not pause for rehearsals. The Biden administration was careful assisting Ukraine, offering material but not enough to trigger war with Russia. An opportunity to strike this balance became available when the eastern European country requested used military items. DLA Disposition Services responded through its foreign military sales program.

Back home, DLA Public Affairs publicized the agency's response to a known challenge. The cyberattack on Colonial Pipeline in 2021 was just the latest example of hackers suspending digital operations for ransom. One way of making the agency safer was transferring automations to the cloud. By July, DLA Information Operations had uploaded 91% of its applications.

While DLA Information Operations was uploading applications, DLA Troop Support was investing in customers. It met with the U.S. Coast Guard in mid-July to identify ways it could save the Department of Homeland Security money. It then held a similar meeting with the U.S. Army Corps of Engineers. Finally, the Philadelphia command inked a \$28.9 billion pharmaceuticals deal with the Defense Health Agency in August.

FY 2022 ended with natural disasters. Forest fires, once restricted to summer, now continue into autumn. DLA Land and Maritime provided over 255,000 battery packages to the U.S. Forest Service, staging 60% at a forward-positioned contractor and the remainder at DLA Distribution San Joaquin, California. The 2022 hurricane season was relatively mild until late September, when Hurricane Ian struck, devastating Florida. DLA Distribution deployed a 30-person expeditionary team to Maxwell Air Force Base, Alabama, where it processed 800 trailers filled with 13 million items. DLA Troop Support provided 10,000 cases of packaged meals and leased 84 generators. DLA Energy dispersed 1,533 gallons of propane, 395,589 gallons of diesel, and 224,048 gallons of gas. Local governments rescued stranded citizens using high-water vehicles obtained from DLA Disposition Services.

In another impressive effort, DLA Distribution completed test kit transshipment in September after processing 731 million tests. It accomplished this White House-directed task while simultaneously shipping COVID-19 vaccines to deployed service and family members, raising its totals to 1.39 million doses and 35 countries.

DLA made progress with other missions by year's end. While continuing to refine petroleum provision in the Indo-Pacific, it had already refurbished fuel points in the Marianas and South Korea and established new ones in Australia and Alaska. Likewise, the agency and TRANSCOM came to an agreement on Section 352 that fills a command and control void without fracturing relationships. At the same time, DLA helped counter Russian aggression in Europe, sending medical items directly to Ukraine, refilling continental stockpiles, and provisioning American units protecting NATO allies.

While prediction is important, there are limits to what can be known ahead of time. The likely happens in unsuspected ways and the unlikely when least expected. In addition to continuous process improvement, DLA addressed unknowns in FY 2022 by synchronizing actions and communicating with customers, vendors, Pentagon leadership, and congressional committees. This approach promises to serve the agency well in FY 2023.

Defense Logistics Agency

DLA Troop Support Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
TROOP SUPPORT
700 ROBBINS AVENUE
PHILADELPHIA, PENNSYLVANIA 19111-5092

MEMORANDUM FOR DIRECTOR, DEFENSE LOGISTICS AGENCY, ATTN: DP

SUBJECT: Annual Historical Report Submission, FY 2022

Fiscal Year 2022 has been a busy one for DLA Troop Support. We have continued to provide COVID-19 relief here and abroad. Our support of U.S. troops and allies in Eastern Europe have enabled them to position and prepare for a range of contingencies. We have also continued to deliver optimal, global supply chain solutions to enable ready, lethal Warfighters and support our other valued partners.

I am very proud and humbled by the accomplishments our world-class workforce has achieved over the past year. Their tireless efforts have resulted in over \$19B in FY22 sales. With four distinct supply chains, I believe this shows the depth and breadth of our support to America's military and our Whole of Government Partners.

As we move forward in FY23, we will continue to support and enable the DLA Strategic Plan and align with DLA's Critical Capabilities and Lines of Effort.

I am confident that the DLA Troop Support workforce is capable, ready and willing to overcome any obstacles that may arise, and we will continue our legacy of providing world class, prompt and sustained support to the Warfighter... Warfighter Always!

A handwritten signature in brown ink, appearing to read "ESM", is located above the typed name of the signatory.

Digitally signed by
SHIRLEY, ERIC PAUL.1156529822
Date: 2022.10.19 17:41:54 -0400

ERIC P. SHIRLEY
Brigadier General, USA
Commander

1. Introduction

The Defense Logistics Agency (DLA) Troop Support FY 22 Annual Historical Report outlines actions taken across Troop Support's four supply chains, Subsistence, Clothing & Textiles, Construction & Equipment, and Medical, as well as the Product Test Center Analytical during FY 22 to support the needs of our customers around the globe.

DLA Troop Support collaborates with the military services, combatant commanders, and a multitude of industry partners to balance service requirements with industry capabilities in order to meet Warfighter demands. In FY 22 Troop Support managed over 2.9 million items and processed 26 million orders for about 77,000 global customers from 3,700 suppliers.

In addition to direct customer support, DLA Troop Support actively supported the agency's goals to reduce inventory, decrease operating costs, decrease material costs, improve customer service, and achieve audit readiness.

a. Mission

DLA Troop Support delivers optimal, global supply chain solutions to enable ready, lethal Warfighters and our other valued partners.

b. Vision

A world-class organization and trusted industry partner that provides innovative, responsive, and fiscally sustainable supply chain solutions.

c. Values

Leadership, Professionalism, and Technical Knowledge through Dedication to Duty, Integrity, Ethics, Honor, Courage and Loyalty.

2. Organization and Total Personnel

DLA Troop Support is one of six DLA major subordinate commands, and operates four distinct supply chains: Subsistence, Clothing & Textiles, Construction & Equipment and Medical. Sales for FY 22 totaled \$19.2 billion, (Subsistence: \$2.7 billion, Clothing & Textiles: \$1.7 billion, Construction & Equipment: \$5.2 billion, Medical: \$9.6 billion). Staffing includes 2,174 civilians and 47 military personnel.

DLA Troop Support provides essential items to the armed forces, including utility and dress uniforms, headgear, footwear, personal protective equipment, heraldics, tents and shelters, operational rations and fresh foods, force protection items, diving gear, safety and rescue equipment, fire and emergency equipment, storage, HVAC, plumbing, heavy equipment, metals, lumber, targets, pharmaceuticals, medical surgical and medical equipment items, and medical capital equipment, to name a few.

Using long-term contracts, tailored logistics support programs, prime vendor relationships, and traditional contracts, DLA Troop Support procures products for Warfighters around the globe. The Philadelphia-based MSC also oversees two forward-based commands, DLA Troop Support Europe & Africa and DLA Troop Support Indo-Pacific, headquartered in Kaiserslautern, Germany and Pearl Harbor, Hawaii, respectively, as well as forward-based offices throughout the continental United States. Through this forward presence, DLA Troop Support embeds employees in the continental U.S. and overseas with customers and key industry partners to ensure we meet or exceed the needs of our service members.

3. Key Personnel

a. Headquarters

- (1) Brigadier General Eric Shirley, USA, Commander: June 2021-present
- (2) Ms. Kishayra J. Lambert, Deputy Commander: July 2022-present
- (3) Mr. William J. Kenny, Executive Director, Contracting & Acquisition Management: August 2010-present
- (4) Mr. Robert A. Ratner, Chief of Staff: July 2010-present

b. Supply Chains

(1) Subsistence

Capt. Timothy Griffin, USN	Director: July 2022-present
Gary Shifton	Deputy Director: August 2021-Present
Lourdes Valentin	Supplier Operations Dir: November 2018-Present
John Sheehan	Customer Operations Director: July 2016-Present

(2) Clothing & Textiles

Col. Matthew Harnly, USAF	Director: July 2021-present
Dave Johns	Deputy Director: September 2021-Present
Steven Merch	Supplier Operations Dir: August 2016-Present
Bruce Carson	Customer Operations Director: July 2019-Present

(3) Construction & Equipment

CAPT John Montinola, USN	Director: July 2022-present
Thomas Grace	Deputy Director: April 2016-Present
Marko Graham	Supplier Operations Director: July 2018-Present
Howard Page	Customer Operations Director: July 2016-Present

(4) Medical

COL Matthew Voyles, USA	Director, Medical: June 2018-present
Beth McMaster	Deputy Director: August 2019-present

Nora Steigerwalt
Dan Keefe

Customer Operations Dir: August 2016-present
Supplier Operations Director: May 2016-present

c. Key Staff Elements

(1) Procurement Process Support

Tina Piotrowski
John Fafara

Director: July 2021-present
Deputy Director: August 2018-present

(2) J3/J5 Operations and Plans

COL Erik Hilberg, USA
Patrick Owens

Director: July 2022-present
Deputy Director: December 2018-present

(3) Product Test Center Analytical

Jamie Hieber

Director: July 2014-present

4. DLA Troop Support FY 2022 Command Accomplishments

a. Awards and other Recognition

(1) The Medical supply chain obtained the Office of Management and Budget Best-In-Class designation for a fourth medical acquisition program, Medical/Surgical Prime Vendor.

(2) DLA Troop Support was honored with the Employer Support of the Guard and Reserve's "Above and Beyond Award," presented by ESGR Chair Emeritus retired Army Maj. Gen. Wesley Craig for its outstanding support of National Guard and reserve members employed by the organization.

(3) Two DLA Troop Support teams and three individuals were recognized for their efforts, bringing home gold, silver and bronze medals during the 2022 Philadelphia Federal Executive Board Excellence in Government Awards ceremony hosted at the William J. Green Federal Building May 4.

(a) The DLA Troop Support Medical supply chain team won a gold award in the "Outstanding Achievement in the COVID-19 Environment (team)" category for delivering medical material, to include 245 million gloves, 50 million COVID-19 at-home and point of care test kits, 25 million masks, 8 million N95 Respirators, 4.4 million gowns and other COVID-19 related material valued at \$3 billion.

(b) Surge Site Support Team (which includes DLA Troop Support, DLA Distribution, and the Department of Health and Human Services) won the bronze award in the "Collaboration Champions" category for successfully filling emergency orders to support states' COVID-19 surge testing sites enabling 153 sites across 37 states to provide necessary personal protective equipment to provide testing to the general public.

(c) Two individuals from the Medical supply chain and one from Clothing and Textile Europe and Africa won the silver award in the “Outstanding Mentor/Coach” category, the bronze award in the “Outstanding Achievement Supervisor/Manager” category, and the bronze award in “Outstanding Achievement in the COVID-19 Environment (individual).”

b. 2021 Troop Support Hall of Fame Inductees

Every year, former Troop Support employees are nominated for induction into the DLA Troop Support Hall of Fame for significant long-term contributions or outstanding customer service and displaying exemplary work ethic. Inductees must be at least two years removed from the organization, and no more than ten years separated.

(1) Anthony D’Ambrosio culminated his nearly 33-year federal career as deputy director of the Construction and Equipment supply chain. Throughout his career, Mr. D’Ambrosio made significant contributions to agency-wide operations and Department of Defense readiness.

(2) Richard Faso served DLA Troop Support and its legacy organizations for 38 years, retiring as deputy director of the Subsistence supply chain. Mr. Faso’s knowledge, skills, and leadership background helped DLA Troop Support exceed Warfighters’ needs.

(3) Patricia “Pat” Panzera dedicated 31 of federal service, retiring as director of the Medical supply chain’s supplier operations directorate. Ms. Panzera was an innovative leader of customer relations and process management whose exceptional acquisition knowledge and leadership skills greatly aided DLA’s customers.

(4) Garth McBride culminated his 33-year career as a customer support liaison in the Customer Operations/J3-5 directorate. Mr. McBride was a strong leader, mentor, and friend to many while providing outstanding support to DLA internal and external customers.

c. Community Relations

(1) Vietnam War Commemoration Program – Troop Support held a Vietnam War Commemoration Program March 29, 2022 at the Philadelphia Vietnam Veterans Memorial. Despite chilly weather we had approximately 100 attendees, including veterans and their families and media coverage from local ABC and CBS affiliates.

(2) Fill-A-Backpack Drive - Participants of Troop Support’s Innovative Success and Partnership in Reaching Excellence (InSPIRE) program teamed up with the nonprofit organization Cradles to Crayons for the Fill-A-Backpack drive where more than 2,000 school supply items were donated to kids in need in the Philadelphia area.

5. DLA Troop Support Supply Chain FY 2022 Accomplishments

a. Warfighter Always

(1) The end of FY 2021 marked the end of the longest war in U.S. history. As the drawdown in Afghanistan took place, President Biden declared the beginning of Operation ALLIES WELCOME. The operation was a coordinated effort across federal government agencies to relocate Afghan Nationals who had worked side-by-side with our military to the United States.

Troop Support was intricate in the operation, with the Clothing and Textile supply chain providing over 90 tents capable of holding up to ten people each, and 5,000 disaster blankets. Medical provided nearly 448,000 doses of 15 vaccines as well as 30-day supplies of infant care items. Subsistence provided over \$142 million in food, collaborating with partners like the Army's Joint Culinary Center of Excellence to expedite delivery of Halal proteins, as well as dried fruits and spices to give refugees a taste of home.

(2) Clothing and Textile continued to make customers comfortable by providing Army Green Service Uniforms to recruits at Army training centers and soldiers shopping at Army & Air Force Exchange Service stores. To create a smooth transition from Army contracts to DLA-provided contracts, C&T began planning with the Army in 2017. Diligence paid off as Troop Support now provides 17 end items in two fabrics, tailored by gender, and 270 insignias. With a limited industrial base, C&T reached out to new vendors which now make the majority of the AGSU products.

(3) C&T is spearheading a Congress-directed military maternity uniform pilot program to provide pregnant military members uniforms at no cost. Troop Support will make sure maternity uniforms are available to the military services, which will implement the program individually.

(4) In December, the Construction and Equipment supply chain delivered an \$8 million contract for 15,000 extreme cold weather sleep systems for India's armed forces through U.S. Foreign Military Sales. The request came to the C&E Special Operations Equipment team from the U.S. Army's Tank-automotive and Armaments Command with an initial delivery date of October 2021. Because of COVID-19-induced manufacturing delays and Hurricane Ida, the date was pushed to March 2022. C&E was informed in August that the delayed timeframe would not work for India's military and began working with stakeholders to find a way to ramp up production and accelerate delivery. Working with manufacturers, vendors, and multiple Army Commands, they were able to improve the timeframe by three months providing warmth to our global partners, some who were stationed in North Kashmir where -20-degree temperatures and 5 to 10 feet of snow are common.

(5) At the beginning of the calendar year, as Russia was assembling forces to invade Ukraine, DLA Troop Support was preparing to support to European Command and our allies through the Ukraine Security Assistance Initiative and the Presidential Drawdown Authority. In January 2022 DLA Troop Support E&A created a Ukraine Contingency Working Group as all four supply chains became heavily involved in the effort. The group meets weekly with headquarters, supply chains, Air Support Operations Center, DLA's U.S. Transportation Command division, and DLA Distribution to integrate information flow. As of October 3, Troop Support has provided \$213.2 million in sales, about 55% to 60% of all DLA sales to EUCOM, NATO allies, and Ukraine.

(a) Subsistence sales are approx. \$50.5 million. Its focus has been on replenishing operational rations and filling prime vendor orders. Since February, the supply chain has delivered 156,000 Meals Ready to Eat cases valued at \$19.5 million and 63,200 Unified Group Rations Heat and Serve mods valued at \$23.3 million.

(b) Clothing and Textile support fulfilled multiple tent, helmet, and tarpaulin orders for CONUS and OCONUS customers in support of Ukraine, with a total value of approximately \$91.7 million.

(c) Construction and Equipment focused on replenishing force protection and barrier materiel stock at the OCONUS depot and fulfilling customer direct special operations equipment orders with a value of \$60.4 million.

(d) Medical support included filling Army Prepositioned Stocks-2 and U.S. Army Medical Materiel Command Europe orders. Five USAI orders of tourniquets, bandages, responder kits and warrior aid litter kits have been delivered in full to Poland, totaling \$10.6 million. Troop Support continues to provide support to Warfighters and allies as they prepare for contingencies while the invasion stretches into the unforeseeable future.

b. Support to the Nation

(1) Troop Support continues its COVID-19 support to the nation and abroad. To date, Troop Support supply chains have provided items worth \$1.2 billion to the strategic stockpile, \$295 million for nursing home support, \$93 million in cloth mask initiatives, \$13.3 million in surge test site support, and \$14 million in international support. Additionally C&E, through the DoD's Humanitarian Assistance Program, has provided 76 mobile hospitals worth \$237.9 million to countries throughout Central and South America and the Caribbean.

(2) In November of 2021, petroleum from the Red Hill Bulk Fuel Storage Facility leaked into the Red Hill Well and contaminated one of the Navy's sources for the Joint Base Pearl Harbor Hickam drinking water system. Approximately 93,000 people were affected. The Subsistence supply chain jumped into action by providing 1,712,735 gallons of drinking water from five vendors worth approximately \$6 million.

c. Trusted Mission Partner

(1) The new AbilityOne Base Supply Center Tailored Logistics Support Program allows 16 nonprofit agencies under the National Industries for the Blind umbrella to compete for large purchase requests from customers throughout their 150 storefront shops on military installations and in federal buildings, a capability they did not previously have. The program, comprised of 16 contracts with a total \$150 million maximum value, was created by the C&E supply chain to increase business for Base Supply Centers and improve job opportunities for individuals who are blind or visually impaired.

(2) Troop Support has increased its partnership with the Coast Guard by accepting nearly 1,200 national stock number-listed items from the service over the past two years and helping modernize its Cape May, N.J training center infrastructure. The center's improved inventory model aligns with the support DLA currently provides to the Department of Defense recruit training centers, including radio frequency identification tagging on items and scanners at the training center to reduce issuance time and improve stock accountability for improved demand planning. A ribbon cutting for the modernized Uniform Distribution Center was held Feb. 23 that recognized the partnership between the two organizations.

d. Modernized Acquisition and Supply Chain Management

(1) DLA Troop Support hosted the DLA Headquarters National Account Manager team March 3 in Philadelphia where it was able to collaborate in-person and strengthen a customer-focused partnership.

National Account Manager teams for the Army, Marine Corps, Navy and Air Force stay in contact with logisticians and planners at the Defense Department-level to align DLA goals with those of service leaders. DLA customer and Warfighter support representatives are also co-located with customers at the tactical level to help solve everyday problems like supply shortages and last-minute requirements.

(2) On July 14 a team from the Medical supply chain awarded one of the largest single contracts in DLA history, valued at \$28.9 billion. The next generation pharmaceuticals prime vendor contract, that supports the Defense Health Agency's mail order pharmacy program, will provide additional benefits and cost avoidance to the customer.

e. Future of Work

(1) Leaders from DLA Troop Support's Training Academy and DLA Information Operations started delivering an immersive educational experience to employees November 2021. Instructors provide "on-the-job," on-demand training to meet the needs of geographically distributed employees by using a newly available, open-source product called H5P, short for HTML-5-Package.

(2) In October Troop Support's Product Test Center, in conjunction with DLA Information Operations Technology Accelerator team, tested a new 3D scanner as an early-stage investment toward 3D printing with multiple potential benefits across the agency. The 3D scanning technology will be used in conjunction with the Joint Additive Manufacturing Model Exchange platform, or JAMMEX, created by DLA for Department of Defense users to share 3D models in a secure, web-based environment.

(3) The Continuous Process Improvement team has streamlined the onboarding phase of new employees from an average of a little over a month to about a week, an 83% improvement. The program is expected to save Troop Support \$2.7 million over a three-year period and gain several weeks of productivity per new employee.

Defense Logistics Agency

DLA Land and Maritime Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
LAND AND MARITIME
P.O. BOX 3990
COLUMBUS, OHIO 43218-3990

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: HISTORIAN

SUBJECT: Land and Maritime FY 22 Annual History Submission

Fiscal Year 2022 brought about exponential change and growth to Land and Maritime operational and logistical procurement processes. These changes helped sustain vital supply chain operations and improve our capabilities in the face of COVID-19 health emergency surges and the global contested logistics environment. The determination and resiliency of our workforce enabled us to fulfill our Warfighter support mission, while simultaneously assisting in U.S. and global humanitarian operations.

Efficient logistics support is the backbone of our nation's fighting forces and DLA Land and Maritime remains committed to our longstanding mission delivering superior service to America's warfighters. As commander of DLA Land and Maritime, it's my privilege and honor to include a summary of the notable operational achievements chronicled in our DLA Land and Maritime FY 2022 History submission on behalf of our world class workforce.

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GAIL E. ATKINS
Brigadier General, USA
Commanding

Attachment:
2022 Land and Maritime History Submission

1. Introduction

Defense Logistics Agency Land and Maritime navigated a turbulent down/up demand cycle during FY 2022 to deliver exceptional supply chain results despite prolonged COVID-19 surges, material shortages, and Russian aggression. Improved readiness and cost effectiveness were realized through aggressive cash conservation measures, short-notice surge support to U.S. European Command requirements, and acquisition solutions to counter Chinese posturing.

Despite unexpected world events, DLA Land and Maritime remained steadfast as DLA's supply chain manager for land and sea-based weapon systems. Daily operations encompassed 2,600 associates at 30 locations worldwide, to include DLA depot level reparable detachments, Army and Marine Corps industrial sites, and U.S. Navy Shipyard detachments. Core functions included purchasing material, monitoring inventory levels, maintaining technical data, and assuring the conformance of approximately 2.5 million parts for more than 23,000 military units and federal and civil agencies. DLA Land and Maritime sales exceeded \$3.7 billion in FY 2022.

DLA Mission

Deliver readiness and lethality to the Warfighter Always and support our Nation through quality, proactive global logistics.

DLA Vision

As the Nation's Combat Logistics Support Agency and valued partner, we are innovative, adaptable, agile, and accountable – focused on the Warfighter Always.

DLA Why

To serve the Warfighter and our Nation!

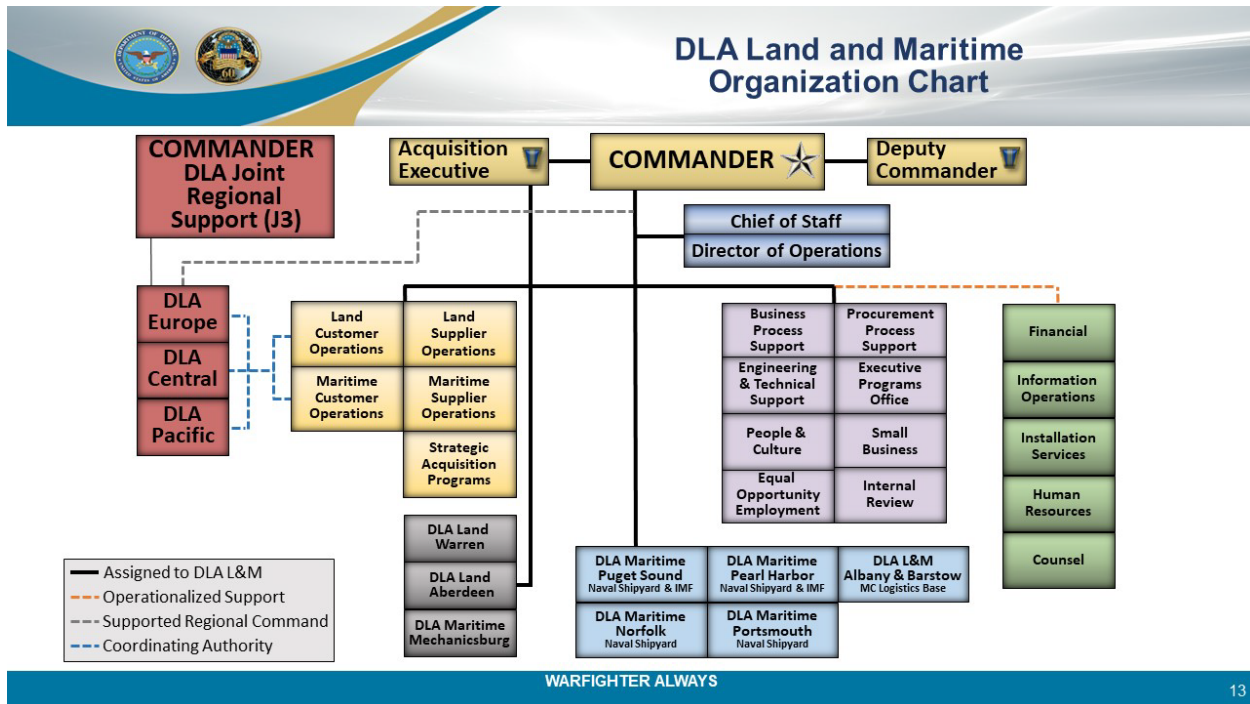
Core Values

Leadership, Professionalism, and Technical Knowledge through Dedication to Duty, Integrity, Ethics, Honor, Courage, and Loyalty.

The DLA Land and Maritime Way

We provide Warfighter Logistics Excellence through Accountability, Teamwork, Urgency, Agility, and Innovation built upon a Commitment to Integrity, Diversity, and Mutual Trust and Respect.

2. Organization



3. Key Personnel



- a. Land and Maritime Commander: Army Brig. Gen. Gail Atkins, July 2022 – present. BG Atkins succeeded Navy Rear Adm. Kristen Fabry.
- b. Deputy Commander: Mr. Kenneth Watson, SES, October 2019- present.
- c. Acquisition Executive: Mr. Mark Brown, SES, March 2018- present.
- d. Chief of Staff: Air Force Col. Craig Lowery, June 2022 – present. Col. Lowery succeeded Air Force Col. Christopher Tooman as chief of staff.
- e. Director of Operations: Griff Warren, May 2018 – present.

4. Total Personnel



5. Historical Narrative

a. Warfighter Always

DLA Land and Maritime has established a strong reputation for service to the Warfighter and value to our nation through tailored solutions that drive readiness and keep pace with today's global logistics challenges.

Despite fiscal constraints and limited obligation authority, DLA Land and Maritime remained focused on providing the highest level of support to operational forces around the world. The command executed over 360,000 contracts and obligated over \$2.9 billion in FY 2022. In the consumables sector, the Land team managed over 911,000 items with a spend of \$1.48 billion. It executed 6.1 million requisitions worth \$6.8 billion. The Maritime team managed 1.6 million items with a spend of \$1.6 billion. It completed 3.2 million requisitions worth \$4.4 billion.

The year was marked by vigilant support to Army, Navy and Marine Corps industrial operations as well as crushing the NAVSEA goal for 95% stock on hand at shipyards two months prior to availability.

DLA Land and Maritime supported 22 Army industrial programs with 6,595 active lines and 41 Marine Corps industrial programs with 91 active lines. Material availability (MA) was 87.1% for the Army across 9,017 requisitions and 85.3% for Marine Corps across 19,619 requisitions. DLA Land and Maritime supported 1,757 open requisitions and tracked 55 CAT1 line-stopper critical parts across the projects. Vital coordination expedited procurement and delivery of critical materials to improve project support. Engagement with the supply chains continues to improve the command's supply position and satisfy unfunded obligations.

DLA Land and Maritime continues to manage material across modern, legacy, and enduring weapon variants. Proactive support of Army and Marine Corps customers as they replace the balance of the HMMWV fleet with the Joint Light Tactical Vehicle defines our

Warfighter commitment. Land and Maritime executed a long-term contract strategy for JLTV spares spanning approximately 6,500 NIINs valued at \$84 million over five years. In addition to the JLTV, DLA Land and Maritime balances complex systems such as the Abrams M1A2 System Enhancement Program version 3 main battle tank, F35 Joint Strike Fighter, and the Columbia-class submarine.

DLA Land and Maritime executed wholesale material support for fourteen Chief of Naval Operations (CNO) maintenance availabilities at the Navy's four public shipyards and twenty-four CNO availabilities at the private shipyards. The team executed over 130,000 requisitions valued at \$226 million with a fill rate of 95.2% and maintained 85% MA for forward deployed, deployed, and pre-deployed maritime strike groups. Additionally, DLA Land and Maritime surpassed 109 consecutive months above the 85% MA requirement for aircraft launch and recovery equipment (ALRE) with an average MA of 94%. The ALRE team awarded multiple procurements aimed at critical support, including first-time NSN buys for the Ford-class electromagnetic aircraft launch system and advanced arresting gear.

Continuing our longstanding commitment to the nuclear enterprise, DLA Land and Maritime satisfied the Navy's nuclear reactor program MA goals for 179 consecutive months.

Targeted focus on industry partners and customers led to readiness improvements and cost effectiveness in FY 2022, with DLA Land and Maritime leveraging additional logistics capabilities by collaborating with industry. These efforts required the command and industrial partners to exercise creativity in developing procurement procedures and processes. These partnerships have proven beneficial for both, producing results that invigorate the nation's industrial base while driving measurable improvements to our operating efficiency.

The greatest example of partnership building in FY 2022 was the return of the DLA Land and Maritime Supplier Conference and Exhibition after a four-year hiatus. The event provided in-person engagement opportunities for 800 military, government, and industry leaders from across the nation. Breakout sessions and discussion panels focused on communication and relationships, as well as identifying new opportunities to support the Warfighter. In one notable networking instance, Land Supplier Operations' Transparent Armor team identified suppliers for more than 400 NIINs impacted by the sudden and unexpected closure of a critical supplier. Through candid and productive dialogue, engagements like the Supplier Conference fortified government/industry relations, enhanced readiness, and provided direct Warfighter support.

In a similar vein, DLA Land and Maritime Office of Small Business Programs continues to forge relationships with small businesses and drive competition and innovation through expanded markets. In FY 2022, the Small Business team conducted 70 outreach events and awarded \$1.9 billion – 55% of the total Land and Maritime award – to small businesses, handily exceeding socioeconomic goals.

b. Support to the Nation

DLA Land and Maritime helped the agency achieve its acquisition, storage, distribution, and surge goals for EUCOM requirements, U.S. Forest Service support, and Chinook helicopter O-ring provision.

DLA Land and Maritime delivered excellent supply chain results, efficiently executing short-notice surge requirements to the EUCOM area of responsibility in alignment with DoD goals for deterring Russian aggression in Ukraine. The command awarded 831 contracts valued

at over \$26 million for 668 items in presidential drawdown directives. DLA Land and Maritime continues to provide EUCOM with world-class service through repair part support.

DLA Land and Maritime plays a vital role fighting forest fires in the western region of the country by providing batteries to the U.S. Forest Service. Incorporating feedback from previous wildfire seasons, the command implemented a hybrid process whereby 60% of the critical reorder point (CROP) for batteries was stocked at a commercial warehouse in California for routine/standard requisitions and 40% was stored at DLA Distribution San Joaquin for emergency orders. This creative solution ensures support is never compromised for the three types of batteries provided by DLA Land and Maritime. In FY 2022, the command issued over 255,000 packages of these batteries to meet firefighting demand.

Demonstrating agile surge capabilities, DLA Land and Maritime supported the Army's short-fuse need for O-rings necessary for Chinook helicopter flight. The command leveraged valuable partnerships with government and industry to award four purchase orders totaling 18,000 rings to three suppliers for expedited delivery of over 5,700 rings which took place within 40 days of notification, allowing the Army to resume Chinook fleet operations as quickly as possible.

c. Trusted Mission Partner

Enhancing trust within the military services starts with understanding their priorities. As a trusted mission partner, DLA Land and Maritime embodies this next-generation customer service ethos through transparency, accountability, and collaboration. Implementation of customer-centric performance metrics and a predictive problem-solving culture rooted in continuous process improvement (CPI) allows for regular assessment of capabilities, reduction in single point of failure, and implementation of best practices.

In FY 2022, DLA Land and Maritime's commitment to this line of effort was evident in the stand-up of two Marine Corps industrial support activities, participation in CPI initiatives, and collaborative procurement solutions for Army, Navy, and Marine Corps customers.

Retail support to Marine Corps industrial operations is becoming a reality. DLA Land and Maritime successfully implemented the first-ever support to the Marine Corps industrial initiatives at logistics bases in Albany, Georgia, and Barstow, California. The detachments will provide tailored supply support for Marine Corps customers. Eighteen personnel are now on board in Albany, and ten additional team members are located in Columbus, Ohio, as the detachment pursues full operating capability.

CPI is a hallmark of high-performing organizations. DLA Land and Maritime co-led the vendor notification for packaging and labeling discrepancies CPI initiative with DLA Distribution to reduce suspended stock. Five quick-win improvements with immediate benefit are currently underway to notify vendors of packaging and labeling issues. Successful implementation of this project is anticipated to save the command millions of dollars annually. Additionally, DLA Land and Maritime is participating in the enterprise-level supply discrepancy report (SDR) time reduction CPI initiative to improve SDR resolution time and provide actionable disposition for stock shipments suspended and not ready for issue within fifty days.

In a demonstration of ongoing collaborative customer support, DLA Land and Maritime solved the most backordered readiness driver in its Land supply chain and secured new sources for mitigating future disruption to Army and Marine Corps customers. After American suppliers exited the market, the batteries integrated supplier team worked to source lead-acid dry batteries

powering more than 100 weapon systems from non-Chinese sources. The batteries have a shelf-life extendable to nine years and give mission commanders great flexibility. The command awarded contracts to three companies from different countries, reducing backorders by more than 30,000. Each supplier has the capacity to produce full demand, preventing future stock positions from being in jeopardy.

DLA Land and Maritime's shipyard detachments worked closely with Navy customers throughout FY 2022. DLA Maritime Norfolk, Virginia, in collaboration with Code 500, DLA Land and Maritime, and NAVSUP N97 made significant headway on USS John Warner requirements. Collaboration continued with all stakeholders of the weekly strengths, weaknesses, opportunities, and threats team to identify material gaps in Virginia class Block III submarines. At DLA Maritime Detachment Pearl Harbor, Hawaii, the USS Mississippi conducted sea trials ahead of its September 2022 completion of availability (CA00). The detachment was instrumental in supporting the project's path to CA00, processing over 34,712 material requisitions. DLA Maritime Detachment Puget Sound, Washington, coordinated with Naval Surface Warfare Center Code 426, PMS-392A1, and NAVSUP Weapon Systems Support to preposition an additional sub-surface ballistic nuclear propeller in its Bangor, Washington, laydown yard. Prepositioning has led to huge increases in Navy readiness.

d. Modernized Acquisition and Supply Chain Management

As stewards of the financial support provided by America's taxpayers, DLA is challenged by propositions involving results-driven fiscal practices that demonstrate a commitment to strategic resource management. Skillfully managing taxpayer resources throughout the procurement process promotes national readiness. Efficient procurement practices enhances the readiness of our military services, positioning them to achieve superior lethality against adversaries.

Demonstrating adept financial stewardship and efficiency, DLA Land and Maritime implemented aggressive cash conservation measures via its "War Room" operation. This operation synched material expenditures to daily burn rates of allocated obligation authority. The program saved forty man-hours weekly by automating system of award management registration and exclusion verifications, reducing awards made to ineligible vendors and ensuring contract compliance.

DLA Land and Maritime spearheaded continuing engineering support activity (ESA) cost reduction efforts, limiting ESA contacts to only those deemed absolutely essential. FY 2022 engineering data requests decreased 13% overall, saving \$2.3 million.

DLA Land and Maritime fully integrated an audit compliance culture, meeting all audit and A-123 risk management objectives. The team worked at an accelerated pace to establish G-invoicing agreements with our supporting government organizations and activities.

e. Future of Work

Creating a modern, safe, and secure work environment is vital to increasing workforce retention and accessing diverse pools of talent. DLA Land and Maritime continues to adapt and redefine work models that sustain a competitive workforce, build skillsets of the future, and increase productivity.

DLA Land and Maritime continued implementing Future of Work initiatives across the organization. Most notably, it orchestrated a seamless return to the workplace after a multi-year max telework status. Extensive planning and coordination with local labor unions, safety officials, DLA, DoD, and the CDC ensured successful reentry. To ready the workforce – some of whom onboarded during max telework – training was presented on health protocols, workplace etiquette, resilience, and other topics. A reentry self-help guide addressing common IT topics and installation amenities was produced in-house and distributed to all employees. Telework schedules were adjusted to ensure maximum daily occupancy levels, mitigating the impacts of COVID-19 on the DLA Land and Maritime mission.

Work flexibilities remained in place to enhance safety while accomplishing the mission. A surge in local community COVID-19 transmission levels necessitated DLA Land and Maritime revert to a max telework for several weeks. The workforce demonstrated flexibility responding to changing conditions. Once conditions improved, associates were successfully brought back to the office with protocols in place as determined by CDC guidance and community infection.

As DLA Land and Maritime navigated COVID-19, it simultaneously focused on building the skillsets of the future through a reenergized Pathways to Career Excellence (PaCE) program. The command hired about 100 PaCErs, doubling the historical amount. PaCEr positions were targeted at future staffing requirements. This extra-large class of new associates will enable us to fill critical positions and build our leaders of tomorrow.

6. Conclusion

To maintain our track record of improving Warfighter readiness and providing best value to the customer, DLA Land and Maritime must continue to accept, incorporate, and grow from change. We did so superbly in FY 2022 in the face of unpredictable and innumerable challenges. As world events evolve and shape FY23 operations, we remain steadfast in our commitment to keeping the nation ready for armed conflict, natural disasters, and other national emergencies.

Defense Logistics Agency

DLA Aviation

Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
AVIATION
6090 STRATHMORE ROAD
RICHMOND, VIRGINIA 23237

October 16, 2022

MEMORANDUM FOR DLA HEADQUARTERS: ATTN – Historian

SUBJECT: Submission of DLA Aviation FY22 Annual History Input

I'm pleased to be able to share that our dedicated workforce was able to overcome ongoing COVID-19 challenges during FY22 and exceeded expectations in providing worldwide support to our military services, industrial partners and whole of government.

In November 2021, then - DLA Aviation Commander Air Force Brig. Gen. David Sanford returned to Richmond after being appointed to serve as the Deputy Director of the COVID-19 Supply Chain Task Force with the Federal Emergency Management Agency Headquarters in D.C.

During his absence, my Deputy, Mr. Charlie Lilli, our Acquisition Executive Ms. Cathy Contreras, and our directors provided exceptional guidance and leadership. The Aviation team remained resilient and steadfast in achieving continuous and dynamic Warfighter support. We cultivated strong partnerships with our defense industrial base, generated innovative and efficient solutions and maintained a secure and robust supply chain. We built on our strong, established relationships with industry partners to deliver cost-effective, innovative solutions.

In June of this year, I replaced Brig Gen David Sanford as the DLA Aviation and Defense Supply Center Richmond, Virginia, Commander and began to transition the agency toward full reentry, incorporating lessons learned through virtual work as we work to bring the workforce back together and working in person.

I would like to recognize and share the great things our entire Aviation team is doing for the Warfighter. From day-to-day business issues, to updating our business practices, to seeking constant process improvements, I see how our Aviation team is generating readiness and making remarkable strides to expanding and improving logistical support for the security of our armed services and their ability to support our global interests.

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Sean K. Tyler
Brigadier General, USAF
Commander

Attachment:
1-Annual History Input

1. Introduction

A proven performer, DLA Aviation had \$5 billion in demand value, processed 3.8 million orders, bought from 3,352 suppliers, and supported 12,733 customers during fiscal 2022.

We provided aviation weapons systems and environmental logistics support to the DoD aviation community, other federal agencies and partners, and allied nations, delivering targeted weapons systems solutions and environmental support to soldiers, marines, sailors, airmen, guardians, coast guardsmen and other customers.

Headquartered in Richmond, Virginia, DLA Aviation operates 18 geographically separated sites across the U.S. The team consists of more than 4,000 civilian, military, and contract personnel supporting more than 1,879 weapons systems as the U.S. military's integrated material manager for more than 1.7 million national stock number items, industrial retail supply, and depot-level reparable acquisitions. DLA Aviation is responsible for supply at six Air Force and Navy maintenance, repair, and overhaul facilities, and for storage at three of those sites.

DLA Aviation also operates the federal government's only industrial plant equipment maintenance, repair, and overhaul facility at Mechanicsburg, Pennsylvania.

Our major product lines and services are:

Turbine engine components	Cables
Airframe structural parts	Hardware
Flight safety equipment	Maps (digital, and print)
Electrical components	Green products
Aviation lighting	Chemicals, and petroleum products
Bearings	Industrial gases
Commodities	Industrial plant equipment

DLA Aviation - a proud member of the nation's combat logistics support agency.

2. Organization

a. Command team

- (1) Commander: Air Force Brig Gen Sean Tyler
- (2) Deputy commander: Mr. Charlie Lilli
- (3) Acquisition Executive: Ms. Cathy Contreras
- (4) Chief of Staff: Ms. Tanya Hill

b. Office directors

- (1) Strategic Acquisition Programs: Mr. Christopher Davis
- (2) Business Process Support: Mr. Spencer Shaffer
- (3) Procurement Process Support: Ms. Martha Tuck
- (4) Supplier Operations Commodities: Ms. Daniele Kurze
- (5) Supplier Operations OEM: Mr. Travis Beasley
- (6) Audit and Process Compliance: Mr. Steve Mason
- (7) Planning Programs: Mr. Kent Ennis
- (8) Engineering: Mr. Floyd Moore
- (9) Customer Operations: Col Daniel Willison

c. Operationalized support

- (1) DHRS Customer Account Manager: Theresa Wolfe
- (2) J6 BRM: Mr. Martin Steiner
- (3) J8R: Mr. Jason Buys
- (4) Counsel: Mr. Steven Davis
- (5) Installation Operations: Mr. David Gibson

d. Industrialized support activity commanders

- (1) Warner Robins, GA: Col Brian Myer
- (2) Oklahoma City, OK: Col Robert Magee
- (3) Ogden, UT: Col Jason Okumura
- (4) North Island, CA: CDR Fred Albasa
- (5) Jacksonville, FL: CDR Brandon Palmer
- (6) Cherry Point, NC: LCDR David Odom

e. Depot-level reparable procurement directors

- (1) Huntsville, AL: Mr. George Scheers
- (2) Oklahoma City, OK and Warner Robins, GA: Ms. Sharita Culp
- (3) Philadelphia, PA: Mr. Chris Mosher
- (4) Ogden, UT: Mr. Mark Strawn

3. Key Personnel, and Organizational Changes

a. Air Force Brig Gen Sean Tyler became commander of DLA Aviation and Defense Supply Center Richmond June 30, 2022. He replaced Air Force Brig Gen David Sanford.

b. Aviation General Order No. 01-22 was signed in January, disestablishing Industrial Preparedness Branch (GA-ASC) and establishing the Industrial Preparedness Branch (GA-VED). This general order updated DLA Aviation Strategic Acquisition Programs Directorate and DLA Aviation Engineering Directorate. It established new divisions and profit centers for Strategic Contracting Integrated Supplier Team (IST) Division IV (GA-AE), Strategic Contracting IST Division V (GA-AF), Programs Management IST Division (GA-AG), Strategic Contracting IST Division VI (GA-AI), Supplier Relationship Management IST Division (GA-AJ), and Industrial Preparedness Branch (GA-VED). Also, the Oversight Relationship with Supplier Support Division II (GA-FAU) was discontinued with the Program Management Branch (GA-ASB).

c. Navy Commander Fred Albesa assumed command of DLA Aviation at San Diego, California, April 22, 2022. He replaced Navy Commander Maxine Gardner.

d. Navy Commander Brandon Palmer assumed command of DLA Aviation at Jacksonville, Florida, June 1, 2022. He replaced Navy Commander Curtis Ceaser.

e. Air Force Col Jason Okumura assumed command of DLA Aviation at Ogden, Utah, June 27, 2022. He replaced Air Force Col. Christopher Carmichael.

f. Navy Lieutenant Commander David Odom assumed command of DLA Aviation at Cherry Point, North Carolina, July 20, 2022. He replaced Navy Commander Benjamin “Isaac” May.

g. Air Force Col Robert Magee assumed command of DLA Aviation at Oklahoma City, Oklahoma, July 26, 2022. He replaced Air Force Col Jason Kalin.

h. Nancy Calvao became the new deputy chief of staff in September 2021.

i. Air Force Col John Waggoner retired as Director of Customer Operations October 2021. Air Force Col Daniel Willison, Jr. is the new director.

j. In 2020, Defense Supply Center Richmond awarded a \$98 million Phase 2 military construction project to modernize installation infrastructure. Building 33 was demolished last summer as part of Phase 2. During this reporting period, approximately (220) five-hundred feet deep geothermal wells were drilled to heat and cool the structure. Most of the concrete foundation and the external steel framework for the 5-storied building has been completed. The building, when finished, will be 281,064 square feet, which is almost a mirror image of Phase 1. Completion is planned for December 2023.

4. Total Personnel

a. DLA Aviation total workforce: 4,145 civilians, 68 active-duty military, 27 Reservists, and 166 contractors

b. Aviation employees at Richmond, Virginia: 2,134 civilians, 56 active-duty military, and 77 contractors

c. Aviation employees at 18 geographically separated sites: 2,011 civilians, 12 active-duty military, and 89 contractors

5. Historical Narrative

Over the past two years, the COVID-19 pandemic had little impact on the support DLA Aviation provided its military and non-military customers. Employees and leaders alike embraced new methods for providing weapons systems support while working from remote locations, often while having to balance the multiple responsibilities of homelife.

From continuous monitoring of daily trends, to utilizing the DLA COVID-19 Reentry and Safety Plan, DLA Aviation maneuvered through the pandemic – all while sustaining our workforce’s health, maintaining mission readiness, and supporting our nation’s Warfighters.

In May, the agency began transitioning toward full reentry. Many people who had been on extended situational telework ventured into DLA workspaces, some for the first time in two years. During this transition, employee safety remained paramount. Leaders make decisions based on how best to protect employee health while maintaining mission effectiveness.

a. Modernized Acquisition and Supply Chain Management

Supply chain logistics is a rapidly evolving environment, and we work closely with our industry partners and military customers to streamline acquisitions and business processes to increase readiness. We continually analyze data to make informed, risk-based decisions and develop actionable solutions.

(1) This past year, we focused our modernized efforts on inventory optimization at DLA Aviation at Jacksonville, Florida. The effort allowed the use of excess and dormant retail stock to fill DLA enterprise unfilled orders while reducing the DLA distribution storage footprint. The initiative, now shared among all DLA Aviation Navy industrial support activities, validated 26,453 national item identification numbers, resulting in 307 unique NIINs, valued at \$2.4 million, set aside to fill DLA enterprise UFOs furthering Warfighter readiness.

(2) DLA Aviation at Ogden, Utah, Supply Integration Council (O-SIC) Charter/Business Rules were officially signed, and O-SIC official kickoff was initiated with key stakeholders (748th Supply Chain Management Group, Ogden Air Logistics Center Business Operations, and DLA Aviation at Ogden). Initiatives and working groups concentrated efforts on Acquisition Advice Codes V (terminal item in stock when future procurement is not authorized) & Y (terminal item non-stocked when future procurement is not authorized) brown-coded national stock numbers (NSNs). When an item is coded brown, it is considered obsolete and must have a suitable NSN substitution in order to requisition. These efforts were initially piloted in the 309th Electronics Maintenance Group and are now flowing to each Maintenance Group. The O-SIC led to a DLA Aviation effort to produce training with regard to DLA processes to both Supply Chain and Ogden Air Logistics Complex personnel. The O-SIC has been beneficial to all stakeholders, with the biggest impact seen in communication.

(3) Our Business Process Directorate developed 19 automated dashboards within Qlik, a data and analytics integration software designed to quicken decision making and reduce research lag time. These applications provided near real-time research capability for Materiel Availability, unfilled order (UFO), and delinquent Purchase Order (PO) reduction; purchase

request (PR) productivity; retail support enhancements; and critical Aviation focus areas such as United States European Command's support for Ukraine.

(4) DLA Aviation conducted Robotic Process Automation (RPA), or BOTs. To date, Business Process Support and Procurement Process Support have automated six manual processes, with expected savings of 23,000 manhours annually. There are another four automations in development with potential savings of 14,000 manhours annually, and 29 in queue with potential savings of 12,000 manhours.

(5) DLA Aviation Procurement Process Support Directorate continues to partner with the enterprise RPA program to improve business processes, increase responsiveness, and manage costs. The team of two procurement analysts and an automation developer has put five BOTs (automated processes) in place this fiscal year. The team worked with the Supplier Operations Directorate, coordinating with the Procurement Process Owner and other MSCs, to release two BOTs that benefit the post-award process and three that support pre-award efforts. The first BOT emails a "report card" to suppliers with summaries of their performance. Supervisors and team-leads benefit from the second BOT that generates a report of Post-Award Requests and pulls the notes for each one, a process that previously was entirely manual. The three BOTs on the pre-award side email suppliers on behalf of acquisition specialists when certain criteria are met. Suppliers receive automated emails asking for surplus material certifications, trace documents to validate the manufacturer if they are a dealer or requesting that the supplier fill out a survey if they do not have a Supplier Performance Risk System score. Each BOT idea was submitted by users who worked with the development team. DLA Aviation analysts are exploring agencywide applications with members of the enterprise RPA program.

(6) DLA and the Air Force's Hill Commodity Council jointly entered into a Performance Bases Logistics (PBL) contract with Parker Aerospace (Parker) to improve actuator support for F-16, F-15, E-3, A-10 and KC-135 aircraft. This contract pays Parker per flight hour to meet specified availability metric in support of the Hill Air Force Base Depot. Previously, these weapon systems were supported through tactical, one-time purchases for depot-level repairables or component repairs that resulted in just 22% material availability. Parker entered public private partnerships (PPP) with DoD to: a) streamline the repair process and introduce efficiencies, equipment and personnel to drive availability to 85% and b) lease warehouse space from DLA Distribution at Hill AFB to store PBL material.

(7) Engineering Support to Captains of Industry (COI) Contracts Team and Engineering Technical Managers (ETMs) re-wrote the technical language within the COI contracts, updating Critical Safety Item (CSI) and Product Quality Deficiency Report (PQDR) requirements. The team successfully negotiated approval of standardized technical language for the F-15 COI Statement of Work (SOW) which was awarded May 2022. Standardized language has also been negotiated for COI projects with cognizant Air Force and Navy ESAs, to include the C-130, F/A-18, and V-22. This updated language will reduce overall PQDR submissions by 20%, currently 18% for 2022, ensuring contractors are using government supplied technical data for spares configurations.

b. Warfighter Always

(1) DLA Aviation Engineering Directorate assumed responsibility from DLA Troop Support for vendor qualification in the Qualified Supplier List (QSL) Program. The Engineering team also collaborated with the DLA Aviation Business Process Support Directorate

to ensure enterprise-wide understanding of NIIN management by the TQ community. The QSL program was originally established by Troop Support's Industrial Hardware supply chain to combat quality and counterfeit issues within consumable hardware commodities by auditing and qualifying hardware vendors' Quality Management Systems. The QSL vendor qualification program has been proven to reduce quality issues and PQDRs. As of July 2022, there were approximately 290 vendors qualified under the program.

(2) The Business Process Support Directorate (BA) facilitated the Productivity Campaign by focusing on purchase request quality. After analyzing PR impediments and exploring different options, BA established several cross-process working groups targeting reductions in PRs and technical data workload as a result of Industrial Hardware (IH) NIIN transfers. Since December 2021, multiple DLA Direct PRs have decreased by 19% for Supplier Operations Commodities Directorate (FA) and Supplier Operations Original Equipment Manufacturer Directorate (FM). The team is developing a Multiple PR Root Cause Monitoring Dashboard to track trends and changes in root causes. Another team is exploring automated means to work the backlog of tech issues associated with the IH transfer items.

(3) The Army Customer Facing Division within the Customer Operations Directorate continued the Virtual Army Support Team (VAST), a collaborative DLA Aviation team focused on improving supportability of NIINs with high Army market share. During FY22, VAST went from 1,117 NIINs to 984 NIINs.

(4) The Internal Supportability Review (ISR) business rules were completed in December 2021. The 309th Electronics Maintenance Group was selected for the ISR Pilot in January 2022. The initial pilot, which began the same month, encountered several constraints which required business rules to be modified. Constraints included Depot Supply Chain Management Automated Tool (DSCM-AT) and forecasting errors, which resulted in a White Paper being written on the DSCM-AT system. Additionally, the ISR showed indicators for a full demand planning standard operating procedure review/update which is currently being processed by business analysts. DLA Aviation at Ogden is currently in the middle of Phase 2 of the ISR, with a full production review completed August 15.

(5) DLA Aviation at San Diego improved E-2D Advanced Hawkeye aircraft support turnaround time to 220 days. We estimated the turnaround time to be 319 days but, by refining processes and clearing aged work-in-process, reduced the target by 99 days.

(6) DLA Aviation Nuclear Enterprise Support Office, in coordination with the DLA Headquarters Nuclear Support Office, drafted, staffed, and gained approval of a United States Space Force and DLA Memorandum of Agreement, as well as a United States Space Command and DLA MOA. The USSF/DLA MOA became effective May 22, 2022, and the SPACECOM/DLA MOA became effective May 19, 2022.

(7) Fleet Readiness Center Southeast (FRCSE) assumed Planned Depot Maintenance (PDM) on the F5 aircraft November 2019. Originally, DLA was not required to provide 9B (consumables) material support. In June 2021, DLA Aviation at Jacksonville was asked to assume responsibility for 100% of the F5 9B material. DLA Aviation at Jacksonville Retail Operation immediately engaged local expertise from the Planning and Order Fulfillment sections, procurement, business and process analysts, the Beiring Straits contracting team along with dedicated continuous leadership oversight. Despite being inserted nineteen months after the initial PDM start date, Jacksonville orchestrated collaborative sessions, both improving Repair Bill of Materials (R-BOMs) and Pre-Expended Bin (PEB) populations and generating a massive Material Support Analysis (MSA) campaign where 2591 NIINs were analyzed for Stock on

Hand and pipeline health. At the onset of the Jacksonville team involvement in June 2021, only 1,949 NIINs were accounted for on F5 R-BOMs. As of August 2022, 2,591 NIINs are reflected across 92 F5 R-BOMs as DLA managed items. The Jacksonville team conducted MSAs on every NIIN, quickly initiating PRs and Safety Stock for hundreds of items. The PEB population grew from 513 to an astounding 1246 bins in only eight months. NIINs forecasting, through Gross Demand Plans, grew from 202 to 526. Most importantly, of the 2,591 items currently in the F-5 Program, 98% are now quantifiably supportable by DLA.

c. Support to the Nation

DLA Aviation's Engineering Directorate's Hazardous Information Programs Division continued its world-class support for hazardous material handling across the DoD by entering 5,374 Safety Data Sheet records into the DoD repository, also known as the Hazardous Material Information Resource System (HMIRS); 104,283 delivery orders into HMIRS for hazmat items procured via long-term contracts at DLA Aviation and DLA Troop Support. In addition, the Hazardous Information Programs Division answered 925 customer technical inquiries and reviewed 1,700 HMIRS records for quality assurance and quality control.

d. Trusted Mission Partner

(1) The Customer Operations Directorate's Army Customer Facing Division (QAE), in conjunction with the Engineering Directorate, continued supporting U.S. Army Aviation and Missile Command's (AMCOM's) additive manufacturing efforts. In addition to attending AMCOM Advanced Manufacturing (AdvM) Forums, QAE hosted a one-day hybrid Joint AdvM Workshop on DSCR in January 2022, bringing together AdvM engineers and contacts from across DLA and the military services.

(2) The Army Customer Facing Division restarted outreach efforts as COVID-19 restrictions were eased. QAE military and civilian customer account specialists visited multiple Active Army Combat Aviation Brigades, Army National Guard Theater Aviation Sustainment Maintenance Groups, and Army commands, educating them about DLA and assisting them with readiness concerns. QAE leadership also conducted unit and small business outreach at three Army Aviation Association of America readiness forums and the AMCOM 101 Forum.

(3) DLA Industrial Plant Equipment (IPE) Repair and Rebuild operations made 34 repair trips to 11 different locations for the Army, Navy shipyards, afloat ships, and Marine and Air Force maintenance facilities worldwide. The repair depot in Mechanicsburg, Pennsylvania, completed 12 machine rebuilds and associated installations at customer locations. It also made facility and capability improvements, including a new \$15M Gantry Uni-Mil.

e. DLA Critical Capabilities

(1) People and Culture

(a) The Wheel program granted new supervisors exposure to processes outside of their areas of expertise and showed them how their technical areas affected other areas in DLA Aviation. There were four offerings in fiscal 2022. To date, 38 new supervisors have completed the training. During fiscal 2021, The Wheel was changed from a two week in-person

training session to a three-day virtual program because of social distancing restrictions associated with the global pandemic. The Wheel shows new supervisors how the disciplines (the spokes) are attached to the strategic plan (the hub) and supported by Command Support, Business, and Procurement Process Support Directorates, and Human Resources (the tires).

(b) Our Flash Mentoring Program offered an opportunity for junior or apprentice employees to discuss career goals, plan developmental opportunities, and receive guidance from more senior employees. Flash mentoring was held once a quarter during fiscal 2022. This fiscal year Flash Mentoring was expanded to include all the Aviation sites for the first time. Employees participated via government Zoom.

(c) DLA Aviation held ten New Employee Orientations (NEO) for more than 380 employees in fiscal 2022. The course gave employees DLA and DLA Aviation overviews, frames-of-reference, and real time information regarding DLA policies, plans, and programs. NEO expanded to capture new employees from several Aviation sites.

(d) DLA Aviation Executive Mentoring Programs - grades GS-11/12 (Tier II), and GS-13/14 (Tier III) helped develop leadership traits. Mentee-driven, they teach individuals how to collaborate effectively, with mentors benefiting just as much as the mentees. Despite continuing challenges with the global pandemic, 22 mentees graduated from Tier II this year, and there are currently 12 mentees in the Tier III program. All participants agreed the program facilitated professional growth and development. They reported the program gave them more exposure and put them in touch with people they would not have met otherwise.

(2) Community Relations

(a) The global pandemic, mandatory telework, and social distancing associated with COVID-19 required out of the box thinking to support our communities and employees inside and outside of the gates of Defense Supply Center Richmond. DLA Aviation Public Affairs worked with DLA Installation Management Richmond's Fire Department and DLA Information Operations Richmond to host a Virtual Angel Tree for the second year. Employees on DSCR sponsored 123 angels from local Chesterfield County and Richmond City elementary and high schools.

(b) In May, DLA Installation Management Richmond, along with Chesterfield County and the United States Postal Service, successfully updated its address. The change comes after Virginia mandated the renaming of Jefferson Davis Highway by each municipality. The new address coincides with the installation's North Gate, located off of Strathmore Road in Chesterfield County. The North Gate is also the installation's delivery gate and the location of the Visitor Center, where non-DoD identification card holders must report. The new address is 6090 Strathmore Road, Richmond, Virginia 23237.

(c) Defense Supply Center Richmond's Bellwood Manor was built between 1797 and 1804. It is characteristic of the wooden Georgian architecture favored by Virginia planters of the time. When The War Department (now the Department of Defense) bought the property in 1941, it made significant changes to its external appearance. A second-floor balcony was removed, as were several columns that supported the manor's portico. In May 2022, a multi-million-dollar renovation was completed. The newer portions of the structure were updated while the original portion was returned to its original 1804 appearance.

(d) On August 24, 2021, the DLA Aviation commander signed a letter of support to the Secretary of Veterans and Defense Affairs, Richmond, Virginia office joining

DLA Aviation and DLA Installation Management Richmond in the Virginia Security Corridor Sentinel. There are areas on Defense Supply Center Richmond that fall within the Virginia Security Corridor Sentinel Landscape, and within their/our environmental programs such as: maintaining/enhancing the visual buffer between the North Gate and Strathmore Road, minimizing/restricting disturbance along the eastern edge of No-Name Creek where we currently have an easement outside of the installation to test for groundwater contamination, and minimizing/restricting development along the southern bank of Kingsland Creek, which serves as the southern boundary of the installation.

Both of our creeks eventually drain into our tributaries to the James River. This means that they fall under regulations governing the Chesapeake Bay Preservation Act. Development in any of these areas would not constrain our ability to carry out training and testing activities, but would support environmental objectives to have a visual and physical buffer.

(3) The Equal Employment Opportunity, and Diversity (EEOD)

(a) The EEOD conducted training with the Aviation Sexual Assault Coordinator for annual Sexual Assault and Prevention of Sexual Harassment Annual First Responder Training for 62 employees and 8 supervisors of DLA Installation Management Richmond's Police and Fire Department. This mandated training covers differentiating between sexual harassment and sexual assault, points of contact, sexual assault response policies, and critical issues, the possible flow of sexual assault investigations, and jurisdictional authority. It focuses on outcomes assault and how to properly respond to victims of sexual assault.

(b) EEOD personnel conducted Employment Learning Innovations (ELI) Civil Treatment for Leaders training for DLA Aviation locations at Cherry Point (12), DLA San Diego (10), and DLA Aviation at Richmond Supplier Operations (8). Civil Treatment Training was conducted for DLA Aviation at Warner Robins for 38 employees and 9 supervisors.

(c) EEOD personnel coordinated ELI Inclusion NOW training for Aviation senior leadership. This pilot addressed inclusivity in the workplace and leveraging personal characteristics, cultural backgrounds, and the unique experiences to promote an inclusive environment across the organization.

(4) EEOD participated in DLA Pathways to Career Excellence Intern Program; New Employee Orientations; and Prevention of Sexual Harassment, Workplace Harassment, and Hostile Work Environment training along with Reasonable Accommodations for employees.

(5) EEOD personnel conducted diversity, equity and inclusion training entitled Recognizing and Addressing How Implicit Biases Impact the Workplace for eight supervisors and 48 non-supervisors at the request of the Engineering Directorate leadership.

(6) EEOD personnel conducted Communication and Sensitivity Training for employees in Richmond and Cherry Point. This training focused on how the workforce is affected by people basis in how people communicate with each other, as well as how to overcome obstacles and build productive teams.

(7) The EEOD Reasonable Accommodation Manager conducted a Supervisory RA brief for DLA San Diego leadership.

6. Summary: statement with eye toward the future

In May, the agency began transitioning toward full reentry after more than two years of restrictions due to the global pandemic, which included social distancing and teleworking to the fullest extent possible at many DLA Aviation locations. Brig Gen Tyler's one priority during this transition period is employee safety. The MSC will incorporate lessons learned going forward.

DLA Aviation will also continue to promote a more diversified senior workforce through training and promoting awareness of opportunities.

Budget constraints will be a challenge moving forward, but we will continue to look for opportunities to lower costs while minimizing impacts to readiness.

Defense Logistics Agency

DLA Energy

Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
ENERGY
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6222

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: HISTORIAN

SUBJECT: Submission of DLA Energy FY22 Annual History Input

This 2022 history submission is dedicated to the Defense Logistics Agency Energy employees who faced numerous challenges from every direction over the past year. Their talent, focus, and hard work supported global fuel operations from the Ukraine problem set to the relief efforts in the wake of Hurricane Fiona and Ian. Furthermore, with the suspension of operations and pending closure of the Red Hill Underground Fuel Storage Facility, on the island of Oahu, DLA Energy personnel have been extraordinary in their collaborative efforts to develop options for meeting future fuel storage requirements with all key stakeholders.

We are proud of our workforce's commitment to enabling mission readiness by providing resilient energy solutions to the Warfighter and Whole of Government. We have made great progress advancing Climate Change initiatives, including the Air Force initiating discussions with our Utility Privatization team about electric charging stations and a plan of action and milestones for procuring Carbon Pollution-Free Electricity. We realize there is still much work and coordination ahead of us, but the teaming between Energy and its partners has been phenomenal.

Fostering communication across the entire petroleum community is as critical now as it has ever been. We are deeply involved in the 2022 National Defense Authorization Act Sec 352 language regarding global bulk fuel management and delivery. Although we are in the early stages of working through NDAA Sec 352, I am already incredibly proud of the efforts from our team. They have been providing sage advice across the enterprise.

In closing, I want to thank the DLA Energy workforce, which operates from more than 30 locations around the world, for their hard work and dedication in helping us achieve the accomplishments listed in this year's report. The success of our Warfighter and Whole of Government partners is inextricably linked to the global support you provide each and every day.

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JIMMY R. CANLAS
Brigadier General, USAF
Commander

1. Introduction

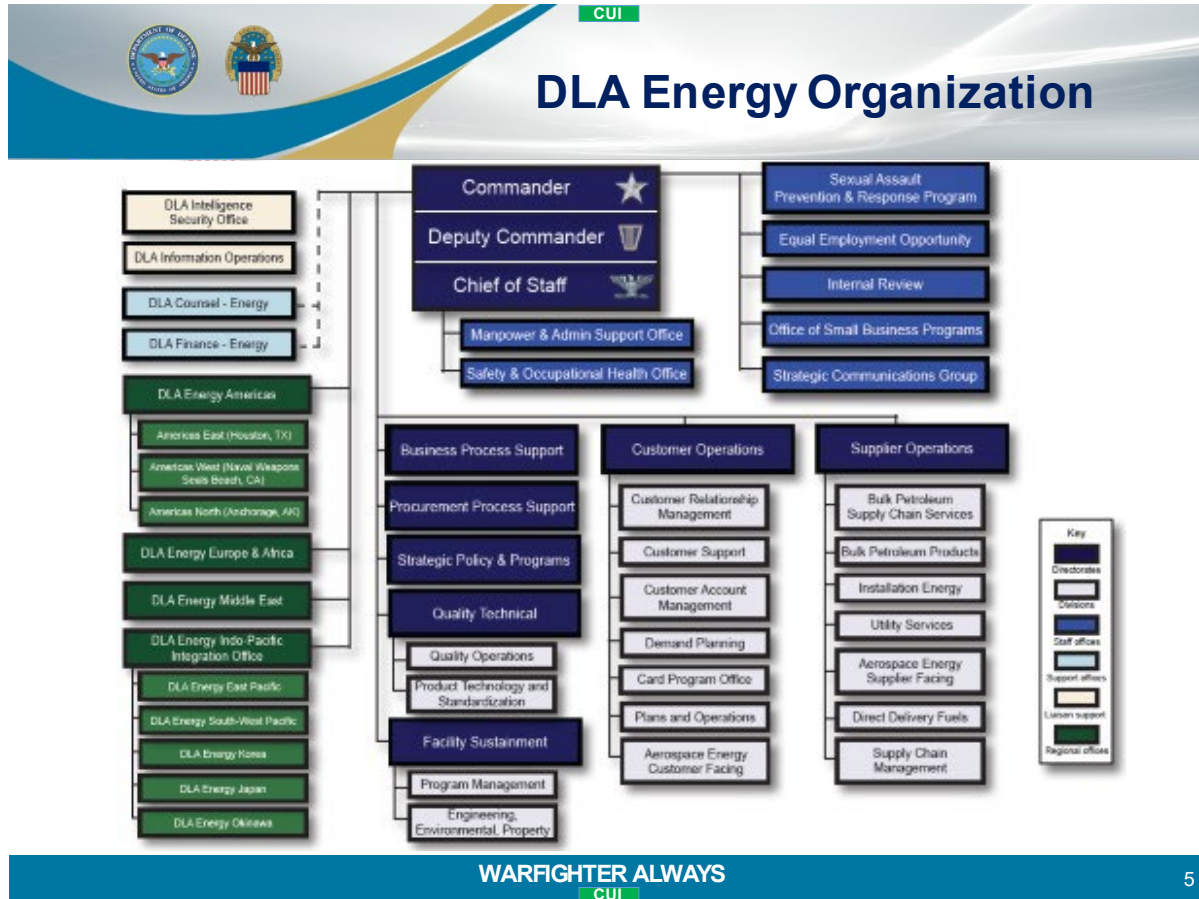
This past year saw a perfect storm: Russia weaponizing fuel costs in Europe, our administration's recent climate efforts, the 2022 National Defense Authorization Act (NDAA), and, finally, Red Hill. DLA Energy stayed in touch with our regional office, DLA Energy Europe & Africa, as it supported direct delivery to sites in Poland and Romania as part of the Ukraine mission. Since the war began, DLA Energy has provided over 54.2 million U.S. gallons (USG) of JP8/F76/JP5/DF/ULG to these locations. Additionally, the team developed short-term solutions to mitigate fuel truck shortages in Romania, Germany, and Lithuania. We have stood up an operational process team to assist in implementing Section 352 of the 2022 NDAA. This team has been working with a similar team from U.S. Transportation Command (TRANSCOM).

Red Hill is an underground fuel storage facility on Oahu, Hawaii, completed in 1943 which holds DLA fuel for Defense Fuel Support Point (DFSP) Joint Base Pearl Harbor, Hawaii. A November 2021 spill contaminated the Oahu aquifer, leaving residents without potable drinking water. DLA Energy helped an Office of the Secretary of Defense (OSD) Cost Assessment and Program Evaluation team examine the facility, resulting in the Defense Secretary's 7 March memo directing its defueling and closure. Thanks to tireless efforts, the Defense Department accepted our defueling plan.

The Energy workforce continued to make great progress regarding renewable energy and climate change. In particular, it requested information on the geothermal energy capabilities of DoD installations on behalf of the Army, Air Force, and Navy and discussed electric vehicle charging stations for the Air Force. Our Installation Energy team continues to support the Air Force's small micro-reactor pilot, an example of its dedication to helping customers meet their clean energy goals.

Finally, after carefully considering the current global environment and health and well-being of the workforce, DLA Energy postponed its Worldwide Energy Conference until 2024. We will continue to search for an earlier date if time and conditions permit. As always, we are proud of our workforce's commitment to providing globally resilient energy solutions to the Warfighter and whole of government. No matter what curveball is thrown our way, the team continues to provide uninterrupted support.

2. Organization



3. Key Personnel

- a. Commander: Brig Gen Jimmy R. Canlas, USAF
- b. Deputy Commander: Mr. David Kless, SES
- c. Chief of Staff: Col Keith Mecham, USAF
- d. Commander's Action Group: Mr. Bruce Blank
- e. Director, Customer Operations: Col Eric Halter, USAF
- f. Director, Facility Sustainment Directorate: CAPT Tim Bellot, USN
- g. Director, Business Process Support: Mr. Tom Turets
- h. Director, Procurement Process Support: Mr. Jake Moser
- i. Director, Strategic Programs & Initiatives: Ms. Regina Gray
- j. Military Director, Strategic Programs & Initiatives: Col Robert (Scott) Neiper, USAF
- k. Director, Quality Technical Directorate: Ms. Patricia Wilkins
- l. Director, Supplier Operations: Ms. Gabriella Earhardt
- m. Commander, DLA Energy Americas: COL Josiel Carrasquillo, USA
- n. Commander, DLA Energy Americas East: LTC Christopher Masson, USA
- o. Commander, DLA Energy Americas West: CDR Anas Maazouzi, USN
- p. Commander, DLA Energy Americas North: Maj Barton Land, USAF

- q. Commander, DLA Energy Middle East: LTC Albert Cordova, USA
- r. Commander, DLA Energy Europe & Africa: LTC Benverren Fortune, USA
- s. Commander, DLA Energy South-West Pacific: CDR Christopher Radke, USN
- t. Commander, DLA Energy Hawaii: CDR William M. Jakubowicz, USN
- u. Commander, DLA Energy Japan: Lt Col James Smith, USAF
- v. Commander, DLA Energy Korea: LTC Dennis Han, USA
- w. Commander, DLA Energy Okinawa: Maj Anthony S. Anderson, USAF

4. Total Personnel

As of September 30, 2022, DLA Energy had 1,101 personnel (1,085 civilians and 67 military).

5. Historical Narrative

DLA began reentry to official duty locations on Monday, May 9, 2022. Energy employees at the Lorton, Virginia, facility successfully transitioned to the HQC between May and July as part of this process.

In regards to Ukraine, DLA Energy continues to support U.S. European Command (USEUCOM) with CLIII (B). DLA Energy Europe & Africa is fully engaged in planning with the combatant command and theater service components (U.S. Air Force Europe, U.S. Navy Europe, and U.S. Army Europe). It is also embedded with the 21st Theater Sustainment Command (Title X lead). DLA Energy has utilized multiple direct delivery contracts, multiple one-time-buys, and into-plane/into-truck contracts to fill urgent aviation and ground fuel requirements in Poland, Romania, Latvia, and Slovakia. The team has utilized the new logistics card to purchase AVGAS for unmanned aerial operations in theater. Since the war began, direct delivery vendors have delivered over 3.5 million USG of JP8 and 1.3 million USG of DF2 (all non-capitalized). Over 41 million gallons of JP8, JP5, F76, SFD, ULD (capitalized) has supported air, land, and sea assets in Germany, Italy, Spain, Greece, United Kingdom, and Turkey.

Section 352 of NDAA 2022 makes TRANSCOM the “element responsible for bulk fuel management and delivery” for DoD on a global basis. TRANSCOM, OSD, the joint staff, services, and DLA have devised a course of action that leverages core competencies to provide a comprehensive solution. On October 1, 2022, the TRANSCOM commander will submit a strategy to develop infrastructure and programs necessary to support globally optimized bulk fuel management.

6. DLA Lines of Effort

DLA Energy’s mission is to enable readiness by providing globally resilient energy solutions to the Warfighter and whole of government and to be the trusted leader in innovative energy solutions. DLA Energy’s goals are aligned with DLA Strategic Plan lines of effort, which are:

- a. Warfighter Always

The Air Force and DLA Energy, in response to the FY 2019 NDAA, requested a proposal for the Eielson Air Force Base, Alaska, micro-reactor pilot on September 26. This is an

important first step toward developing the technology needed to achieve energy resilience at military installations.

Micro-reactors are small nuclear reactors that can produce clean energy and are equipped with built-in safety features that prevent overheating. The technology's ability to operate independent from the commercial grid makes it ideal for remote domestic installations critical to national security. The micro-reactor will be licensed by the U.S. Nuclear Regulatory Commission and be commercially owned and operated.

The Facility Sustainment Directorate (FSD)'s Sustainment, Restoration and Modernization (SRM) and Military Construction directorate obligated \$836 million for Army, Navy, Air Force, and Marine Corps fixed fuels infrastructure at 391 installations and 563 fueling sites across the globe. This equated to funding 1,082 large SRM projects and 5,517 minor repair service orders. The FSD Recurring Maintenance and Minor Repair program executed 1,861 site visits (550 Air Force, 786 Army, 363 Navy and 162 USMC). The directorate's focus on proactive maintenance enables the military services to maintain their fixed fuels infrastructure in high operational readiness.

The FSD Environmental branch provided over \$83 million for compliance and restoration actions at DFSPs across the globe. The FSD Fuels automation team supported contract actions worth \$52.8 million for automatic tank gauging, automated fuels handling equipment, and other automation associated with the inventory and distribution of DLA fuel.

The FSD Property branch worked with the military services to oversee 486 DFSPs, a process involving 17,000 property records. It managed a program that accounts for 80% of DLA-managed real property with a replacement value of \$16.3 million. The branch reconciled 5,900 property records. In addition, it closed \$53.5 million in-progress financials for military construction. The team worked four host tenant agreements with military departments to ensure DLA Energy's rights and obligations for \$398 million in property were documented. Accountable property officers are responsible for 1,400 pieces of equipment worth \$152.9 million.

DLA Energy Middle East customer operations provided 48 million USGs of fuel worth \$153 million to twenty-nine direct delivery sites across eleven countries in support of Operations INHERENT RESOLVE and SPARTAN SHIELD.

DLA Energy Middle East Supplier Operations facilitated the sale of 160 million USG of fuel products, worth \$564 million, to DoD service components, NATO, and other allied foreign militaries in seven countries throughout the U.S. Central Command (CENTCOM) area of responsibility.

DLA Energy Americas North celebrated the operation of its newest DFSP at the North Pole, Alaska, with a ribbon cutting July 26. The contractor-owned, contractor-operated fuel storage facility was completed in February 2022, five months ahead of schedule. The new DFSP is strategically located to support Eielson with a direct pipeline and has the capability to support Fort Wainwright and Fort Greely by truck if required. Operated by four employees, it can handle 21 million gallons with receipt and distribution capability of pipeline, truck, and rail.

Two consolidated cargo capable commercial tankers, the SLNC GOODWILL and MAERSK PEARY, supported Rim of the Pacific CL-IIIB customer requirements through sea replenishment with secondary re-supply from DFSP Pearl Harbor in June 2022. The ships performed eight deliveries of F76 and JP5.

DLA Energy Americas supported Quartermaster Liquid Logistics Exercise 22 June 10-22, 2022, so U.S. Army Reserve units could exercise their wartime skills. Participating reserve

units delivered 940,000 USG of jet fuel to customers in Americas East. Training included proficiency in bulk storage handling, mobile lab operations for field testing fuel, and tactical truck loading.

In June 2022, DLA Energy, in coordination with Naval Facilities Engineering Systems Command, awarded a contract to privatize the wastewater utility system for Naval Station Mayport, Florida. The contract will upgrade the system and comply with National Pollutant Discharge Elimination System and Clean Water Act regulations, while realizing a cost avoidance of approximately \$65 million over the life of the contract. As of August 2022, DLA Energy has awarded 101 new and continued utilities privatization contracts for 172 systems at 71 installations. The Navy and DLA Energy are planning on two more awards in FY 2023.

DLA Energy Japan supported the III Marine Expeditionary Force during Exercise Resolute Dragon (RD21) in December 2021. RD21 is a combined and joint tilt rotor wing training event that aims to demonstrate the reach and readiness of the III MEF, Japanese Self Defense Force partners, and the 7th Fleet in a contested environment within a “simulated island chain” on mainland Japan. This year’s evolution was the largest ever bilateral field training exercise conducted by the USMC and the Japanese Ground Self Defense Force.

DLA Energy Japan commissioned a \$45.6 million fuel wharf modernization project at DFSP Yokose which allows for more efficient loading and offloading of fuel.

DFSP Guam completed its fourth and final scheduled outage to connect existing infrastructure to new hardened facilities in November 2021. The combined \$30 million MILCON project built a new hardened tie-in facility at Delta/Echo piers as well as a new hardened pumphouse and bypass loop at the Tenjo Vista tank farm. The project fortifies critical fuel infrastructure and provides resilient options during conflict.

DLA Energy Europe & Africa, in conjunction with Military Sealift Command, continued its annual support of Operation DEEP FREEZE at McMurdo Station, Antarctica, for the National Science Foundation November 2021. A contract provided JP5, MOGAS, and AN8 fuel. AN8 is specially formulated to have a freezing point of -58 degrees Celsius or lower so it can be used by aircraft and generators in remote and extreme locations.

b. Support to the Nation

In FY 2022, DLA provided \$52.3 million for the Navy to defuel and close the Joint Base Pearl Harbor-Hickam Red Hill Bulk Storage Facility. The funding supported \$19.3 million in infrastructure integrity assessments and project development, \$29.6 million in infrastructure maintenance and repairs, and \$3.4 million in environmental response requirements.

DLA Energy entered a fuel purchase agreement with the National Highway Traffic Safety Administration to establish roles and responsibilities regarding DLA Energy-managed commodities and related services in accordance with mandatory government sources, Federal Acquisition Regulation § 8.002, and 41 CFR 101-26.602-3. The agreement was signed June 9, 2022.

Six incoming and outgoing DLA Energy regional military commanders participated in a two-day course at the McNamara Headquarters Complex in Fort Belvoir, Virginia, May 16-18, to prepare them for their roles and responsibilities as fuel providers to combatant commands.

Installation Energy issued a request for information on behalf of the Army, Air Force, and Navy for geothermal energy capabilities on DoD installations March 2022. The request will

gather market information for developing and supplying geothermal energy to 23 DoD installations located in AK, AZ, CA, CO, FL, GA, ID, LA, NC, ND, NM, TX, and UT.

In March 2022, DLA Energy and the Deputy Assistant Secretary of Defense for Environment and Energy Resilience (DASD (E&ER)) began working on a carbon pollution-free electricity pilot. DASD E&ER and DLA Energy are identifying funding for these efforts.

The DLA Energy commander and DASD (E&ER) discussed long-term contract authorities for procuring carbon-free electricity. Discussion included the limitations of industry approaches and appropriateness of FAR Part 41 utility service authority.

The DLA Energy commander and the DLA Energy Aerospace Energy Helium team visited the tethered aerostat radar system site at El Indio, Texas, Sept. 29. The aerostats are operated by U.S. Customs and Border Protection (CBP) and equipped with high-powered surveillance and communications equipment. Aerospace Energy has an enduring partnership with CBP and supplies helium to multiple aerostats along the U.S.-Mexico border.

DLA Energy Americas attended the 23rd World Petroleum Congress in Houston, Texas, December 2021. The congress focused on the “energy transition” to a more decarbonized society and the oil and gas industry working towards net-zero carbon emissions by 2050. Attendance included 300+ expert speakers, 50+ chief executive officers, and 16 government/ministerial delegations (to include the U.S. undersecretary for economics and deputy undersecretary for energy).

Installation Energy awarded a 24-year energy savings performance contract (ESPC) to Ameresco, Inc. for Joint Base McGuire Dix Lakehurst, New Jersey, to provide onsite generation on all three installations in Oct. 2021. The ESPC will provide annual savings of 21,961,096 kWh and \$1,950,794. The contract is valued at \$46.2 million and will provide \$34 million in renewable energy credits from New Jersey.

DLA Energy Americas East customer account specialist (CAS) provided mission support to Fort Lee for Afghan refugees from October to November 2021. CAS personnel reviewed requests and coordinated deliveries, with many coming in less than thirty-six hours.

c. Trusted Mission Partner

During FY 2022, Israel Combatant Command transitioned from EUCOM to CENTCOM. DLA Energy Middle East seamlessly transitioned regional support and operational planning responsibilities. DLA Energy Middle East and the joint petroleum officer engaged with the Israel Defense Force’s JPO via the combined logistics committee to ensure lines of communication and continuity of effort.

DLA Energy and the Social Security Administration signed a fuel purchase agreement for DLA Energy-managed commodities and/or services in accordance with Federal Acquisition Regulation § 8.002 and 41 CFR 101-26.602-3. The agreement was signed June 24, 2022.

DLA Energy will provide fuel to Russian Federation aircraft when the joint staff and the Defense Threat Reduction Agency inspect U.S. facilities with inspectors from the Russian Federation at Travis Air Force Base, California – the west coast point of entry for Russian Federation aircraft under New START.

DLA Energy Aerospace Energy supported a Space Force mission when a United Launch Alliance Atlas V rocket launched from Cape Canaveral Space Force Station, Florida, in June. DLA Energy Aerospace provided 340 pounds of high-purity hydrazine (HPH) and 26,000 USG of rocket propellant-1 for the launch, and 959 pounds of HPH for the spacecraft.

Three 10,000-gallon fuel tanks were installed at Defense Supply Center Columbus, Ohio, June 2022, marking the beginning of a long-term project to replace aging underground fuel storage tanks with above-ground tanks at the installation's fuel point. The tanks are an interim solution for providing MOGAS, E-85, and diesel fuel while work begins on a permanent fuel point replacement. The project is expected to be complete in FY 2023.

DLA Energy Aerospace supported an Atlas V launch in May 2022 from Cape Canaveral Space Force Station, Florida, carrying the Boeing Company Crew Space Transport-100. The Starliner is designed to transport crews to the International Space Station and other low orbit destinations. DLA Energy Aerospace provided 340 pounds of HPH and 26,000 gallons of rocket propellant-1 for the launch, and 112 pounds of HPH, 1,790 pounds of Monomethyl Hydrazine (MMH), and 2,950 pounds of Nitrogen Tetroxide (MON3) for the spacecraft.

DLA Energy hosted the two-day joint petroleum seminar for the military petroleum community to plan current, future, and emerging energy needs, February 7-8. Participants received briefings on petroleum initiatives across the globe; engaged in discussions on forecasting, inventory management, and equipment sustainment and modernization; and learned about worldwide petroleum capabilities and resources.

DLA Energy's Recurring Maintenance and Minor Repair program performed 103 maintenance trips (37 Air Force, 43 Army, 23 Navy) worldwide. It also completed 499 repairs (167 Air force, 121 Army, 194 Navy).

The DLA Energy Bulk Petroleum directorate awarded contracts to supply 827 million USG of turbine aviation fuel (JAA, JP5, and JA1) and 120.67 million USG of distillate, naval (F76) to over 100 military CONUS locations west of the Rocky Mountains, Alaska, and Hawaii in January 2022. The period of performance is October 1, 2022 - September 30, 2023, plus a 30-day carry over period. The estimated dollar value of is \$2.19 million.

DLA Energy Aerospace Energy completed a contract modification adding three fill points to the gaseous nitrogen pipeline contract at Vandenberg Space Force Base, California, in January 2022. Additional fill points will ensure an uninterrupted supply of liquid nitrogen to meet Vandenberg Space Force launch requirements.

DLA Energy Aerospace supported a U.S. Space Force Atlas V launch from Cape Canaveral Space Force Station, Florida in January 2022. DLA Energy Aerospace supported with 337 pounds of HPH and 26,000 USG of rocket propellant-1 for the launch, and 416 pounds of HPH and 172 pounds of Nitrogen Tetroxide (MON3) for the spacecrafts.

The logistics fuel card, known as the LOGFUEL card, was launched January 2022. The new card will allow military and federal agencies to buy small quantities of specialty fuel. DLA Energy added the card to its commercial fuel card solutions so customers can fill storage tanks from commercial sources when short-notice requirements arise. The card will join four other DLA Energy customer card purchasing tools, which include the Aviation Into plane Reimbursement Card®, Ships' Bunkers Easy Acquisition Card Order Management System®, Swipe SEA Card® and the DoD Fleet Card.

About 65 military and civilian officials from 15 countries met in person for the first time in two years to talk fuel infrastructure, future operations, and increased partnership opportunities during the 16th annual DLA Fuel Exchange Agreements Forum in Garmisch-Partenkirchen, Germany, September 16-18. The forum allowed partners to explore ways to strengthen interoperability, discuss mutual fuel support efforts, and troubleshoot challenges. DLA Energy has 43 fuel agreements with allies around the world. In the past year, DLA Energy has signed new fuel exchange agreements with Lithuania, India, Romania, Estonia, and the United

Kingdom. DLA Energy's International Fuel Agreements team is responsible for establishing and maintaining long-term Defense Department fuel agreements with foreign militaries.

DLA Energy awarded its first ESPC with TRACEN Petaluma, the Coast Guard's largest West Coast training center, in October 2021. The \$46.9 million contract will build a 5-megawatt solar photovoltaic array and 5.6-megawatt battery energy storage system and implement building controls, lighting improvements, low voltage transformers and kitchen HVAC equipment upgrades. ESPCs are used for reducing energy consumption at installations by improving infrastructure, facilities, and facility systems. ESPCs can replace inefficient energy and water-consuming equipment, including HVAC, lighting, electrical power generation, and renewable energy.

d. Modernized Acquisition and Supply Chain Management

DLA Energy Direct Delivery Fuels awarded Aviation Into-Plane Reimbursement (AIR) Card® Contract Support Award for transaction processing services for the AIR Card® Program in support of both Defense Department and federal government agencies June 2022. This award will ensure that AIR Card® transactional services for contract and non-contract fuel requirements, and ancillary services will continue once the current AIR Card® contract expires.

The General Accounting Office (GAO), in coordination with DLA Energy, conducted the engagement on DoD Bulk Fuel Purchase Program and Accounting Practices at Marine Corp Base, Quantico, Virginia, June 2022. As part of the engagement, GAO requested information to understand how selected DoD components record, reconcile, and report fuel purchases from the DLA Energy. The visit helped GOA personnel understand the difference between the Defense Working Capital Fund and military service roles and responsibilities.

DLA Energy Korea officially closed DFSP West Pyeongtaek May 31, 2022, saving approximately \$600,000 in contractor fees. The drawdown and closing of DFSP W. Pyeongtaek marked a significant milestone in consolidating fuel networks on the peninsula. Efforts are ongoing to build DFSP Camp Humphreys as the northern distribution hub.

DLA Energy approved the publication of DLA Energy P-8 fuel card program in March 2022. The guidance establishes responsibilities and procedures for administering DoD Fleet Card and Swipe Ships' Easy Acquisition (SEA) Card® task orders under the General Services Administration (GSA) SmartPay® Contract, the Ships' Easy Acquisition (SEA) Card®, and U.S. Government Aviation Into-Plane Reimbursement (AIR) Card® contracts for commercial locations only.

DLA Energy implemented the new Electronic Point of Sale (EPoS) state-of-the-art system. EPoS replaces the Automated Fuel Service Station system used at more than 600 DFSPs with a more secure automated system that reduces paper documents and rework of transactions while enhancing the agency's ability to respond to auditors in a timely manner. It was tested at fourteen locations January thru October 2022 and is targeted for deployment FY 2025. This rollout makes a significant contribution to DLA strategic plan objective 3.3, improve customer service.

DLA Energy completed a contracting action for the new fuel depot system inventory management and asset visibility applications September 2022 to replace the current base-level accounting and inventory management systems. When implemented, the new system will provide end-to-end management of fuel inventory accounts, reduce DLA Energy's footprint on

base networks, cut supportability costs, decrease incompatibility issues, and improve cybersecurity posture. Full implementation is targeted for FY 2026.

In November 2021, DLA Energy launched the enterprise external business portal (EEBP) material receipt acceptance (MRA) functionality for customer direct energy products. This functionality enhances user experience by providing a single order fulfillment system for both ordering and acceptance tasks. The MRA is designed to reduce errors caused by customer acceptance wide-area workflow, aged orders, and manual goods receipt postings. Access to the MRA eliminates firewall issues discovered in some whole of government agencies.

Beginning December 2021, the DLA Energy Business Process Support directive in collaboration with the DLA Analytics Center of Excellence and ADVANA developed an Energy common operating picture for the combatant commands and military services to fulfill ASD(S) Strategic Plan Objective 4.2: build supply chain transparency, accountability, and customer-centricity and DLA Line of Effort 3: Trusted Mission Partner, Objective 3.1. This ongoing initiative enables commanders at all levels to make decisions that improve readiness and ensure America's success during peacetime and contingency operations. It combines interface feeds such as sales, inventory, shipment movements, and contract data.

DLA Energy Japan, DLA Energy Finance, and Japan Maritime Self Defense Force (JMSDF) partners reconciled outstanding fuel exchange balances between January 1, 2021 and June 30, 2021. JMSDF has agreed to make pay DLA Energy cash for excesses of 8,600 USG of JP5 and 650,000 USG of F76.

DLA Energy Middle East Customer Operations processed 1,929 invoices in wide-area workflow to support vendor transactions, which ensured audit readiness and allowed the command to de-obligate \$41 million back to the defense working capital fund to be used against future orders.

DLA Energy Middle East oversaw the inventory, reconciliation, and management of more than 250 million USG of petroleum products worth \$1.03 billion at fifteen DFSPs throughout the CENTCOM area of responsibility.

DLA Energy and GSA are working together to supply 100% carbon pollution-free electricity, including 50% hourly matching, to the federal government. The announcement is part of the whole-of-government approach to addressing the climate crisis. The Defense Department is the largest energy user in the federal government and one of the largest electricity purchasers in the country.

An operations center opened on Joint Base San Antonio-Lackland, Texas, in January 2022 that provides DLA Energy Aerospace and Finance employees a well-equipped space to manage the worldwide acquisition of missile fuels, liquid propellants, and other bulk industrial chemicals and gases. The new 22,135 square foot facility was coordinated with an installation physical security plan including all physical security, antiterrorism, and cyber-security measures.

[A new video about Defense Logistics Agency Energy's Utilities Privatization supporting Fort Hood, Texas](#), highlights the successes of a DLA Energy program to help military installations with utilities privatization and energy resiliency. The video was released in January 2022 by the DLA video team, part of DLA Public Affairs.

e. Future of Work

The DLA Energy space management pilot coordinated the move of fourteen directorates and support offices from the Lorton, Virginia, annex to the McNamara headquarters building

from May – July 2022. J6 provided a standardized desk compliment for all offices and cubicles (monitor, zero client, keyboard, mouse, and phone) since 75% of over 900 Energy employees at the HQC will be sharing desks. DLA Installation Management provided approximately 83 file cabinets to help the command store long-term contracts transported from Lorton.

f. Commander's Action Group

The Strategic Communication Group transformed into the Commander's Action Group in June 2022 to provide more comprehensive support to the DLA Energy commander and deputy commander. Focus areas include strategic integration, public affairs, and talent management. The CAG tries to identify gaps, potential process efficiencies, and opportunities for centralization.

g. DLA Critical Capabilities: People and Culture

A permanent DLA Energy Indo-Pacific integrator was hired to facilitate DLA Energy operations throughout the Pacific in April 2022.

DLA Energy led agency recruitment efforts and improved the quality of new hires by leveraging underutilized hiring authorities in 42 virtual/hybrid outreach/recruitment events. DLA Energy was the only major subordinate command using the Department of Defense College Acquisition Internship Program. DLA Energy also expanded use of the Pathways to Career Excellence (PAcE) program. In doing so, the scope of recruitment under these programs were expanded to include additional job series. DLA Energy currently has 29 individuals in the program.

Our communication efforts have been outstanding with the introduction of a biweekly DLA Energy Connection newsletter and the release of a new DLA Energy command video and three DLA Energy Americas regional videos produced by a DLA videographer. The Americas East, Americas North, and Americas West videos will advance the Americas mission for DLA Energy.

Recognized for their exceptional leadership and hard work, four DLA Energy employees were selected for the agency's prestigious 54th Annual Employee Recognition Awards for the CY 2021. The DLA Energy recipients are Sloane Struse, DLA Leader of the Year, Air Force Maj. Charles Morton III, DLA Field Grade Officer of the Year, William Kennedy, Top 10 Outstanding DLA Personnel of the Year and Jaron Tyner, DLA Employee of the Quarter.

During a November 2021 ceremony, the State of Texas House of Representatives adopted Resolution No. 140 to "commend Staff Sergeant Calvin Williams for his service during Hurricane Ida and extend to him sincere best wishes for continued success in his important work." Williams is a civilian resolution specialist and an Army Reserve staff sergeant with DLA Energy Americas East. His experience and skills played a crucial part in deploying with DLA Energy Task Force Americas to help the citizens of Texas following the landfall of Hurricane Ida in the fall of 2021.

DLA Energy Commander Air Force Brigadier General Jimmy Canlas was recognized at a Veterans Day event at the Philippine Consulate in New York City, November 1, 2022. Philippine Consul General Elmer Cato, accompanied by the Under Secretary of the Air Force Hon. Gina Ortiz-Jones, presented Canlas with a recognition plaque for his achievements. Canlas and his wife are from Pampanga in the Philippines, a province northwest of Manila. Canlas's grandfather

was a World War II Army veteran who survived the Bataan death march, and his father, a Navy Seabee and Vietnam veteran.

A first-of-its-kind memorandum of understanding was signed between DLA Energy and Benedict College in November 2022. Benedict College is a private historically black, liberal arts college in Columbia, South Carolina. A similar MOU was signed between DLA Energy and George Mason University in January 2020.

After a two year pause due to COVID-19, four former employees were inducted into DLA Energy Hall of Fame in a ceremony at McNamara Headquarters Complex, Fort Belvoir, Virginia, March 22. Michael Broderick, former Business Process Support Directorate director, and Lula Manley, former Small Business associate director, were inducted into the class of 2020. Former DLA Energy Counsel Martin Harty and former DLA Energy Quality Technical Deputy Director Lee Oppenheim were inducted into the class of 2021.

DLA Energy employees earned excellence in federal government awards during a ceremony at the 66th Annual Honolulu-Pacific Federal Executive Board EXPO at Joint Base Pearl Harbor-Hickam officer's club in May 2022. DLA Energy East Pacific received the team excellence award and DLA Energy Okinawa's Christine Pamplona was the federal employee of the year in the professional, administrative, and technical category.

The U.S. Department of Energy recognized the DLA Energy Installation Energy ESPC team with the 2021 Federal Energy and Water Management Award for its outstanding contributions related to energy and water cost savings, optimized both energy and water use, and/or the use of advanced and distributed energy technologies at federal facilities in FY 2020. The team's accomplishments included the acceptance of projects valued at more than \$1.4 billion that include energy and water measures that will result in annual energy and water savings of 1,098,650 MBTUs and 108,622 gallons of water for installations in South Korea, Japan, North Carolina, South Carolina, Florida, Georgia, Oklahoma, and New Mexico.

Kathryn Fantasia, former head of direct delivery fuels for DL Agency Energy, was inducted into the 2022 DLA Hall of Fame at the McNamara Headquarters Complex August 17. As a young mother re-entering the workforce, Kathryn Fantasia worked her way up from a GS-3 clerk typist to the leading senior GS-15 in the command.

7. Key Leader Engagements

DLA Energy hosted a Spring Festival at Fort Hunt Park for its personnel including regional commanders/deputies attending the pre-command orientation and the DLA Energy strategic offsite in May. This was a tremendous opportunity to bring a large portion of the workforce together to have fun and relax in person, building some Energy esprit de corps after a long hiatus due to the pandemic.

The DLA Energy pre-command orientation was held May 17-18. We were able to bring some sitting regional commanders and deputies to the orientation to promote knowledge sharing through in-person interaction.

For the DLA Energy senior leader offsite, held May 19-20, we transitioned from in-person to hybrid format. Drawing inspiration from the DLA 60th Anniversary slogan "Forged by History, Focused on the Future," the theme was "Are We Ready for the Future?" During the offsite, we

hit some heavy topics such as command and communications in the Indo Pacific, the NDAA, and management of human capital.

The DLA director, VADM Skubic, visited DLA Energy in April 2022 and coined several employees for outstanding Warfighter support. The director was briefed on leadership, organization, regional, financial, business unit, G-Invoicing, auditability and sustainment, Lorton move, and personnel topics during her visit.

DLA Energy hosted its annual Joint Petroleum Week February 2022. The three-day unclassified seminar brings together senior non-commissioned officers, warrant officers, mid-grade officers, and civilian equivalents from across the community and exposes them to high-level briefings, discussions, and system demonstrations to expand their knowledge in the joint petroleum arena.

The Joint Region Marianas hosted the Governor of Guam in February 2022 for a tour of fuel facilities on island, including Andersen Air Force Base tank farms, Sasa Valley tank farms, and the Delta and Echo refueling piers. The tour showed the governor our facilities are safe and an incident like the one in Red Hill is unlikely due to differences in design with the ultimate purpose of making her an advocate for our facilities in the event of negative political pressure.

Defense Logistics Agency

DLA Disposition Services Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
DISPOSITION SERVICES
74 WASHINGTON AVENUE NORTH
BATTLE CREEK, MICHIGAN 49037-3092

October 18, 2022

MEMORANDUM FOR DLA HEADQUARTERS: ATTN – Historian

SUBJECT: Submission of DLA Disposition Services FY22 Annual History Input

I am pleased to share and document with the rest of DLA the great accomplishments that DLA Disposition Services has achieved during FY22 due to the hard work and diligence of the men and women of our agency.

During the past year, DLA Disposition Services has continued to provide exemplary worldwide Warfighter support through equipment disposal and property reutilization. We have received material valued at over \$30B, and have in turn reutilized nearly \$1.53B back to the DoD and special programs.

Fiscal responsibility remains one of our strategic goals, and to that end DLA Disposition Services generated \$89.43 million in revenue from public sales. This will offset our customer's bills and helped reduce our operating costs.

Additionally we have explored many new and exciting technologies and innovations. We continue to be an important partner in the prospect of extracting a strategic material known as boron carbide out of unserviceable body armor. Also, the modernization of our warehousing platform and transportation systems set the stage for an improved customer service and support in the years to come.

FY22 also marked a historic milestone for DLA Disposition Services as we celebrated our 50th anniversary providing reverse logistics support to DoD. Throughout the course of the year, our employees reflected upon their contribution to our great organization sharing their stories with past and present workforce. We also held an agency-wide stand-down day on the founding anniversary, September 12, with historic videos, tours, customer engagement and team building activities.

I have reviewed DLA Disposition Services submission for Defense Logistics Agency history for FY22 and would like to provide my endorsement.

Michael Cannon
Director
DLA Disposition Services

1. Introduction

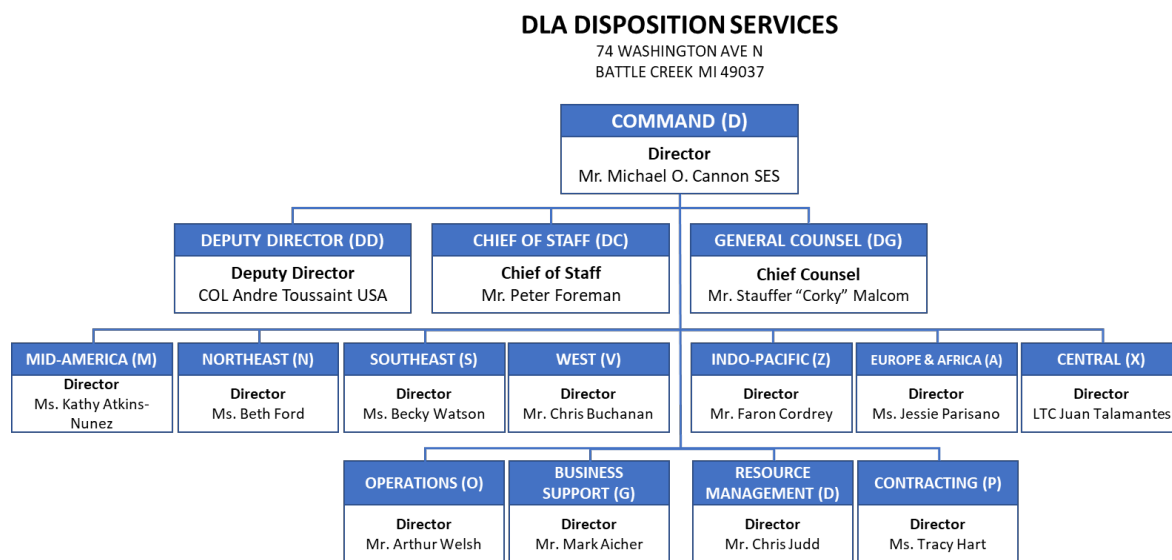
DLA Disposition Services serves Warfighters from more than 60 locations around the world, supported by leadership and a support team in Battle Creek, Michigan. Field sites receive, account for, classify, segregate, demilitarize, and dispose excess materiel from the Defense Department and other government customers. Reuse is a cost avoidance method that enables customers to acquire serviceable excess equipment in lieu of purchasing it new.

In FY22, material with an estimated acquisition value of \$30.23 billion was turned in to DLA Disposition Services. From that stock, there were 121,600 requisitions for 5.02 million usable items worth \$1.53 billion in original acquisition value. Items were reused by military services, transferred to other federal agencies, or donated to state or local governments and eligible non-profit agencies.

Public sales conducted by DLA Disposition Services in FY22 generated \$89.43 million. Revenue generated by sales offsets service-level billing for the uniformed services.

Disposition Services employees took time to reflect upon the command's history in FY22. September marked the 50th anniversary of the creation of Defense Property Disposal Service (DPDS), the organization that would become DLA Disposition Services.

2. Organization



3. Key Personnel Changes

DLA Disposition Services experienced substantial leadership change in FY22, to include:

- a. U.S. Army COL Andre Toussaint assumed the role of DLA Disposition Services Deputy Director as U.S. Army COL Franyate Taylor departed.

b. Christopher Judd was selected Director of Resource Management as Stacey Pilling assumed the role of Chief of Staff for DLA Logistics Operations.

c. Becky Watson became the Director of DSD Southeast as Omar Khelifi departed DLA Disposition Services to further his career with the U.S. Navy.

d. Jessie Parisano transitioned from the Deputy Director of DSD Mid-America to become the Director of DSD Europe and Africa as Tina Maier retired from the agency.

e. U.S. Air Force Lt Col Ralph Piper was selected as chief of the Warfighter Support and Planning Division as Lt Col Harold Hobgood retired.

4. Total Personnel

DLA Disposition Services is authorized 1,532 civilians, 13 active-duty military, 102 local nationals, and 6 military reserve units manned by 203 service members – all led by one appointed Senior Executive Service member. These numbers do not include the 25 members of the Law Enforcement Support Office funded by DoD.

5. Historical Narrative

a. Warfighter Support

(1) Start .21 Revision

Beginning in FY22, DLA Disposition Services contributed to the review and rewrite of the Defense Materiel Disposition Manual, DoD 4160.21. This manual is the overarching authority for the disposal of DoD personal property and is utilized by the uniformed services as well as DLA. DLA Disposition Services, in collaboration with DLA HQ, has committed a full-time employee for two years to this project. This rewrite will restructure the existing manual and incorporate both new and upcoming policy changes. Additionally, the process will separate mandatory procedures from discretionary practices. The assessment will require coordination and communication from various DoD entities and the Office of the Secretary of Defense.

This first major review and restructure since 2015 will include guidance for all new property types. It is also intended to minimize the length and complexity of the existing manual. The proposed document will consist of three sections: an administrative volume that will require coordination with DoD entities and OSD when changes are requested, a policy volume containing regulation that requires coordination outside of DoD, and a DoD technical website for procedural information concerning property requiring instructions for special handling. DLA will maintain the website and update it as new information becomes available.

(2) Stop AFFF Incineration

Aqueous Film Forming Foam (AFFF) is a fire suppressant used to extinguish flammable liquid fires. AFFF suppressants generally contain per- and polyfluoroalkyl substances (PFAS). These compounds are considered “forever chemicals” as they do not break down naturally in the environment and cause health problems. One of the most common disposal methods for PFAS waste is high temperature chemical breakdown, or incineration.

The FY22 National Defense Authorization Act issued a 90-day warning for a moratorium incinerating DoD AFFF containing PFAS materials effective April 26, 2022. DLA HQ, DLA Disposition Services Operations Directorate Environmental Support Branch, and J7 Contracting Directorate Requirements Branch proactively took steps to prevent further processing of turn-in documents requesting AFFF/PFAS waste incineration. The J7 Requirements Branch modified contracts to add PFAS landfill options to all impacted hazardous waste disposal contracts in the U.S. and its territories. Additionally, the Environmental Support Branch ran data reports to ensure all open task orders were completed prior to the April 26 deadline.

On February 17, 2022, DLA HQ provided written communication to the RCRA MILSVCS Steering Committee to inform DoD customers that DLA was pausing acceptance of PFAS materials in the U.S., and that this action impacted only DOD installations in the United States and its territories, that disposal of materials containing PFAS in a RCRA landfill remained an alternative. The communication stated the pause would remain in effect until DoD publishes policy implementing Section 343 of the Fiscal Year 2022 National Defense Authorization Act.

(3) Divestiture Assistance

In an effort to combat excessive expenditures, Army Materiel Command and Tank-Automotive and Armaments Command sought to reduce the rolling stock storage costs at Defense Distribution Red River Texas (DDRT).

DLA Disposition Services and DLA Distribution at Defense Distribution Red River Texas (DDRT) have aggressively explored possible disposal solutions for the divestiture of 1,974 M998, M1038 and M1097 variants of HMMWVs. Additionally, the Army parts pull program will potentially source 489 HMMWVs along with 1,254 M1151 variants and will require DEMIL-Prep prior to turn-in.

Army partners within AMC and TACOM have acquired the necessary DEMIL-Prep funding for the M1151s is obligated by the end of FY22.

(4) F-35 Support

The F-35 program is one of the largest and most complex programs undertaken by DoD. DLA Disposition Services continues to provide demilitarization and disposal services for property the F-35 Enterprise. This includes support during production, sustainment, and follow-on development of the F-35 Program and its fielded air system.

In 2021, the F-35 Lightning II Joint Program Office made DLA Disposition Services its demilitarization and disposal Product Support Provider. Since that time, a five-year services level agreement between the F-35 JPO and DLA Disposition Services was written to define roles, responsibilities, performance requirements, and service levels.

(5) Ship Recycling

Naval Sea Systems Command requested DLA Disposition Services sales contracting support for five additional ships and is currently in the pre-award phase for a recycling contract for the ex-Yorktown, ex-John L. Hall, ex-Nicholas, ex-Samuel B. Roberts, and

ex-Underwood. The contractor will tow ships from the Philadelphia Navy Yard, Pennsylvania, to its facility in Brownsville, Texas.

(6) Major Exercises Supported

In July, DLA Disposition Services hosted its largest Contingency Operations Readiness Exercise to-date. COREX is the annual expeditionary disposal operations exercise that simulates standing-up a new DLA Disposition Services site in a contingency environment.

DLA Disposition Services planners arranged, hosted, and executed an operation that included personnel from DLA Disposition Services, DLA Distribution, DLA Information Operations, and the DLA Joint Reserve Force – a first for this event. Expeditionary capabilities from these MSCs were fully displayed, with expeditionary site sets, DLA Distribution Expeditionary, and the Mobile Emergency Response Center all employed. The exercise included two distinct operating locations in Michigan – one each at Battle Creek Air National Guard Base and Fort Custer Army National Guard Base. COREX 22 ensured each person could operate in a DLA-serviced location. Each team member played a role in the process.

In addition to COREX 22, DLA Disposition Services supported exercises in the INDO-PACOM area of responsibility during PACIFIC SENTRY 22, at Camp Smith, Hawaii, and Combined Command Post Training at Camp Humphreys, South Korea. During the CCPT evolution, DLA Disposition Services deployed a planner and property disposal specialist to provide training, validate existing support agreements, develop lessons learned, and help achieve exercise objectives.

(7) Niamey Niger Assessment

DLA Disposition Services Europe and Africa Operations Chief, U.S. Air Force Maj Patricia Osborn and the 435th AEW sent a team to Niamey, Niger, from 18-21 January to assess the large volume of excess property accumulated over the past nine years. During the visit, the assessment team identified there were procedures in place to turn-in property through the local supply office. DLA Disposition Services continues to provide technical property review and advice on abandonment, donation, and property transfer supporting West Africa Joint Logistics Enterprise partners.

b. Global Posture

(1) Field Office Realignment

DLA Disposition Services closed 35 of its property disposal field offices and realigned their support into existing field activities. Expected benefits are the continued reduction of customer wait time by nearly a full business day, an increase in capacity by an estimated 126,000 receipts, and a potential cost avoidance of \$1.83 million over two years.

Customer support and outreach conducted by Disposal Service Representatives will remain a central focal point for customers needing to consult DLA Disposition Services offerings. The Digital DSR remains a one-stop, online location for property searches, item turn-in tools and disposal scheduling.

DLA employees and equipment impacted by this restructure were offered national placement options, including permanent change of station for those willing to transfer to an alternate location.

DLA Installation Management worked the real property portion, to include environmental assessments and the overall return packages. DLA Disposition Services Headquarters monitored closure sites systems to ensure all accountable property had attrited.

(2) Hill AFB Site Closure

Due to an expansion of Air Force infrastructure capabilities and no suitable alternate locations, DLA Disposition Services decided to close its location at Hill Air Force Base, Utah.

Disposal operations at Hill AFB were gradually stood down. Employees and equipment were absorbed into the rest of the agency and transitioned to new duty stations. Customer support was realigned to other regional locations. Three Environmental Protection Specialists remained at Hill AFB to provide environmental assistance to local customers.

DLA's responsibilities to customers of the greater Hill AFB region will remain unchanged and DSRs will continue to provide standardized services to receive property in place, and assistance with turn-in transportation scheduling.

(3) Field Site Improvements and Expansions

In FY21 and FY22, the facilities program was heavily affected by the COVID-19 pandemic. Supply chain constraints and contractor employment challenges slowed construction processes considerably. Additionally, construction costs rose dramatically during this time which placed additional pressure on the overall facilities budget and the number of projects available for execution. Despite these setbacks, the facilities Sustainment, Restoration, and Modernization program has continued to move forward successfully.

A new property location at Camp Pendleton, California, at the San Onofre Nuclear Generating Station (SONGS) Mesa, was successfully negotiated by the facilities team. The new property increased the available warehousing space from 40,000 to 100,000 sq. ft. The property will be shared with Marine Corps Logistics Command and the negotiations led to the beginning of a strategic partnership to provide unified logistics centers to help support the Warfighter.

A construction project at the new warehouse in San Joaquin, California, was completed in July 2022. It included an updated warehouse reflow design and moved the operation from an outdated wooden structure into a more desirable metal structure. The area also included a consolidated outside storage area that replaced multiple outside storage areas separated from each other.

A new warehouse was acquired at the DLA Disposition Services site in Barstow, California, that doubled space from less than 60,000 sq. ft. to 130,000 sq. ft. The additional space will provide the opportunity to process more material and a better overall work environment.

Construction at Fort Hood, Texas, expected to start late FY22, will upgrade the site and provide greater throughput and storage capacity.

The site in Columbus, Ohio, is scheduled to become "super-sized," and the United States Army Corps of Engineers is close to completing the 15% construction design for

Buildings 30 and 44. The construction project will reflow both warehouses to increase efficiency and the ability to process large quantities of property. The final design is expected early FY23, with construction to immediately follow.

(4) Afghanistan HW Close Out

After the closure of all DLA Disposition Services sites and the departure of all agency personnel from Afghanistan in June 2021, there was no available oversight for the disposal of hazardous waste (HW) in the country.

In April 2021, the Hazardous Waste Disposal Contracting Division awarded a contract to Sud Mull GMBH for removal and disposal of military-generated hazardous waste in Afghanistan in support of the troop drawdown. In June 2021, the contractor removed 32 shipping containers with approximately 970,000 pounds of waste from Bagram Airfield for transport to a commercial interim storage facility in Kabul. The following month, these containers were seized by the Taliban and removed from the contractor's custody. In January 2022 the contractor found five empty hazardous waste shipping containers. The remaining 27 were never found. In August 2022, the contract was terminated for convenience as the contractor could not complete the HW disposal due to the nature of events that were outside the parameters of the contract.

(5) CENTCOM AOR HW Removal

In February 2022, the Department of State at the Iraqi Embassy sent documents to obtain export consent from Iraq Ministry of Environment (MOE) for potential removal of over 488K KG of HW. HW within the nation of Iraq has been consolidated at Al Assad Air Base. Erbil is obtaining shipping containers for air movement.

(6) Ukraine Operational Overview

In support of the NATO efforts to increase its military presence in Eastern Europe, DOD has deployed an additional 20,000 troops to the region. To assist with this new deployment, DLA Disposition Services has sourced 446 requisitions valued at \$9.24M. Items included cots, bedding materials, camouflage systems, forklifts, tentage, floodlights, medical equipment, organizational clothing, and individual items. Additionally, an environmentalist team continues to provide outstanding HW disposal services to the Warfighters in the EUCOM AOR. During the month of April, this team performed contract oversight of over 40 HW removals totaling 1,192,877 lbs.

c. Accountability

(1) WMS Update

In FY22, DLA Disposition Services made extensive progress in moving forward with Warehousing Management System (WMS) testing and design. WMS is SAP software that will replace Distribution Standard System (DSS) and help modernize system processes that DLA Disposition Services uses to conduct warehousing and transportation functions. WMS was designed and created with the specific needs and usages that DLA Disposition Services requires.

The extended project management team has worked holistically on the design and testing with J6 and contractor partners on this project. Members of the team visited Columbus, Ohio, and San Antonio, Texas, to give the developers clarity on our process. To date, 36 Functional Requirement Specifications (FRSs) have been captured and submitted. These FRSs have enabled the team to successfully complete design reviews and testing for waves 1 and 2 with no open defects. Design reviews for waves 3, 4 and 5 have also been successful. The close collaboration of the extended team ensured that necessary course corrections were made during these reviews. The team also developed the yard management and transportation management component FRSs. Functional testing for waves 3, 4 and 5, was accomplished with the expanded team members present in Battle Creek, Michigan, at the Training and Operations Simulation Center (TOSC) before the end of the fiscal year.

The extended team, which includes representation from J1, J3, J6, DLA Disposition Services Battle Creek team, and field representatives, have worked diligently to develop a deployment plan with detailed pre-deployment requirements for all the sites to ensure successful rollout and transition from DSS to WMS.

To date, communication has been key to the success of the project. This has been achieved through weekly team meetings, news articles, internal emails, town halls, and internal employee notifications.

WMS will continue its design and testing process this year, with rollout planned for beginning of FY23.

(2) Sales Metrics By Category

The Public Sales division generated \$89.43 million in FY22, ultimately offsetting a significant portion of service-level billing. The Public Sales division sells surplus property as well as scrap at both CONUS and OCONUS locations.

Commodity	QTY	(\$)
Surplus Property Sales	278,040 DTIDS	\$55.3 million
Traditional Sales	686 DTIDS	\$1.83 million
Scrap	288 million lbs.	\$15.9 million
Electronic Scrap	25.2 million lbs.	\$16.4 million

(3) Audit Readiness

In FY22, the foundation for the A-123 effort was developed with an implementation date set for the beginning of FY23. DLA Disposition Services made progress in the DOD audit readiness journey, primarily in the areas of process control memorandum (PCM) development, initiation of the DLA Disposition Services ombudsman circular A-123, Management's Responsibility for Enterprise Risk Management program, the implementation of standard operation procedures (SOP) process walk-throughs and coordination with WMS implementation.

In the beginning of the fiscal year, the Process Excellence team undertook the multi-year effort of documenting DLA Disposition Services' business cycle through process control memorandums. This effort, mutually aligned with the development of the Excess to Disposal (E2D) business cycle, ensured that DLA Disposition Services's business operations and processes are fully documented, to include flow charts and internal controls. The PCM effort also assisted the further maturation of the organization's OMB circular A-123 as the newly built team utilized the PCMs as they conduct risk assessments of the organization's accessible units, identify internal controls, and conduct testing of those internal controls to assess their effectiveness and efficiency.

Another effort made in FY22 was the initiation of SOP process walk-throughs. This effort was developed to ensure that operating procedures are not only effective, but they include properly designed internal controls within business processes. Finally, in FY22 the Process Excellence team has been highly involved with the new WMS implementation. Through coordination with the Enterprise Service Division, the PE team worked to help improve audit readiness capabilities that would ultimately be added to the system requirements prior to roll-out. Additionally, team members assisted in the documentation of SOPs for the new system.

d. Strong Partnerships

(1) Reutilization, Transfer and Donation

In FY22, 121,628 requisitions were made by qualified customers for over 5 million usable items worth \$1.538 million in original acquisition value. The items were provided for reuse by the military services, transfers to other federal agencies or donations to state and local governments and eligible non-profit agencies. Reuse by the armed services and other entities is broken out in the following graphs.

FY22 RTD Data

	Requisitions	Monthly Average Requisitions	Individual Quantities	Initial Acquisition Value
Army	12,229	1,019	432,501	\$ 201,822,421.43
Navy	12,156	1,013	468,673	\$ 93,058,907.43
Air Force	7,556	630	193,997	\$ 416,833,187.73
Marines	3,739	312	92,708	\$ 29,587,956.41
Coast Guard	21	2	176	\$ 417,397.38
DLA	42,024	3,502	1,979,050	\$ 108,297,251.11
Transfer	5,503	459	548,974	\$ 63,017,053.92
Donation	15,711	1,309	566,481	\$ 272,782,369.34
LESO	12,582	1,049	226,497	\$ 154,226,273.76
Fire Fighter	3,062	255	46,828	\$ 98,434,988.11
CFL	182	15	3,192	\$ 1,374,933.38
FMS	2,083	174	128,143	\$ 76,512,054.66
CAP	2	-	33	\$ 45,375.00
VA	3,500	292	292,201	\$ 10,176,587.07
HAP	645	54	40,630	\$ 7,639,278.44
Other DOD Agencies	633	53	3,161	\$ 3,896,158.58
FY Total	121,628		5,023,245	\$ 1,538,122,193.75

(2) Institute of Scrap Recycling Industries (ISRI) Convention and Exposition

In March 2022, Sales and Marketing specialists from DLA Disposition Services attended the ISRI Convention and Exposition 2022. This provided an increased visibility of what DLA Disposition Services offers to the public, and potentially sourced over 30 additional sales contracts. Team members shared advice with potential new partners on how to bid for various contracts, including ferrous/non-ferrous, fired brass/ESACCs, and electronic scrap. This set the stage for an Industry Day at Battle Creek occurring the first quarter FY23.

(3) Boron Carbide Recovery Project

DLA oversees the management and strategic resource stockpiles in support of the greater needs for DOD. DLA Disposition Services has directly assisted in abating the needs of an uncommon strategic material, namely boron carbide (B4C). B4C is the main component required for the manufacturing of ballistic armor plates and is only produced in China and Ukraine.

DLA Disposition Services is a key partner in the B4C Recovery Project, which is a collaborative effort between DLA Strategic Materials, US Army PEO Soldier, and DLA Disposition Services. The B4C Recovery Project has set goals that look forward to determining if B4C can be extracted from demilitarized body armor. Isolated and extracted B4C can be remanufactured into new body armor plates that meets ballistic specifications. Collaboration between these three entities has resulted in DLA Strategic Materials hiring a contractor to perform research and development to determine the feasibility of extracting B4C during body armor demanufacturing. DLA Disposition Services has been accumulating body armor turned-in, while US Army PEO Soldier has stored armor destined for disposal.

In 2020, DLA Disposition Services demilitarized over 500K lbs of body armor, which was ultimately destined for landfills. Since April 2021, DLA Disposition Services has accumulated and transferred unserviceable body armor to PEO Soldier for storage and processing thereby keeping significant quantities of material out of landfills. PEO Soldier will work with the Strategic Materials Contractor to manufacture a new body armor plate from recycled material.

e. Whole of Government

(1) Border Wall

DLA Disposition Services has supported US Army Corps of Engineers on the divestiture of \$375 million of excess border wall material. To date, 611 line-items, with 282,000 pieces, valued at \$32.5 million have been turned into DLA Disposition Services. There have been 245 Material Release Orders (MROs) issued, with 43,000 pieces, valued at \$23 million.

(2) Operation Allies Welcome Support (OAW)

On August 29, 2021, President Biden directed several efforts across the federal government to support vulnerable Afghans as they resettle in the United States. Under the auspices of OAW, DOD provided temporary housing for these allies at eight installations.

While at these safe havens, Afghans received full medical screening and a variety of services before moving onto their next destinations. In early 2022, these safe havens began descoping and demobilizing. They began identifying and turning-in excess property for disposal.

As of May 2021, DLA Disposition Services has received turn-ins at Colorado Springs, Red River, Riley, San Antonio, and Tucson.

DLA Disposition Services received 2,052 line items of property and successfully reutilized 926 line items valued at \$2.3 million. Examples include blankets, boots, and gloves, medical supplies (hand sanitizer, surgical gowns and masks), and personal toiletry items. Property not requisitioned was eligible for sales, and over 500 line items of property was sold with original acquisition value of \$1.3 million.

(3) G-Invoicing

Contributing to the DLA Disposition Services Strategic Initiative 2.X.1, Transition Whole of Government/DOD Agreements into Government Invoicing (G-Invoicing) Standard, the Agreements Team developed an aggressive timeline to meet DLA and Department of Treasury mandates. This initiative, in addition to the development of agreement templates and packages to assist customers, has evolved into a valuable tool that postured DLA Disposition Services to meet the Oct. 1, 2022, mandate well in advance. The Funds Team developed a procedure to continue the billing process outside G-Invoicing to ensure funding was available and fully utilized until the G-Invoicing system is fully operational.

(4) LESO Year in Review

In support of state, local and federal law enforcement, the DLA Disposition Services 1033 Program approved more than 13,000 requisitions from over 500 different LEAs for more than 255,000 individual items with an original acquisition value of \$161 million. Currently, there are over 7,200 LEAs in 49 states and 4 territories; 6,100 agencies have property in a loan status. DLA supports 13 HQ Federal Agencies which obtains title to all property received through the Program. Federal agencies have acquired nearly 1 million items with a value over \$700 million.

Since the beginning of the fiscal year, LESO has performed a Program Compliance Review (PCR) on 15 states and has visited 324 individual LEAs. During these PCRs the LESO PCR teams have inventoried 9,279 small arms, 226 high profile vehicles, 29 aircraft and 23,097 pieces of general property from a total of 598 separate LEAs. During FY22, 26 PCRs were completed visiting 24 states and 2 US Territories.

This year also marked the return of the in-person annual LESO conference. Previous years were held virtually, but as positive COVID rates continued to decrease around the United States, the LESO program was fortunate to host its first in-person annual conference in August in Battle Creek, Michigan. This year's conference boasted 95 participants attending in-person. A main topic for this year's conference was Executive Order 14074 – Advancing Effective, Accountable Policing and Criminal Justice Practices to Enhance Public Trust and Public Safety, and how it affects the LESO program.

LESO has worked closely with DLA J345 and DLA Counsel to implement the new requirements of Section 12 of Executive Order 14074. The recall of the suppressors from LEAs was completed and resulted in 246 being returned to DoD custody. DLA has received 52 of the 53 signed State and US Territory MOA Addendums with the sole remaining unsigned MOA being the State of Vermont. DLA continues to remain on track for full compliance with

Section 12 of the EO by Jan 2023. Finally, all states completed their annual inventory except for Puerto Rico.

f. People and Culture

(1) Workforce Safety Focus Efforts

In a constant and continuous effort to improve employee physical wellbeing, DLA Disposition Services Safety has initiated a safety process modernization effort. Local efforts have been collaborated with DLA HQ on issues related to the Safety Modernization. These efforts have implemented an overall plan assuring that Disposition Services Safety and Occupational Health can meet the Agency and MSC requirements to maintain a successful Safety Program for DLA Disposition Services.

A main line of effort within the Safety Modernization incorporates the effective placement of DLA Safety Personnel. An assessment of DLA Safety and Occupational Health personnel has been performed to ensure that there is a fair distribution of these personnel to accomplish the Safety Mission for Disposition Services.

Material handling equipment (MHE) mishaps and over-exertion injuries have remained a consistent focus for industrial operations in field sites. Additionally slips, trips, and falls remain a concerted area of improvement for administrative areas.

The MHE Safety Working Group has reviewed several technology-based initiatives for field sites to pilot, to include sensors, cameras, and forklift guidance systems.

Highlights include the assignment of Regional Safety Advisors to DSDs, which have improved the timeliness of assessments and reporting. Additionally, the Safety team has lead efforts in a VPP self-assessment to ensure that Star status is maintained at the HDIFC. As part of the self-assessment the team has been responsible for advocating examples of best practices throughout the MSC. In August, the HDIFC underwent a recertification process for VPP which decertified the buildings VPP Star status.

(2) Back To Basics Training

Improved foundational training has been identified as a possible goal of the People and Culture line of effort in the redesigned DLA Disposition Services strategic plan. To achieve this goal, the command in creating three distinct blocks of training. This is intended to foster an improved sense of identity within the greater DLA Disposition Services workforce, as well as increased technical proficiency and understanding among employees.

Reconstitute training by specialization focuses on developing and implementing three blocks of progressive training. Block One presents the foundational curriculum for all new employees during their on-boarding process. The pilot session took place September 2022 with full implementation between November 2022 and January 2023. Block Two will facilitate training specific to functions of most job series/specialties within Disposition Services. Training, verbal and practical, focused on positional duties will be packaged and delivered in Block Three.

(3) Updated Return to Work

The MSC headquarters at the Hart-Dole-Inouye Federal Center in Battle Creek, Michigan, conducted regular meetings of the Return to Work Working Group, comprised of representatives from all HDIFC tenants to include DLA Disposition Services headquarters leadership.

During these meetings, Centers for Disease Control and State of Michigan COVID data was discussed. Each week a report of current data including Stay at Home Orders, 14-Day COVID trends, hospital medical care capabilities and total positive COVID cases were presented. The status of cleaning and disinfecting supplies on hand was also regularly reported.

Discussions included mitigating the threat of people contracting the virus on or off-site and an emphasizing safety measures, wearing of cloth face coverings as directed by local policies, social distancing, and hand washing.

(4) Culture Year in Review

For 2022, the culture theme for DLA Disposition Services has been “I am not the same person I was two years ago.” This effort has highlighted the dramatic changes that the COVID-19 pandemic has made within the DLA workforce. As more and more employees have been reconstituted back into the worksite for the first time in over two years, the cultural impacts have been pronounced.

DLA Disposition Services senior leaders have performed site visits as part of an ongoing effort to meet DLA employees and understand their needs. Additionally, recorded town halls and virtual brown bag engagements have been vital to communicating to the workforce.

DSDs and Directorates have also provided mentoring opportunities for employees to help further their careers. This includes one-on-one shadowing with Cannon. Employees have opportunities for internal rotations as well as enterprise level rotations. Leadership has continued to focus on employee skillset enhancements, knowledge transfer and knowledge management.

(5) 50th Anniversary

Sept. 12, 2022, marked the 50th anniversary for the foundation of the Defense Property Disposal Service (DPDS), the forerunner of DLA Disposition Services. Over the course of 2022, this historic milestone has been celebrated by the entirety of DLA Disposition Services. A total of 115 stories were published and 134 social posts were posted highlighting agency history and our workforce. Additional content included an historical webpage, a mini-documentary titled “DLA Disposition Services: Reflecting on our past to build our future,” and historical booklet that outlined the MSC history.

Highlights from regional Disposal Service Directorates (DSD) were shared, showcasing local leaders and employees’ backgrounds and contributions to the workforce. This helped increase esprit-de-corps both within the DSD and in the agency at large.

In August, a community day celebration was scheduled in partnership with Morale Welfare and Recreation (MWR), complete with a 5k run, sponsored booths, vendors, and guided tours. However, due to increased COVID-19 transmission levels, the event was cancelled the week prior to its scheduled date.

Formally commemorating the day of the 50th anniversary, a stand-down day was held agency-wide with employees encouraged to recount roles and participation in the organization's history. A reflection ceremony was held at all sites including the Hart-Dole-Inouye Federal Center on Sept. 12, 2022.

HDIFC attendees were recounted with a proclamation from Battle Creek Mayor Mark Behnke, a recitation of the orders that founded the agency that DLA Disposition Services originated from, and all viewed videos that highlighted DLA Disposition Services longest serving employees and its unique history that has spanned the past 50 years. Additionally tours of the historic HDIFC and many of our sites were provided.

Defense Logistics Agency

DLA Distribution

Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
DISTRIBUTION
5430 MIFFLIN AVENUE
NEW CUMBERLAND, PENNSYLVANIA 17070-5008

NOV 23 2022

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: HISTORIAN

SUBJECT: Submission of DLA Distribution FY22 Annual History Report

Defense Logistics Agency Distribution's FY22 Annual History Report submission is a true testament to the hard work and dedication of the great men and women of our organization. As we celebrated DLA's 60th Anniversary, the team of nearly 10,000 military, civilians, contractors and foreign nationals dispersed around the globe worked together to support our military customers, whole of government partners and other Federal agencies – and they did so without fail.

While embarking on new technology and innovative ways to do business, the team is well poised for what lies ahead in FY23. On October 1, 2022, DLA Distribution celebrated its 25th Anniversary as part of the DLA family. As part of our year-long celebration, themed *"Making History-Revolutionizing the Future,"* DLA Distribution will continue to forge ahead with its many innovative initiatives to include the Warehouse Management System (WSM) deployment and the modernization of the DoD's largest Distribution Center, the Eastern Distribution Center, located at DLA Distribution Susquehanna in New Cumberland, Pennsylvania – the largest modernization in DLA history.

The DLA Distribution organization does not rest on its laurels; rest assured, this organization will meet every opportunity and every challenge in FY23. Warfighter Always!


PERRY L. KNIGHT, SES
Deputy Commander

Attachment:
1-Annual History Report

1. Introduction

DLA Distribution, a Major Subordinate Command (MSC) within the Defense Logistics Agency, is the Department of Defense's storage and distribution provider. Services include receiving, storing, and issuing supplies as well as providing tailored services to increase Warfighter readiness. DLA Distribution offers best value supply chain solutions through a broad range of services including storage, distribution customized kits, specialized packaging, and transportation support. DLA Distribution's customers include the U.S. Army, Marine Corps, Navy, Air Force, Space Force, and other agency and whole of government partners.

a. Quick Facts

(1) Employs over 10,000 logistics professionals (federal government civilian and military, contractors and foreign nationals) worldwide.

(2) Supports over 46,000 customers globally

(3) Carries over 2.4 million items worth over \$137 billion

(4) Occupies 539 buildings and 24 million gross square feet

(5) United States Transportation Command (USTRANSCOM)'s largest shipping customer

(6) FY 2022 Total Shipments: 5,965,653

(7) FY 2022 Scheduled Truck Cost Avoidance: \$30.1 million

(8) FY 2022 Total Wholesale and Retail Transactions (receipts/issues): 15 million

b. Distribution Core & Unique Capabilities:



DLA Distribution Core & Unique Capabilities

DoD's Joint Storage & Distribution Provider



Storage & Distribution Functions

- Wholesale and Retail Receipt, Store, Issue Material
- Inventory
- PPP&M



Transportation Planning & Management

- Coordination of Transportation Requirements for DLA S&D locations & Vendors



Customer Service

- Materiel Movement Tracking & Expediting



Storage & Distribution Program Management

- Performance
- Acquisition
- Infrastructure
- Equipment
- Safety
- Compliance

LOCATIONS

20	STATES	24	DISTRIBUTION CENTERS
7	COUNTRIES	41	OTHER LOCATIONS



Logistics Planning & Contingency Ops

- Deployable Distribution Center
- Contingency S&D Contracts
- Flexible support for surge needs
- Fluid Workforce

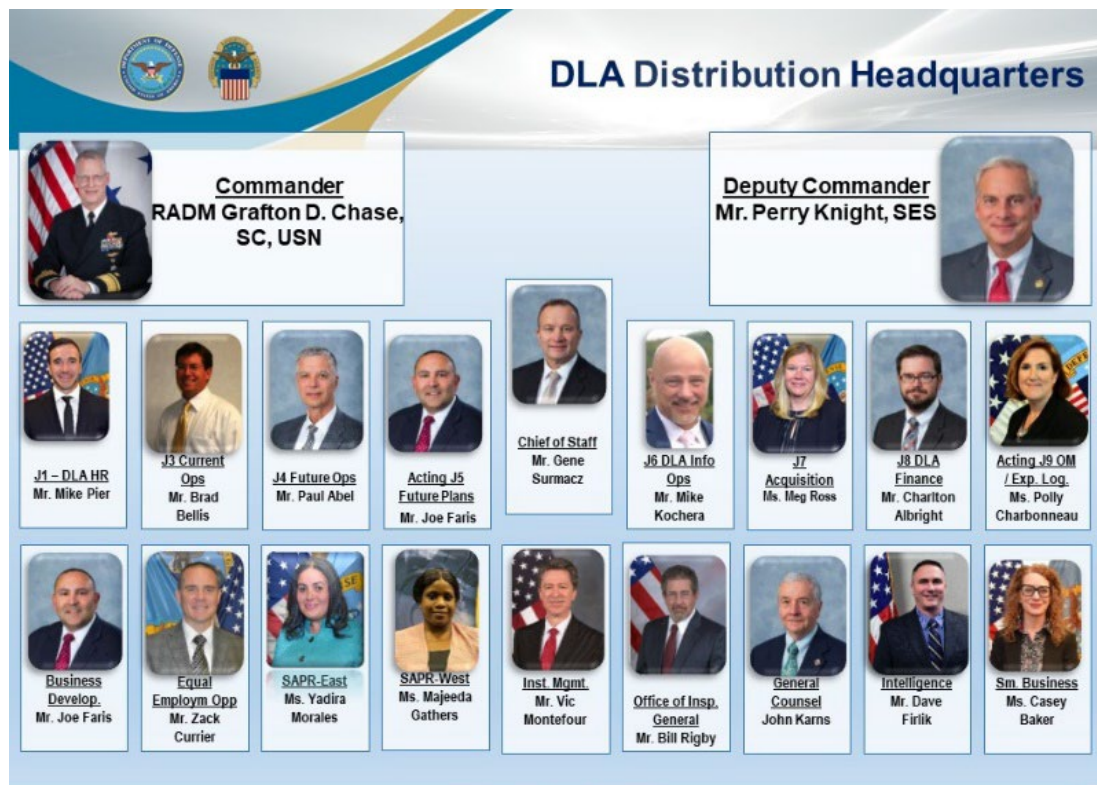
2. Organization:

With a global network, DLA Distribution has over 50 locations aligned across 20 states and even countries throughout the combatant commands. Additionally, the organization has a deployable capability known as the expeditionary team (distribution center in a box), which provides an in-theater, agile and flexible distribution option while reducing reliance on strategic airlift.



3. Personnel:

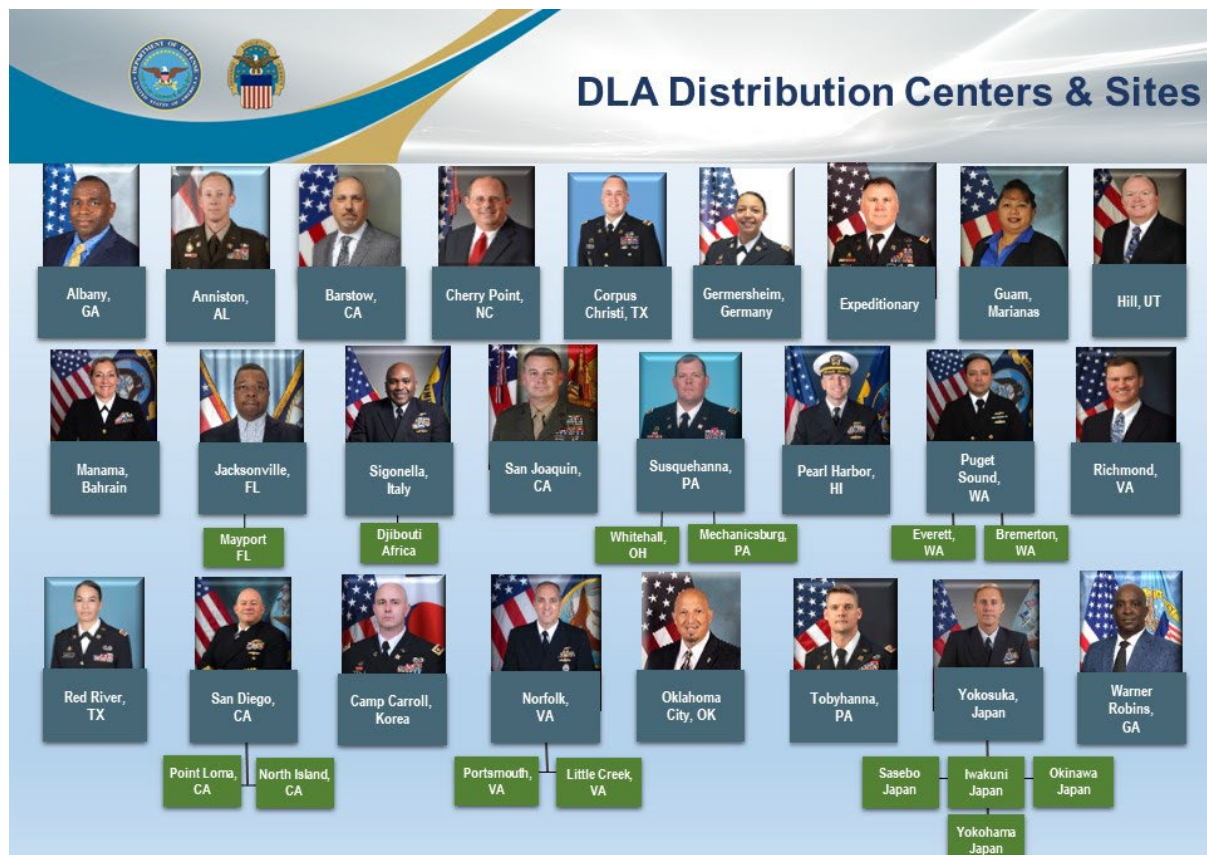
a. DLA Distribution Headquarters Senior Leaders and Staff:



- (1) Commander: MajGen Keith D. Reventlow, USMC (July 21, 2020 to June 24, 2022)
- (2) Commander: RADM Grafton D. Chase, SC, USN (arrived June 24, 2022)
- (3) Deputy Commander: Mr. Perry L. Knight, SES
- (4) Chief of Staff: Mr. Gene S. Surmacz
- (5) Deputy Chief of Staff: Ms. Stacy L. Umstead
- (6) Director, Current Operations (J3): Mr. Brad Bellis (acting)
- (7) Director, Distribution Future Operations (J4): Mr. Paul Abel
- (8) Director, Future Plans (J5): Mr. Joe Faris (acting)
- (9) Director, Acquisition Operations (J7): Ms. Meg Ross
- (10) Director, Organization Management (J9): Ms. Polly Charbonneau (acting)
- (11) Director, Business Development (BD): Mr. Joe Faris
- (12) Equal Employment Opportunity Officer (EEO): Mr. Zachary Currier
- (13) Public Affairs Officer: Ms. Dawn Bonsell
- (14) Financial Operations (J8): Mr. Charlton Albright
- (15) General Counsel: Mr. John Karns
- (16) Human Resources Services: Mr. Michael Pier, Customer Account Manager
- (17) Information Operations (J6): Mr. Michael Kochera
- (18) Installation Support for Distribution: Mr. Victor Montefour

(19) Sexual Assault & Prevention Coordinator: Ms. Majeeda Gathers

b. DLA Distribution Center Senior Leaders:



4. Distribution Implementation Plan:

In FY 2022, the DLA Distribution Office of Strategic Plans led a cross-staff group to update the two-year FY 2022-23 Distribution Implementation Plan (DIP) using the DLA Strategic Plan 2021-2026 as higher-level guidance and Distribution's FY 2030 Campaign Plan (CP30) as a foundational document. The ten-year CP30 provides a long-term path forward for DLA Distribution. In order to track progress and facilitate communication, the distribution commander oversees weekly governance briefs providing status on key initiatives and programs. These governance briefs are a recurring forum in which to update the network on DIP efforts and ensure the command is on track to achieve its goals.

The DLA Distribution commanding officer's guidance communicates expectations for the fiscal year. It propagates the philosophy of "One Team, One Mission, One Heading, One Standard."

DLA Distribution operated in a fiscally constrained environment resulting from a reduction in workload and increasing rates, all while having to defend against COVID-19. The decline in workload led to a net operating loss which requires DLA Distribution to meet the customer requirements with fewer resources and find savings. Our obligation remains to lead Department

of Defense (DoD) global distribution into the future and leverage modernized capability, agile organization, highly skilled workforce, and compelling innovation in support of the Warfighter.

DLA Distribution will achieve FY 2023 goals through active leadership and unity of effort. The organization's objectives are to focus on the customer and align products and services to DoD and Whole of Government (WoG) requirements. DLA Distribution's transition to the Warehouse Management System (WMS) and overall modernization will simplify processes, reduce costs, and improve performance. DLA Distribution's modernization will also improve materiel accountability, control, and visibility. The PBR24 Playbook provides the first response to the rate/workload problem; implementation is essential to achieving cost reduction goals and improving DLA Distribution's overall financial posture. Network optimization will drive the command's transformation to a more efficient, competitive, and agile network.

5. DLA Strategic Plan

The following are significant FY 2022 accomplishments in support of the DLA Strategic Plan and the DLA Distribution DIP:

a. Warfighter Always

(1) COVID 19:

DLA Distribution continued its COVID-19 support to the Warfighter and the nation by:

(a) Processing over 558 shipments of COVID-19 vaccine from four different suppliers, shipping 559,818 to 37 countries.

(b) Completing the White House COVID-19 test kit mission processing 3,500 receipts/shipments with 731 million kits shipped to the United States Postal Service for delivery to U.S. households.

(c) Fulfilling 6,523 orders for Cue, Ellume and other COVID-19 test kits for DoD and other customers totaling 16,115,807 kits.

(2) Overall Performance:

In FY 2022, DLA Distribution tightened receipt induction standards to support audit, measuring all inductions to an average 24-hour goal. Even with more stringent goals for induction metrics, DLA Distribution met or exceeded performance goals for 13 of 14 core wholesale issue, receipt, and denial metrics. The one metric that didn't meet goal, customer return induction, just missed the 24-hour goal at 26 hours. Eleven of the 14 metrics either improved or remained consistent relative to FY 2021 performance.

(3) Plans

(a) US European Command Plans:

In FY 2022, the DLA Distribution J5 USEUCOM team monitored the Ukraine Crisis and enabled DLA Distribution to provide real-time analysis of current situations and future operations. Strategic planners ensured synchronization with DLA HQ, DLA Troop Support EUCOM J4, 21st Theater Support Command, US Army Europe, US Naval Forces Europe, US Army Materiel Command, DLA Europe and Africa, and other members of the joint logistics enterprise.

The EUCOM team supported Line of Effort 1.1 by participating in integrated planning to improve DLA business processes and contingency plans. Initiatives included refining regional expeditionary augments and capabilities and completing a globally-integrated manpower surge estimate in support. To support contingency planning, planners provided insight into synchronizing DLA Distribution expeditionary capabilities and identified required coordination between the theater sustainment and DLA Distribution.

Planners assisted in writing DLA Distribution's European regional vision plan to identify ways to build redundancy and increase capacity. The plan analyzed DLA Distribution's theater infrastructure and provided recommendations to fill gaps. It will be an umbrella document guiding the organization's area development plan process at Distribution Europe, Distribution Sigonella, and Sigonella's detachment in Djibouti, Africa.

(b) US Central Command plans:

In support of Network Optimization (NETOPS), DLA Distribution J5 planners coordinated reduction of DLA inventories at the Bahrain Distribution Center (DDNB). Dormant, not-planned, and small parcel eligible Class IX inventories located in Bahrain were redistributed across the network to support CONUS-based customers, precluding the need for procuring additional stock at those locations. DDNB's footprint reduction supported pending contract negotiations for recompute of the contractor-owned/contractor-operated site, allowing DLA Distribution J7 to remain within budget. These actions tied in with planning efforts to support CENTCOM's western access network (WAN). The WAN will need follow-on DLA Distribution transportation contract for surface transportation, allowing DLA to leverage the ARCENT common user land transportation network.

(c) Indo-Pacific Command Plans:

In May 2021, United States Forces Korea (USFK) J4 notified DLA that USFK did not wish to pursue funding for the Busan, Korea warehouse or purchase any materiel stored there. As a result, stakeholders were notified of DLA's intent to decommission operations and redistribute stock. The distribution team executed a six-month phased decommissioning and redistribution plan starting July 1, 2021, and ending December 1, 2021, ahead of the initial closure timeline of January 10, 2022.

(d) Global Posture Plan

DLA Distribution supported HQ DLA planners in initiating DLA global posture plan (GPP) development, aligning DLA efforts with the national defense strategy (NDS). The GPP considers current and projected threats, the implications of contested environments, and fiscal limitations. The intent is to have a document ready second quarter of FY 2023.

(4) Exercises/Operational Training Events:

(a) EAGLE RISING 2.0

DLA Distribution ensured readiness in FY 2022 by participating in numerous exercises. The organization's expeditionary team (DDXX) participated in the FEMA Eagle Rising 2.0 (ER 2.0) disaster recovery field exercise at Joint Base McGuire-Dix-Lakehurst from April 18-20, 2022. ER 2.0 practiced all aspects of an incident support base (ISB) mission – opening, receipt, commodity shipping, delivery, records management, closeout, and retrograde – while following FEMA SOP.

(b) COREX 22

DDXX deployed a 34-person team and tailored equipment to Battle Creek, Michigan, for COREX 22, July 16-29, 2022. The team integrated with DLA Disposition Services, DLA Joint Reserve Force, and a J6 contingency IT team to exercise interoperability and expeditionary capabilities. DDXX operated a theater consolidation and shipping point (TCSP) and simulated a material processing center (MPC), simulating an OCONUS contingency mission. COREX 22 identified strengths, weaknesses, redundancies, and gaps essential to distribution integration and interoperability.

(c) Combined Command Post Training (CCPT) (22-1 & 22-2)

CCPT events were key as DLA Distribution coordinated staff augmentation for USINDO-PACOM training in the Republic of Korea (ROK). These events have been the backbone of joint and combined training for decades. FY 2022 CCPT events returned to pre-pandemic execution. Participants were able to travel to ROK, augment DLA INDO-PACOM staff, and train with USFK and ROK staff. Both evolutions emphasized plans, procedures, and concepts for defending the ROK. DLA Distribution continues to work focus areas in coordination with DLA INDO-PACOM, USFK, Eighth U.S. Army, and 19th Expeditionary Support Command.

(d) AUSTERE CHALLENGE 22 (AC22)

AC22 was a DLA HQ-directed senior leadership seminar (SLS) to support a USEUCOM Tier I command post exercise (CPX) advancing JFC and component staff convergence with NATO, allies, and partner nations. It utilized a progressive scenario from competition, through crisis recognition, and to preparation for and response to aggression. The DLA Distribution commander participated in the Joint U.S.–NATO SLS September 19, 2022.

(e) Planning events for operations in congested logistics environments:

DLA Distribution supported service-level planning events for operations in contested logistics environments in FY 2022. The organization participated in the U.S. Army Future Study Program 22 at the Army War College by helping refine the Army's Operating

Concept 2035 and Beyond, cross-functional annexes, and capabilities. Representatives also supported the naval contested logistics wargame at the Naval War College, focused on sustainment concepts in INDOPACOM.

(5) Support to the F-35:

When DLA was named product support provider (PSP) in 2019, there were ~300 F-35 aircraft in the fleet. That figure surpassed 800 during FY 2022. The growth of the program was reflected in virtually every one of DLA Distribution's seven supporting sites gaining accountability and control of over \$3 billion of F-35 government-owned sustainment inventory.

DLA Distribution established transportation booking processes to leverage USTRANSCOM commercial and organic capability to ship materiel to Air Force, Navy, and Marine Corps units operating the F-35 (~63K shipments in FY 2022).

DLA Distribution San Joaquin's wholesale inventory footprint continued to grow as it received Lockheed Martin-managed material from a third-party warehouse in Fort Worth, Texas, while concurrent plans were made to relocate the F-35 transportation office from Hill Air Force Base, Utah, to San Joaquin, California. The wholesale transfer highlighted F-35 process improvement within the Joint Program Office (JPO) and the Defense Contract Management Agency (DCMA), especially the DD250 process for direct vendor delivery beginning CY 2023. At Oklahoma City, Oklahoma, which has the largest F-35 footprint, plans were made to relocate warehouse operations to a larger space unavailable at the time of the PSP. At Cherry Point, North Carolina, the first Rolls-Royce material was processed to support maintenance at Fleet Readiness Center East. At Jacksonville, Florida, preparations continued for a propulsion-related warehouse standup in FY 2023 to support maintenance at Fleet Readiness Center Southeast. The team at Hill leveraged its organic packaging capability, producing custom crates to fit the F-35 canopy and landing gear upon receipt from maintenance. Meanwhile, Warner Robins, Georgia, received its first F-35 material. FY 2022 also saw transportation support activation for U.S. Forces in Guam, Japan, Alaska, Hawaii, and the United Kingdom, as well as DLA/USTRANSCOM global transportation and distribution foreign partner test shipments to Japan, Norway and Denmark, furthering the path forward for the transition of F-35 global sustainment from primes to government. More test shipments are planned in FY 2023 for remaining F-35 partner nations and foreign military sales (FMS) customers.

Numerous deployments were supported in FY 2022 including for U.S. forces aboard the HMS Queen Elizabeth. Throughout FY 2022, F-35 transportation PSP requirements continued to expand to include classified and HAZMAT material, shipments from OCONUS to CONUS (U.S. Forces), CONUS to OCONUS (U.S. Forces), and to/from afloat locations. These will be implemented in January 2023. The Business Development (BD) team continued to lead multiple cross functional working group meetings, site surveys, and IPTs with key government (JPO, DLA HQ, USTRANSCOM) and industry (Lockheed Martin, Pratt & Whitney, Rolls-Royce) stakeholders. Additionally, BD team members contributed materially to higher level F-35 working groups (e.g. IT, Finance) led by other stakeholders while continuing to advocate for DLA equities at senior meetings, many of which were at the GO/Flag/SES level.

(6) Operation Pacer Goose

DLA Distribution Norfolk, Virginia (DDNV) received and sorted freight and stuffed/unstuffed containers in support of Pacer Goose 2022 at Thule, Greenland. A total of 116 pieces were staged for shipment, including refrigerators, dish washers, ice coring and drilling equipment, generators, metal strapping, shoe covers, alcohol-thinner, epoxy coat, water, oil, cleaning compound, frozen foods, and dry foods. The ship was the Ocean Gladiator.

(7) Support for United States Marine Corps (USMC) industrial supply integration

DLA Distribution supported the DLA-USMC industrial supply integration (ISI) initiative at Albany, Georgia, and Barstow, California, ahead of initial operating capability October 1, 2022. DLA Distribution processed 60,000 disposals for USMC divestment in preparation for DLA Land and Maritime taking over supply functions. The command continues to be active in the joint working group, collaborating with other stakeholders on implementing full WMS operation in FY 2023.

(8) DLA Distribution kitting

DLA Distribution kitting consists of medical, organic, and subsistence kits, which are comprised of DLA and/or service components. Kitting offers tailored logistics with automated and integrated systems that transform customer requirements into a single, useable end item. This enables customers to order multiples of a single NSN with a single requisition. Kitting functions are performed at 12 Distribution sites; 5 in the eastern U.S., 5 in the Western U.S., and 2 OCONUS. In FY 2022, DLA Distribution kitting at DLA Aviation, DLA Land and Maritime, DLA Troop Support, and the USA Medical Material Development Activity consisted of 616 build directive numbers totaling 222,368 kits in 26,685 lines, worth \$22.7 million.

(9) Fuel additive kits

DLA Distribution partnered with DLA Energy and DLA Aviation to produce fuel additive kits for U.S. Marine Corps training missions in the Indo-Pacific. These kits convert commercial grade (neat fuel) into MILSPEC fuel for Marine Corps aircraft. Kitting operations were established at DLA Distribution sites in Yokosuka, Japan and Pearl Harbor, Hawaii.

(10) Refuel on the Move (ROM) kits

DLA Distribution, DLA Land and Maritime, and U.S. Army Tank-automotive and Armaments Command partnered to produce Refuel on the Move kits. These kits provide refueling to military forces. Their production is a multi-year project through FY 2025. DLA Distribution has assembled and shipped 25 of the approximately 152 kits requested.

(11) Seasonal flu vaccines

DLA Distribution delivered 3.4 million seasonal influenza vaccines to service members, their dependents, and veterans for the 2021/2022 season.

(12) Public Private Partnerships (PPP)

(a) Executed PPP with Parker Aerospace at DLA Distribution Hill, Utah, to support DLA Aviation's performance-based logistics (PBL) for 5 legacy aircraft (July 1, 2022).

(b) In May 2022, the Government Accountability Office (GAO) began its legislatively mandated review of the program. A FY 2023 NDAA legislative proposal, approved through OSD and sent to the House Armed Services Committee (HASC) and Senate Armed Services Committee (SASC), would make the PPP program permanent.

(13) Ability One Transfer

DLA Distribution transferred two Ability One / National Industries of the Blind contractor storage and distribution sites from DLA Land and Maritime to DLA Distribution effective October 1, 2022. Arizona Industries for the Blind (AIB) in Phoenix, Arizona, stores approximately 6,700 FSC 5360 Springs SKUs in 15,000 square feet of warehouse space. The average annual production equates to 21,000 material release orders. AIB exceeded 99% inventory accuracy in its August wall-to-wall inventory. Industries Of the Blind (IOB) in Greensboro, North Carolina, stores approximately 10,000 FSC 5360 springs SKUs in 42,000 square feet of warehouse space. The average annual production equates to 38,000 material release orders. IOB exceeded 99% inventory accuracy in its August wall-to-wall inventory.

(14) Deployable Medical Assistance Team (DMAT) cache storage

In summer 2022, DLA Distribution Oklahoma City, Oklahoma, (DDOO) began storing DMAT cache items for the HHS, assistant secretary for preparedness and response (HHS, ASPR). DMAT teams provide high-quality rapid-response medical care when public health and medical emergencies overwhelm state, local, tribal, or territorial resources. HHS (ASPR) requested DLA's support to preposition DMAT medical supplies with FEMA Region 6, which includes Louisiana, Arkansas, Texas, Oklahoma, and New Mexico. DDOO's capabilities and location align well with the DMAT mission. HHS (ASPR) is also interested in placing a DMAT cache at DLA Distribution Pearl Harbor, Hawaii. Coordination is underway.

(15) Distribution Expeditionary Manpower 2022:

DLA Distribution has several resources available to support exercises, deployments, operational support, surges, contractor-to-contractor transitions, and other initiatives. Once notified of a requirement, the Distribution J9 team ensures deployers are medically qualified, trained, and sent to the desired location. DLA Distribution resources provided 19,884 man-days of support to critical missions in FY 2022.



(16) Joint Reserve Force (JRF):

The Joint Reserve Force assigned to DLA Distribution consists of five Navy units, one Army reserve element, 22 Air Force personnel, and three Marine Corps individual mobilization augmentees. During FY 2022, the JRF personnel provided 14,260 man-days of support through deployments, training, and sustainment to twelve distribution centers and five COCOMs. This equated to 72% of all mission support to DLA Distribution.

DLA Distribution had 19 Reservists support mobilizations in FY 2022. Reservists from Norfolk, Virginia; Susquehanna, Pennsylvania; the Army reserve element; and non-organic personnel supported operations in Kuwait, Djibouti, Qatar, Germany, Poland, and Italy. Additionally, 9 Reservists supported exercises throughout the year, including Keen Edge 22, CCPT 22-1, CCPT 22-2, COOREX, located in Hawaii, Korea, and Fort Custer, Michigan, respectively.

DLA Distribution Reservists manned the Hurricane Watch with 6 personnel from the Navy, Army, and Air Force, in Red River, Texas; New Cumberland, Pennsylvania; and Norfolk, Virginia. Three went on to support the Hurricane Ian efforts at Maxwell AFB, Alabama.

During FY 2022, Distribution Reservists supported many distribution centers to include Norfolk, Virginia; Red River, Texas; and Tobyhanna, Pennsylvania. The 51 reservists

supporting Norfolk provided 1,700-man days and reduce backlog. The reservists also assisted with medical operations.

In addition to CONUS sites, DLA Distribution reservists supported OCONUS sites, to include Yokosuka, Sasebo, and Okinawa, Japan; Sigonella, Italy; and Pearl Harbor, Hawaii. Of mention was the yearlong support to Pearl Harbor. This support included seventeen reservists providing over 5,000-man days. Additionally, the team supported wholesale and retail operations, providing critical manning for the FY 2023 wall-to-wall inventory, end of year closeouts, and Pearl Harbor operations. Reservists also supported the bi-annual RIMPAC exercise.

(17) Expeditionary Civilians (EC)

Expeditionary civilians supporting DLA Distribution consisted of 220 capability-based volunteers (CBV) in several grades and series. Additionally, the command has deployable depot (DDXX) teams at San Joaquin, California, and Susquehanna, Pennsylvania. Each team consists of forty-nine members.

DDXX civilians supported several exercises throughout the year, including COOREX and Eagle Rising. They also supported Hurricane Ian efforts at Maxwell AFB, Alabama, and the COVID-19 test kit mission at Chambersburg, Pennsylvania. In addition to exercise and hurricane support, DDXX civilians supported distribution centers at Norfolk, Virginia; Anniston, Alabama; Red River, Texas; Europe; and Pearl Harbor, Hawaii. In FY 2022, six DLA Distribution CBVs reduced backlog at DLA Distribution Sigonella, Italy, by providing over 400-man days of support.

(18) Expeditionary Training

Throughout the year, DLA Distribution J9 coordinates tailored training for JRF members supporting distribution centers. This training is coordinated prior to putting reservist boots on ground. It allows J9 to assure reservists hit the ground with knowledge and access.

b. Support to the Nation

(1) Wildfire Support

During FY 2022, DLA Distribution San Joaquin, California (DDJC) shipped 22,755 line items in support of the wildfire mission with high-priority performance at 0.68 average days and routine performance at 1.32 average days, well within the goals for hi-pri (1-day) and routine (3-days) shipments. Of note, DDJC expedited 965 fire shelters to the U.S. Forest Service.

(2) Department of Veterans Affairs (VA)

VA support is transitioning to two main locations, RRC-East (at DLA Distribution Susquehanna, Pennsylvania) and RRC-West (at DDJC). The RCCs will support contingencies with ~2,500 pallet positions at each location. RRC-East will also continue support for the high-priority mission of fast-moving blood tubes and over-the-counter COVID-19 test

kits. The transfer will be complete November 1, 2022. East Coast contractor-owned/contractor-operated closure expected December 2022.

(3) United States Coast Guard (USCG) recruit training center (RTC)

DLA Distribution added the USCG RTC in Cape May, New Jersey, to the sites it operates its warehouse management system (DSS) and maintains inventory over forward-positioned DLA-owned items. This business model, wherein DLA ownership of clothing-related items transfers to the USCG when the items are issued to the recruits, makes the USCG RTC on par with the same model already used at other military RTCs. There are over 1,100 lines of DLA inventory at the USCG RTC in Cape May valued in excess of \$1.5 million.

c. Trusted Mission Partner

(1) FY 2022 savings

DLA Distribution achieved projected savings of \$75 million and 548 FTE in FY 2022 through modernization initiatives and targeted productivity improvements.

(2) Physical inventory counts

In FY 2022, physical inventory counts were completed on 2,313,223 NIINs/items. Book-to-floor accuracy at NIIN level was 95% and 99% at eaches (supply availability) level.

(3) Audit response teams

In FY 2022, DLA Distribution's audit response team provided evidential matter equating to ~9,000 files or reports to military service audit teams. The organization supported 17 site visits for physical counts, business process walk-throughs, and testing. Site visits had the independent public accountant on site and, in some cases, DoD IG observed counts or processes.

(4) Public-private partnerships

The PPP program progressed steadily in FY 2022. In July, a previously negotiated PPP (the program's fourth) with Parker Aerospace began operations at DLA Distribution Hill, Utah. This PPP supports actuator and brake maintenance for five legacy aircraft. The four PPPs executed to date represent \$4.9 million in actual or projected revenue, cost avoidance, and cost reduction. That this comes at a cost of just \$74,000 highlights a superior return on investment for OSD and taxpayers. FY 2022 concluded with DLA Distribution and Northrop Grumman negotiating a PPP (the program's fifth and final pilot) in support of B-1 bomber radar system maintenance at the Oklahoma City ALC. In May 2022, the GAO began its legislatively mandated review of the program. As the agency's lead, DLA Distribution was sought by HQ, DLA J3, and OIG. GAO's draft findings were unpublished when FY 2022 concluded. Also pending was the FY 2023 NDAA legislative proposal making the PPP program permanent.

(5) Audit closeout

DLA Distribution completed its FY 2022 annual physical inventory and has begun its FY 2023 annual physical inventory. For FY 2023, opening population for DSS operations is 2,233,310 NIINs and for WMS at DLA Distribution Corpus Christi, Texas, the count is 37,176.

(6) Unified group rations (UGR) audit

On September 20-22, 2022, DLA Distribution San Joaquin, California, hosted the annual UGR audit, the first audit in three years due to COVID-19. Participants included San Joaquin leadership, DLA HQ, DLA Distribution, DLA Troop Support, the Joint Culinary Center of Excellence (JCCoE), U.S. Army DEVCOM, Public Health Activity (San Diego, Travis, Tracy) and the U.S. Army Medical Center of Excellence. No deficiencies were found at San Joaquin.

(7) Operating Materials & Supplies (OM&S) inventory

DLA Distribution is conducting a 100% wall-to-wall inventory of OM&S material at the Navy Shipyards at Puget Sound, Washington; Pearl Harbor, Hawaii; and Norfolk, Virginia. These inventories include over 376,000 inventories and are on track to be 100% complete by the March 31, 2023 deadline. Distribution was 50% complete at end of FY 2022.

(8) Nuclear inventory

DLA Distribution is supporting Norfolk Naval Shipyard's inventory by performing a 100% count of material at the site under nuclear custody. The scope of the April 2022 - March 2023 inventory is 10,000 NSNs and 431,000 eaches. Distribution was 50% complete at end of FY 2022.

(9) Supply Discrepancy Reports / Storage Quality Control Reports

DLA Distribution centers closed over 100,000 supply discrepancy reports and a storage quality control report with a \$7.1 billion value and 13.5 million eaches.

(10) Packaging storage and containerization center (PSCC) / DLA inspections

FY 2022 welcomed back a full schedule of PSCC and DLA joint inspections of DLA Distribution facilities and the care of supplies in storage (COSIS) programs. Observations have been positive. While errors remain stable, their scope has been limited to a narrow subset of the total population, which is easily remediable.

d. Modernization acquisition and supply chain management

(1) Contract awards/small business goals

In FY 2022, acquisition operations (contracting) awarded 2,832 actions at \$360 million. Of note, two government-owned/contractor-operated storage and distribution contracts were recompeted and awarded in FY 2022: DLA Distribution Hill, Utah, and DLA Distribution Barstow, California. Transition activities for each center were completed in FY 2022 and full performance began October 1, 2022. Additionally, Distribution J7 awarded contracts for the storage and distribution of meals ready to eat, DLA Distribution San Joaquin, California, installation support services, and professional support for the business development office.

The small business program exceeded its overall goal, obligating 73% of contracts to small business against a 60% goal. All socioeconomic goals were met. The competition goal was met in FY 2022; the office competed 91% of awarded dollars against an 88% goal.

(2) Acquisition assistance – audit readiness

DLA Distribution acquisition operations continues evolving programs for contractor-operated distribution centers (and other similar service contracts) to ensure contracts contain – and the vendors meet – requirements for audit readiness (AR), standardization, and process excellence. In coordination with DLA Distribution’s audit readiness/compliance team and Future Operations directorate, a strategy is used to incorporate standard process changes and AR requirements with a better-defined warehousing practice, along with trend analysis on performance. In FY 2022, service providers at contracted distribution sites were required to assume responsibilities for annual inventory, pre-adjustment research, and causative research.

(3) Acquisition planning and assistance team

In FY 2022, DLA Distribution’s J7 acquisition planning and assistance team completed 266 assistance projects and worked five distribution center contract re-competes (DLA Distribution Guam, Marianas; DLA Distribution Richmond, Virginia; DLA Distribution Navy, Bahrain; DLA Distribution Barstow, California; and DLA Distribution Hill, Utah). Additionally, the team worked 69 source selection boards, conducted 22 market research projects, and completed 122 requests for contract modifications. The team also provided contracting officer representative (COR)/Alternate COR duties for the global distribution expeditionary contract (GDEC) which executed 11 task orders.

(4) Quality Assurance Program

The quality management program office (QMPO) maintains quality assurance (QA) and quality control (QC) programs at all contractor-operated distribution centers. The QMPO manages recurring QA and compliance tasks, as directed by the J3-OC audit compliance staff, for government-operated locations. It maintains near-daily interaction with over 200 assigned quality assurance team (QAT) and DLA Distribution leaders to ensure a standardized approach to oversight. During FY 2022, QAT members completed over 13,909 operational performance surveillance activities, over 142,980 compliance checks, and approximately 1,500 oversight reviews. The QMPO manages the quality management tool (QMT) which offers a platform for implementing workflows. The QA program is continually revised to satisfy contract oversight, DLA Distribution compliance requirements, and financial and operational controls for audit readiness. As these processes evolve, so to do QA, QC, and compliance checks.

(5) Government purchase card (GPC)

In FY 2022, DLA Distribution completed 7,156 GPC transactions and reviewed 1,894. Of the 1,894 transactions reviewed, 92 had documented findings for a 98% compliance rating. GPC program coordinators conducted virtual and face-to-face training for billing officials and cardholders across the enterprise. Compliant transactions increased from 89% in FY 2018, to 95% in FY 2019 and FY 2020, to 96% in FY 2021 and 98% in FY 2022.

The annual DLA HQ GPC program management review (PMR) was conducted February 2022, during which DLA Distribution received a compliance score of 85%. Most findings were associated with Section 889 provision requirements. In the past year, Distribution J7 GPC program coordinators trained GPC billing officials and cardholders on Section 889 requirements; they also conducted a 100% review of appointments and training certificates as well as increased the transactions reviewed. These efforts resulted in DLA Distribution receiving a compliance score of 97% on the FY 2022 PMR – a 12% increase from the previous year.

(6) Centralized ordering process – PR creation team

The purchase request (PR) creation team at DLA Distribution acquisition operations (J7) was formed in 2015 to migrate the processing of all orders (local procurement and MILSTRIP) from distribution center level to DLA Distribution J7. This team has proven as effective intermediary between customers and J7 contracting, improving processing times by adding performance goals in enterprise business systems (EBS). Centralized input facilitates ordering like items using unique material numbers. The PR creation team monitors, prioritizes, and works incoming requirements; answers customer questions; develops submission policies; and ensures customer compliance. In FY 2022, the team generated 4,018 orders.

(7) Accountable property

The DLA Distribution acquisitions operations (J7) accountable property program manages 7,500 general equipment assets at 26 distribution centers worth nearly \$500 million. Two DLA Distribution accountable property managers oversaw all distribution sites, ensuring data accuracy and working with site accountable property officers to complete monthly and annual inventories, prepare for inspections and audits, and provide training. In FY 2022, DLA Distribution completed 100% of the monthly inventories on all assets.

(8) Global Distribution Expeditionary Contract (GDEC)

In FY 2022, seven GDEC task orders were issued for DLA Distribution requirements. Support included rewarehousing, augmentation, and whole of government assistance. Notably, the service provider established a contractor-owned, contractor-operated distribution center for the White House test kit mission. Additionally, the vendor sunset the distribution center in Busan, Korea.

(9) Warehouse management system (WMS)

DLA is poised to transform the way it does business with the warehouse management system. WMS will refresh the distribution standard system (DSS) by streamlining storage, distribution, and transportation processes to align with industry standards, creating a single system for all of DLA. WMS will provide greater visibility and control, real time logic for inventory tracking, cross-docking, and order fulfillment. It is a commercial off-the-shelf, SAP-based product that aligns inventory management and transportation to a single platform, reducing complexities and streamlining processes. The transportation management module will complement DLA's 21st century capabilities in transportation planning, optimization, and freight tendering. It covers the full range of transportation modes: air, ocean, rail, and motor. Full operational capability at Corpus Christi occurred July 2022. DLA is poised to implement WMS at additional distribution centers in FY 2023. It will interface with enterprise business systems.

(10) Voice pick technology

The momentum gained deploying voice pick technology in FY 2021 continued in FY 2022 with deployments at seven more sites (Cherry Point, North Carolina; San Diego, California; Guam, Marianas; Richmond, Virginia; Puget Sound, Washington; Germany; and Pearl Harbor, Hawaii).

(11) R&D projects

(a) Augmented reality

Augmented reality Phase II was completed 2nd Quarter 2022. This included all technical readiness reviews/levels, system function requirements development, and functionality testing for inventory. Phase IIB will include receipt to stow with embedded optical character recognition.

(b) Predictive analytics – audit readiness requirements (NFR 82)

Predictive analytics were explored to address audit readiness requirements (NFR 82) and assist distribution centers with identifying inbound material. The organization explored using artificial intelligence, partnered with NAVAIR on a blockchain feasibility study, and entered into a partnership with the Navy Post Graduate School to develop a program to predict inbound material. Additionally, the organization awarded an inventory feasibility study to account for material stored outdoors.

(c) 5G

The 5G test lab at Albany, Georgia, stood up fourth quarter, FY 2022. The 5G smart warehouse will create a 5G backbone to increase connectivity, information throughput, and reliability.

(d) Wireless printers & tablets

Phase I of the rugged tablet/mobile printer close out was completed, concluding the initial enterprise-wide deployment.

(12) Eastern Distribution Center (EDC) modernization

DLA Distribution Susquehanna's Eastern Distribution Center is DoD's largest warehouse complex with 1.8 million square feet under one roof. As a result of an in-depth study, a \$200 million modernization effort is under way that will change how material is handled and stored. This project has a four-year implementation schedule that includes new automation by an industry-leading warehouse execution system. This solution provides goods-to-person technology that will support current and surge workloads (268% of median). Once fully modernized, the EDC will have a 139% increase in systemic throughput, 239% increase in pick-rates, 20% labor production improvement, 100% materiel location accuracy, and 70% increase in order verification.

(13) Seven site study (ADP and equipment)

The seven-site study is a two-year project lead by industry consultants and a government team focusing on DLA Distribution's seven largest sites (after Distribution Susquehanna, Pennsylvania, and San Joaquin, California). This effort provides an approach to optimize our network, reduce footprint, and work toward consolidating fast-moving goods into centralized and automated-efficient buildings while updating our ADPs at the respected sites. Sites studied were DLA Distribution Oklahoma City, Oklahoma; DLA Distribution Hill, Utah; DLA Distribution Warner Robins, Georgia; DLA Distribution Red River, Texas; DLA Distribution Corpus Christi, Texas; DLA Distribution Norfolk, Virginia; and DLA Distribution Susquehanna, Pennsylvania (excluding the Eastern Distribution Center). Project period of performance was complete end of FY 2022.

(14) Location identification (LIP)

In FY 2022, DLA Distribution J3 infrastructure optimization division (J3 OI) transitioned to a LIP community of excellence, improving reporting accuracy and frequency, and ensuring LIP compliance of all distribution centers ahead of their transition from DSS to WMS. An MS Teams and SharePoint site were established to facilitate communications between stakeholders and provide a repository for program information. Distribution's J3 OI surpassed expectations for LIP reporting. Capability to provide reports increased from monthly to daily with impeccable accuracy, providing confidence to leadership at site and headquarters level. The J3 OI team conducted monthly deep dives with center leadership and other distribution staff to clarify program requirements, ensure accurate reporting, and reinforce implementation of compliance requirements. During FY 2022, J3 OI facilitated 245 site requests for mass updates of over 700,000 locations with the J62D.

(15) Stock readiness – suspended stock

Suspended stock continues to be a major hindrance for DLA. In 2011, suspended materiel was at \$2.1 billion, the result of drawdowns and commensurate increases in returned

materiel. In 2013, because of IPTs with the services and DLA supply centers as well as tiger team initiatives, suspended stock hit an all-time low of \$900 million. However, over the next several years, it increased to \$2.2 billion. This was due to increased stock screenings (Amphenol, CAGE Compromise, FSG 80, etc.) that resulted in discrepant materiel as well as additional returns from the field. Over the past several years, DLA has increased focus on this issue and issued instructions either to upgrade this materiel for use or downgrade it for disposal. DLA Distribution has continued to keep up with this increase in workload, despite an ever-decreasing staff. During FY 2022, DLA's distribution centers closed over 100,000 supply discrepancy reports (SDRs) and storage quality control reports (SQCRs), with a dollar value of \$7.1 billion and 13.5 million eaches.

(16) Frustrated freight

A continuous process improvement (CPI) supported by DLA J-345, the re-designed frustrated freight process implemented at San Joaquin, California, and Susquehanna, Pennsylvania, incorporates SDRs in which shipments require additional information to move to the OCONUS customer. The process incorporates final disposition process for unresolved frustrated freight.

(17) Multiple rapid improvement envets/CPI events - Norfolk, Virginia

DLA Distribution Norfolk, Virginia's Materiel Processing Center conducted multiple rapid improvement events and CPI activities to reduce waste and streamline operations. Cycle time was reduced in Cell 1 induction and Cell 2 sortation areas. CPI activities in the Intermodal Hub and Pier 8 focused on reducing ineligible cargo. Additional activities are underway to address DLA vendor compliance issues, resolve non-compliant hazardous shipments, and develop a process for walk-in customer requests.

(18) Distribution J8 arrearages

The DMAP (define, measure, analyze, propose) project goal was to document baseline business and financial processes leading to Distribution arrearages. As of March 2022, Distribution had \$70.7 million in FY 2017-22 arrearages (FY 2022 \$51.3 million, FY 2021 \$16.6 million, FY 2020 \$2.4 million, and FY 2017-19 \$0.5 million). The team mapped the arrearage process and documented causal analysis to show J8N has little control over arrearage creation/prevention as compared to DLA Distribution and customers.

e. Future of work

(1) Network optimization

Capitalizing on the organization's modernization initiatives and USTRANSCOM's commercial air transportation capabilities, DLA Distribution is transforming its current distribution network to a smaller, more agile model that will improve efficiency and reduce costs. Through a partnership with DLA Aviation, DLA Land and Maritime, and J34, the command received approval from the DLA J3 to execute stock positioning changes that would

stop OCONUS replenishment of small parcel eligible Class IX DLA stock and allow currently qualifying OCONUS stock to attrite. This strategy will create space for new weapons systems and place associated inventories at optimal locations. OCONUS stock positioning policy was implemented July 31.

(2) Warehouse utilization

Throughout FY 2022, DLA Distribution continued participating in OSD's warehouse utilization (WU) initiative. Previously referred to as nontactical warehouse initiative (NWI), OSD's WU is aimed at optimizing DoD's warehousing network. WU identified four military service locations to study, develop optimization plans, and eventually execute a transition strategy. These four pilot sites were Anniston, Alabama (Army); Tinker AFB, Oklahoma (Air Force); Barstow, California (USMC); and San Diego, California (Navy). Of the four sites, Barstow has completed implementation, Tinker and San Diego have developed plans for execution, and Anniston is in the planning process.

Barstow's WU success demonstrated what can be accomplished when DoD components work toward a common goal. As a result, Albany, Georgia (USMC) and Jacksonville, Florida (Navy) were added to the WU program in FY 2022.

f. People and Culture

(1) Defense performance management appraisal program (DPMAP)

DLA Distribution employees and managers work together to improve organizational, team, and individual objectives to achieve the DLA strategic plan. To reach this goal, 60% of the command's supervisors received training in difficult conversations. During the 2021-2022 appraisal process, DLA Distribution utilized the senior level review to provide commanders, directors, and deputies visibility of ratings.

(2) Functional community management

DLA Distribution continues its partnership with the DLA Human Capital Development J12 to refresh the logistics and warehousing functional communities.

(3) Recruitment

Supervisors are reporting high turnover across DLA Distribution. The command struggled to reach qualified applicants. It partnered with DLA Public Affairs to streamline recruitment using Facebook, Twitter, and LinkedIn. DLA Distribution explored new recruitment avenues in March 2022. Outreach efforts with the State of Virginia to target recruitment for federal wage system employees were advertised on the USAJobs website through a partnership with the Office of Personnel Management. The event itself was advertised on the front page of USAJobs. More than 200 interested applicants visited the DLA Distribution booth. Recruiters virtually chatted with 58 potential applicants. DLA J1 advised the job announcement received more than doubled the number of applicants with over 300.

(4) Direct hire authority (DHA)

DHA expanded to multiple locations across both general schedule (GS) and federal wage grade (FWG) positions. Distribution centers utilized free services such as emailing local schools and colleges and posting on state employment sites and local military bases to diversify their recruitment pools.

(5) Summer internship program

DLA Distribution continued the summer internship hiring program across three sites for twenty-seven summer hires. Distribution centers worked with local community partners to advertise the positions and encourage potential applicants to apply. Hired students work for the summer side by side with a current employee to learn about DLA Distribution, our mission, and our impact in supporting the Warfighter.

(6) Logistics for the 21st Century (LOG21) career development

2022 was the year for change. Historically, DLA opened LOG21 solely for GS employees. This year saw the first FWG employee attend.

6. Awards and Recognition

a. 54th DLA annual awards

Over eight employees and teams representing DLA Distribution were recognized in a variety of categories.

b. Commander in chief's annual award for installation excellence

DLA Distribution Susquehanna, Pennsylvania, was selected as this year's recipient of the commander in chief's annual award for installation excellence. The award was announced by Secretary of Defense Lloyd Austin and is one of only five given throughout the entire Department of Defense.

7. Safety & Occupational Health

The Safety & Occupational Health office collaborated with distribution centers to transition utilizing the deliberate risk assessment process from the previous job hazard analysis process. By utilizing the new risk assessment process, distribution center commanders and directors can break down any hazard, issue, or concern and then develop a plan for controlling risks before they lead to injury/illness. This process welcomes command involvement at all levels as all levels are involved in the decision making. Centers made great strides with the transition. All center locations worked to provide in-depth training for supervisors and leadership.

The SOH office assisted in managing resources across the network and ensured coverage was available for local implementation of the internal resource review process. This provides an in-

depth analysis of every SOH hiring or backfill requests to determine whether the risk to centers warrants filling the position. It allows for continuous monitoring of safety resources.

Audit readiness continues to be vital for DLA Distribution. The SOH office collaborated with the general council and acquisition offices to evaluate potential safety-related purchases. The process requires an analysis of the purchase to ensure it is required by regulatory standards, is appropriate to control or minimize the risk, and is in a volume that meets needs but is not excessive. The SOH office provided technical guidance on contractual language.

The SOH office implemented a routine process whereby all mishaps are evaluated. This process, was completed monthly and included reviewing information, documentation, and actions to ensure investigations were complete, thorough, and adequate. By completing this process, the SOH office proactively manages the OSHA 300 log.

Another new initiative in FY 2022 was a program for the distribution deployable team. In previous years, the team relied on processes completed at their home stations which could cause confusion since the team is comprised of individuals from different locations. The new program is driven by the work deployable teams complete and clarifies roles, responsibilities, and actions.

The SOH office continued the update to the DLA Distribution SOH program manual to ensure all new DLA requirements are covered and a framework is developed to implement the forthcoming DoD safety management system structure successfully.

a. COVID-19

The SOH office collaborated with DLA Distribution leadership and DLA Human Resources to oversee, evaluate, and support center vulnerability to COVID-19. This included monitoring public and center case rates, public vaccination status, and transmission rates. Identified concerns were flagged for monitoring or the deployment of the DLA Distribution COVID-19 Assessment Team.

b. Radiation protection program

The radiation safety staff maintained elevated customer service despite the pandemic by implementing alternate training methods. It worked with a contractor to revamp the radiation protection officer database. No nuclear regulatory commission (NRC) inspections were completed this year; however, the radiation safety staff still communicated and assisted.

8. EEO:

The DLA Distribution EEO Office processed over 700 requests for reasonable accommodation related to the COVID-19 vaccine mandate. It counseled 81% of 107 informal complaints on time and completed 100% of 38 formal complaint investigations on time. It processed 73% of 180 reasonable accommodations on time.

Defense Logistics Agency

DLA Human Resources (J1) Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: HISTORIAN

SUBJECT: Submission of DLA Human Resources (J1) FY22 Annual History Input

FY2022 saw the DLA workforce continue to operate under pandemic conditions, and J1 assisted agency leaders in managing a large, dispersed, and diverse workforce under challenging and evolving conditions. Throughout the year, J1 continued its outstanding support of DLA team members and customers in other agencies who were dealing with varied concerns and work conditions.

In FY2022, J1 remained front and center in DLA's response to the COVID-19 pandemic while also maintaining day-to-day functions. We reenergized our focus on innovation and transformation to best respond to the needs of our customers, including making sure they have access to vital human resources (HR) services.

I take a great deal of pride in how the members of our J1 team support each other and the rest of the DLA family.

In the coming year I look forward to J1 continuing to serve as a strategic partner to DLA organizations and leaders as they implement the newly approved Master Labor Agreement (MLA) and various aspects of our Future of Work (FoW) initiative. We are striving to create more agile, sustainable, cost-effective, and future-ready HR solutions to enable our customers to meet their missions and goals most effectively. And we are doing this while fostering a diverse, inclusive, equitable, and accessible environment where our own team members can rise to their highest potential.

I want our customers to enjoy working with us and to see us as a provider of excellent service. I know this team is up to the tasks at hand.

One J1 and Warfighter Always.

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SHARYN J. SAUNDERS
Director
DLA Human Resources

1. Introduction

Fiscal Year (FY) 2022 was filled with significant transitions for the DLA Human Resources (J1) workforce, with the retirement in July of the deputy director, Mr. Billie Keeler, and other long-serving senior staff directors. Shortly before Mr. Keeler's retirement, the organization welcomed Ms. Bobbie Sanders as the new deputy.

As the nation and world faced a third year in pandemic conditions, DLA J1 ably led the agency's COVID-19 coordination team (CCT). J1 also continued to manage the challenges of a workforce divided among those who could telework and those who could not. The agency also faced the challenges of workforce reentry.

J1's focus continued to address working in a virtual environment and bridging the gap between onsite and virtual environments.

Despite the continuing demands of the pandemic response and fluctuating guidance from the Office of Personnel Management (OPM) and DoD, J1 continued providing timely, comprehensive, and professional support for customers inside and outside DLA. In FY 2021, we achieved a 94% agency personnel fill/readiness rate, up 1% from the previous year. This represented 6,499 positions filled and occupants onboarded in a largely virtual environment.

DLA J1 also continued to provide the best possible support for customers in other DoD organizations. At the end of FY 2022, DLA J1 provided reimbursable HR services to the:

- a. Defense Advanced Research Projects Agency (DARPA)
- b. Defense Commissary Agency (DeCA)
- c. Defense Contract Management Agency (DCMA)
- d. Defense Counterintelligence and Security Agency (DCSA)
- e. Defense Human Resources Activity (DHRA)
- f. Defense Media Activity (DMA)
- g. Defense Security Cooperation Agency (DSCA)
- h. Defense Threat Reduction Agency (DTRA)
- i. Missile Defense Agency (MDA)
- j. National Reconnaissance Office (NRO)
- k. Office of the Chairman of the Joint Chiefs of Staff (OCJCS) and the Joint Staff
- l. Space Development Agency (SDA)
- m. U.S. Transportation Command (USTRANSCOM)
- n. Washington Headquarters Service (WHS)

2. Mission / Vision / Values

a. Mission

In support of the DLA mission, DLA Human Resources ensures a mission-ready workforce to support America's Warfighters while setting the standard for people and culture innovation.

b. Vision

In support of the DLA vision, DLA Human Resources strives to be the best in our business.

c. Values

We live the DoD Core Values of Leadership, Professionalism, and Technical Knowledge through Dedication to Duty, Integrity, Ethics, Honor, Courage, and Loyalty. To us this translates to these four tenets:

- (1) In strategy, people first.
- (2) In action, customer focused.
- (3) In execution, effective and efficient.
- (4) In leading change, innovative and bold.

3. Overview of J1 Resources and Key Leaders

Resources	
J1 Full Time Equivalents (FTEs) (Authorized)	913
Working Capital Fund	65%
Reimbursable	35%
Major J1 Population Centers	
Whitehall, OH	505
New Cumberland, PA	163
Fort Belvoir, VA	105
San Joaquin, CA	15
Philadelphia, PA	10
Richmond, VA	13
Battle Creek, MI	10
Key Leaders	
Leader	Position
Ms. Sharyn Saunders	Director, DLA Human Resources (J1)
Ms. Bobbie Sanders	Deputy Director, DLA Human Resources (J1)
Ms. Chaletta McCoy	Staff Director, Human Capital Program Development (J12)
Mr. Darryl Roberts	Staff Director, Labor and Employee Relations Policy (J13)
Ms. Laurie Hall	Staff Director, Human Resources Policy (J14)
Ms. Cheryl Steptoe-Simon	Staff Director, Human Capital Business Integration (J17)
Mr. Stephen Herrmann	Director, J1 Business Office
Ms. Tanya Everett	Director, DLA Human Resources Services (DHRS)
Ms. Kate DeDobbelaere	Director, DHRS, DLA Customers
Mr. Derek Saunders	Director, DHRS, DoD Customers
Mr. Peter Marchesani	Director, DHRS, Enterprise Operations
Ms. Yolanda Howell	Director, DHRS, DLA Training
Ms. Lynne Horton	Director, DHRS, HR Information Systems
Mr. Brandon Miller	Director, DHRS, Travel and Payroll
Mr. David Tighe	Director, DHRS, Military Personnel and Administration
Key Staff Members	
Ms. Lisa Stevens	Executive Assistant to J1 Director
Ms. Kathleen Rhem	HR Communications Manager
Ms. Bethrece Cheek	SAPR Program Manager

4. Pandemic Management

a. DLA COVID-19 Coordination Team

As the pandemic entered its third year, the DLA COVID-19 coordination team (CCT) continued advising the agency on complicated and evolving COVID-19 guidance. Led by J1 with representatives from EEO, general counsel, J7, J8, and installation management, the team analyzed guidance from the White House's Safer Federal Workforce Task Force (SFWTF), Office of Personnel Management (OPM), Centers for Disease Control and Prevention (CDC), and DoD. In FY 2022 alone, DoD released ten force health protection guidance documents, and the SFWTF updated its website on twenty occasions with new information. In each case, the CCT quickly reviewed the changes and shared updates with DLA leaders and the workforce via HR (human resources) bulletins and the DLA Coronavirus webpage.

b. COVID-19 Vaccination Documentation System

J1 developed an automated tool, the COVID-19 Vaccination Documentation System, as a secure and efficient method for DLA civilian employees to provide vaccination status and proof of vaccination. This DLA-specific reporting system was established in less than five weeks as an alternative to DoD's requirement to report in the MilConnect system. DLA received approval not to use MilConnect due to the program's inability to track data with the granularity needed for senior leaders to make mission-impacting decisions. DLA was the only agency in the department with an automated tool able to collect and maintain civilian employees' vaccination status and proofs of vaccination securely. As of the end of FY 2022, the system maintained records for 21,086 employees. Another advantage is that the system allowed DLA to update procedures as COVID-19 policy, regulations, and processes changed throughout the year.

c. Vaccination Mandate/Exemption Process/Enforcement/Injunction

On September 9, 2021, President Biden signed Executive Order (EO) 14043, requiring federal employees to be vaccinated for COVID-19, subject only to exemptions as required by law. DLA civilian employees had to be fully vaccinated by November 22, 2021, and use the COVID-19 Vaccination Documentation System to prove their status to supervisors. Employees were allowed to request an exemption to the mandate on the basis of disability/valid medical reason or sincerely held religious belief, practice, or observance. In November 2021, J1, in partnership with EEO and general counsel, established a centralized process to promote consistency and timeliness in processing more than 2,500 exemption requests submitted by employees. Employees who refused to be vaccinated and/or refused to provide proof of vaccination were subject to disciplinary measures, up to and including removal or termination.

The DLA designated management official (DMO) began reviewing these exemption requests under the centralized process December 2021 and issued thirteen decisions before January 21, 2022, the day when a district court judge issued a preliminary nationwide injunction prohibiting implementation and enforcement of EO 14043. DLA immediately ceased processing requests.

On April 7, 2022, the U.S. Court of Appeals for the Fifth Circuit overruled the lower court's injunction. However, on May 21, the plaintiffs in the case petitioned for rehearing en

banc before the Fifth Circuit, which was granted. On September 13, 2022, the Fifth Circuit began hearing oral arguments challenging the COVID-19 vaccine mandate for federal employees. As of the end of FY, DLA is still not implementing the vaccine mandate or granting exemptions.

d. COVID-19 Testing Implementation/Enforcement

On September 2, 2021, DoD issued Force Health Protection Guidance (Supplement 23), which implemented COVID-19 testing requirements for employees who were unvaccinated or chose not to report vaccination status as a condition for physical access to buildings where DoD business was taking place. DLA Safety and Occupational Health subsequently issued DTM 21-014, “DLA COVID-19 Screening Testing Program,” on April 1, 2022, which implemented DLA standardized weekly COVID-19 screening testing. Employees enrolled in the testing program were required to test when their worksite was in a county with a CDC COVID-19 community level of medium or high.

Similar to the vaccine mandate, employees were permitted to submit COVID-19 testing exemption requests for medical or religious reasons for review under a centralized exemption process. As of the end of FY 2022, the DMO issued 35 testing decision letters to employees. Employees who refused testing were subject to disciplinary measures, up to and including removal or termination from federal service.

e. Reentry Progress

As pandemic conditions began to improve in early 2022, the deputy defense secretary issued DoD Workplace Guidance for Final Reentry of DoD Civilian Personnel May 16, 2022. This guidance directed supervisors to begin discussions with civilian employees on plans for work locations and work schedules. It also required DoD components to provide employees with 30-day advance notification in writing before recall or schedule adjustment.

J1 issued the DLA COVID-19 Reentry and Safety Plan on April 6, 2022, which provided DLA-specific guidance on reentry and safety topics. This policy replaced the DLA Reconstitution Guidance and Framework, dated May 20, 2020, as well as the DLA COVID-19 Safety Plan, dated May 2, 2021. J1 issued the DLA Notice of Reentry to the Workforce memorandum April 6, 2022, which served as official notice to employees that DLA planned to start reentry on Monday, May 9, 2022.

The DLA guidance gave the MSC and J/D code commanders/directors the flexibility to determine the reentry plan that best fits their mission. To assist further, the CCT issued supplemental guidance on Reentry Factors for Consideration in April, published a Reentry Handbook, and created employee and supervisor checklists that outlined areas to be addressed (ex. communications, equipment/supplies, safety, telework) before reentering into the worksite.

5. J1 Annual Operating Plan (AOP) Initiatives

a. Future of Work (FoW)

Future of Work (FoW) is line of effort (LOE) 5 in the DLA Strategic Plan 2021-2026. J1 and DLA Installation Management (DM) are co-leads. FoW is focused on DLA CONUS (non-federal wage service [FWS]) and military population with the intention of later addressing touch

labor (FWS) and OCONUS. During FY 2022, the team developed a FoW strategy; discussions continue with the LOE 5 FoW enterprise working group [EWG], FoW stakeholders council, and monthly in-progress reviews.

b. Evaluate Segments of Key Leader Development Programs

The 2022 Building Your Roadmap to Success Leadership Forum was conducted virtually May 11-13, 2022, via Zoom.gov and Adobe Connect Classroom platforms in support of the DLA Strategic Plan 2021-2026 and Objective 1, develop leaders of the DLA People and Culture Plan. One hundred thirty-four participants from across the DLA enterprise attended the forum. The format included five large group sessions, five small group workshop sessions that participants cycled through, panel sessions (one SES Panel and three GS-15 Panels) and networking sessions. Evaluations and written comments indicated the forum was a positive experience.

During the first quarter of FY 2022, the first iteration of the DLA Multi-Source Feedback process and reporting capability for DLA enterprise leader development program Level 4 supervisors was successfully launched in the DLA Learning Management System (LMS).

c. Sustain Succession Management for Critical Succession Positions (CSPs)

The DLA succession management program focuses on developing and implementing an effective succession plan for all positions critical to the organization's mission. The succession management process enables organizations to identify CSPs needed to support business continuity; project attrition risk; assess the knowledge, skills, and abilities individuals need to be successful in those positions; and identify developmental training opportunities, retention strategies, and recruiting strategies to close competency gaps. During FY 2022, the CSP repository module was successfully launched in the LMS and the CSP annual review completed. The CY22 CSP annual report is scheduled to be completed in October 2022.

d. Build and Strengthen Key Competencies to Enhance Civilian Workforce Management

Two bi-annual functional community manager (FCM) meetings were conducted virtually to share information and best practices with the DLA FCMs, FCM POCs and other stakeholders. The DLA operations research (GS-1515) functional community developed the GS-1515 career guide and associated career mapping tools to assist the GS-1515 workforce in career development.

e. Human Capital Development DoD Customers: Transition Missile Defense Agency (MDA) to LMS

As a streamlining and cost-savings initiative, MDA and DLA coordinated to modify their existing agreement to add LMS servicing and begin transitioning MDA to DLA's LMS. MDA is leveraging DLA's contracting specialists, IT technicians, and system experts with start-up and sustainment know-how, allowing MDA to take advantage of DLA's economies of scale while freeing up internal resources. DLA had already successfully transitioned seven other agencies to LMS, realizing DoD's HR IT reform and streamlining initiatives.

f. Human Capital Development with U.S. Transportation Command (USTRANSCOM)

In February 2019, USTRANSCOM entered into a one-year pilot servicing agreement with DLA to provide civilian hiring and benefits administration services. Results showed a reduction in time to fill from 220 days with their former HR service provider to 80 days with DLA. Happy with this result, USTRANSCOM requested an extension in 2020. In August 2020, USTRANSCOM began seeking approval from the deputy defense secretary to transition HR servicing permanently. USTRANSCOM expanded DLA's servicing to include LMS and classification support in 2021. On July 27, 2022, the deputy defense secretary formally delegated DLA permanent authority to provide HR servicing to USTRANSCOM for employment and general administration for civilian employees, approval of 180-day waivers for former members of the armed forces, and suitability and fitness adjudications for civilian employees.

g. Execute Direct Hire Authorities for FY 2022 Allocations

DLA continues to maximize direct-hire authorities (DHA) authorized by Congress and prescribed by DoD. This year DLA increased its hires using the DHAs for both "certain personnel of the DoD workforce and the domestic defense industrial base (DIB) facilities" and "major range and test facilities base." Use of these two DHAs allowed DLA to process more than 1,000 hiring actions. With these authorities as part of our recruitment strategies, our "post-secondary student and recent (PSS&RG)" DHA usage has gone down. DLA has utilized only 50% of the FY 2022 allocation. DHAs for certain personnel and DIB have provided a wider pool of candidates than PSS&RG alone.

h. Enterprise Resource Planning (ERP) System Migration

Continued support as preparation is being made for the Back to Standard Program. Being involved from the start of an effort and partnering with all of associated teams ensures we can address all organization alignment, change management, and training for the workforce.

i. Warehouse Management System (WMS)

Throughout the FY, WMS work was continuous as new functionality was added, and changes and updates were required across the human performance arena. Successes included developing and delivering change management initiatives and training in support of WMS deployment at Corpus Christi, Texas.

j. Sustain Audit Readiness for Hire to Retire (H2R) Business Cycle

DLA Human Resources continued its successful journey in audit sustainment during FY 2022. Due to COVID-19 restraints, auditor Ernst & Young (EY) adopted a virtual environment but kept a demanding timeline. During the FY, J1 supported the following milestones:

- (1) Successfully completed all work for the statement of assurance (SOA).
- (2) No exceptions were identified in the FY 2022 financial statement audit.

(3) Supported all provided-by-customer requests in a timely manner and met all requirements from the auditor.

k. Execute Renegotiated DLA-AFGE Master Labor Agreement

Throughout FY 2022, the agency and the American Federation of Government Employees (AFGE) Council 169 continued to work toward a renegotiate master labor agreement (MLA). Initial negotiations began on July 9, 2019. At the start of FY 2022, fourteen articles had been decided by the Federal Service Impasse Panel (FSIP) and later in the year the panel decided on ten more articles. The remaining twenty-nine articles were sent through union ratification and failed twice. Due to failed ratification, the agency again requested assistance from the FSIP, and those twenty-nine articles were decided in a panel decision on August 3, 2022. Ultimately, the entire contract was decided through three FSIP decisions. Once the last panel decision was received, the entire MLA was sent to Defense Civilian Personnel Advisory for agency head review, after which the contract was made effective on September 9, 2022. As of the close of the FY, J1 was educating leaders on the new provisions and creating an online training program for affected employees.

6. Miscellaneous Enterprise Support

a. Assisted DLA J7 in implementing DoD Acquisition Back-to-Basics Initiative

DoD undertook a significant initiative to modernize the Defense Acquisition Workforce Improvement Act (DAWIA) to fit a 21st Century talent management framework. The initiative streamlined the certification construct and refocused training resources for the defense acquisition workforce. J7 implemented this framework with significant support from J1. J1 reviewed and updated approximately 19,000 employee and position records in the Defense Civilian Personnel Data System, assisted in briefing senior leaders on progress, and helped develop materials for negotiating back-to-basics with local bargaining units.

Team members also addressed myriad changes to key HR documents, including: partnering with functional area leads (FALs) to conduct position description reviews to determine required coding/decoding changes; modifying the DLA PD Quickly (PDQ) system and updating 2,960 position descriptions; updating job opportunity announcements; creating new drop-down type statements of understanding (to achieve more accurate documentation of functional areas and grace periods); and developing onboarding materials.

In addition, team members participated in strategy sessions with FALs across DLA to develop an implementation plan for the Pathways to Career Excellence (PaCE) program. Tenets of that plan included: building a communication plan for both Pacers and PaCE program officials, prioritizing back-to-basics courses in support of Pacers' certification, scheduling career advisory group sessions to facilitate the updating of Pacers' programs of development, and overseeing all back-to-basics implementation actions.

b. Employee Recognition

During the 54th Annual Employee Recognition Awards Ceremony, which was released as a virtual program March 10, 2022, on the DLA YouTube and DLA Facebook sites, personnel

were recognized as outstanding employees of the year, DLA's highest annual recognition for current employees.

The members of the DLA Hall of Fame Class of 2022 were recognized in August, with the first live induction ceremony since the pandemic. Inductees were:

- (1) Edward "Ted" Case, former vice director, DLA
- (2) Benjamin "Gil" Perkins, former director, office of counsel, DLA Aviation
- (3) Janet Price, former director, procurement process support, DLA Aviation
- (4) Kathryn Fantasia, former director, direct delivery fuels, DLA Energy
- (5) Janet "Jan" Hoffheins, former administrator, DLA Human Resources Services
- (6) Keith Ford, former deputy director, Clothing and Textiles supply chain

7. Conclusion

Throughout the third year of pandemic management, the J1 team sustained and improved its service to its diverse customer base while simultaneously supporting agency personnel through the ongoing pandemic. In addition to the accomplishments outlined above, J1 team members:

- a. Graduated 159 Pathways to Career Excellence (PaCE) participants.
- b. Delivered over 800 DLA classes – 760 virtually, 40 face-to-face – to more than 11,500 DLA students; delivered more than 60 classes to more than 1,000 students in other DoD organizations.
- c. Led a cross-functional enterprise team to conduct a coordinated realignment of full-time employee management and associated budget oversight activities of the PaCE program back to their respective MSCs and J-Codes.

DLA J1 leaders are now examining what was done well during the pandemic and what could have been done better and modernizing DLA's approach to work – and workplace – so agency and its workforce are positioned for continuing mission success in a post-pandemic world.

A major focus of early FY 2023 will be implementing the provisions of the newly approved master labor agreement that is in accord with the ever-changing national security environment. J1 is building on a strong foundation of supporting DLA's mission-ready workforce and external HR customers and looking for creative ways to leverage agility and integration. J1 leaders are focusing on innovation and transformation to continue serving as strategic partners with our customers, both inside and outside DLA.

Our goals will remain adding strategic value, gaining trust, and managing competing priorities.

Defense Logistics Agency

DLA Logistics Operations (J3) Fiscal Year 2022 Historical Report



**DIRECTOR
LOGISTICS OPERATIONS
DEFENSE LOGISTICS AGENCY**



In Fiscal Year (FY) 2022, DLA Logistics Operations (J3) tackled many global challenges and embarked on ensuring premier logistics operations to the Warfighter. Against the backdrop of the continuing effects of the COVID-19 pandemic on the nation, J3 provided unparalleled support across multiple efforts, including national support to the COVID-19 vaccination and relief efforts, support to USEUCOM due to the Russian aggression in Ukraine, and meeting the Congressional intent of the National Defense Authorization Act (NDAA) Section 352, Global Bulk Fuel Management and Delivery.

This annual history report captures these J3 accomplishments and many more, including:

- DLA support to the Department of Health and Human Services (HHS) by providing contracting, storage, and distribution to the Nation's "At Home Test Kits" mission, resulting in 750 million test kits delivered at no cost to the American people.
- Ahead of the FY22 Fire Season, DLA processed bulk procurement requests from the U.S. Forest Service (USFS) to stock 15 interagency cache locations, by managing material valued at more than \$55 million.
- DLA support to the Federal Emergency Management Agency (FEMA) with a \$19.3M Humanitarian Daily Ration (HDR) purchase under the Economy Act, which authorizes restock to multiple FEMA Distribution Centers.
- DLA Indo-Pacific support to the Red Hill Fuel Facility response efforts by coordinating support to over 2,500 impacted families, to include providing over \$6 million in bottled water support to affected residents and coordinating daily deliveries to multiple locations and from multiple commercial sources.
- DLA stood-up the J35 Plans Executive Directorate (replacing the J32 Strategic Programs and Integration Executive Directorate) to support strategic and future-looking agency planning efforts.
- Near the end of the fiscal year, as Hurricane Ian made landfall in Florida and South Carolina, DLA leaned forward in support of USNORTHCOM and FEMA response operations. DLA received three mission assignments (MA), for DLA Distribution Expeditionary Capability (DDXX) to Maxwell AFB, AL; fuel at Incident Support Base Warner Robins, GA; and personnel support to the National Response Coordination Center.
- DLA embraced the Department's vision of implementing DoD's Advancing Analytics (ADVANA) platform, and spearheaded numerous data initiatives. ADVANA organizes data from hundreds of business systems to enhance data visualization for decision making.

In FY22, J3 met challenges and opportunities head on in support of the mission. My deputy, Kristin French, and I are confident that while J3 will face challenges in FY23, we will undoubtedly prevail with agile logistics solutions for the Warfighter, DLA, and the nation.

J.D. NOBLE
Rear Admiral, SC, USN
Director, Logistics Operations/Commander, Joint
Regional Combat Support

1. Organizational Overview

a. DLA Logistics Operations (J3) Leadership

(1) In FY 22, DLA Logistics Operations continued under the strong management of the entire J3 leadership team, led by RADM Doug Noble as Director of Logistics Operations and Commander of Joint Regional Combat Support, with the support of his Deputy Director of Logistics Operations, Ms. Kristin K. French. J3 has 829 personnel consisting of 649 civilian employees, 107 active duty service members, and 73 reservists.

(2) J3 experienced personnel changes in FY 22. Mr. Patrick Dulin retired May 2022 after 52 years of military and civilian service, and Mr. Patrick Kelleher onboarded as the Executive Director of J31. J34 continues under the leadership of Mr. George W. Atwood III. Regarding the Regional Commands, CAPT Patrick Blake took command of DLA Indo-Pacific, while COL Gerard “Jerry” Acosta and COL Faith Chamberlain continued their respective commands of DLA CENTCOM & SOCOM and DLA Europe & Africa.

(3) The reorganization that started in FY20 continued in FY 22. The Strategic Programs and Integration Executive Directorate J32 organization was sunset in May 2022 and reorganized as J35, focused on futures planning on behalf of DLA. The accompanying General Order will be complete in FY 23.

b. The DLA Logistics Operations Mission

DLA Logistics Operations (J3) is responsible for managing DLA’s eight end-to-end supply chains. J3 provides materiel management policy, guidance, and oversight, while integrating strategic, operational, and tactical perspectives; commanding and controlling contingency operations; and planning to influence the end-to-end logistics supply chain. J3 is the principal strategic, operational, and tactical planner for DLA business operations. Additional responsibilities include the daily operations of all J3 activities and engagement with DLA Headquarters (HQ) Directorates and Major Subordinate Commands (MSCs). Additionally, J3 serves as the DLA Enterprise Logistics Functional Community Manager.

J3 maximizes readiness and logistics combat power by leveraging enterprise solutions. It fulfills this mission through the Operations Executive Directorate (J31), Logistics Policy and Programs Executive Directorate (J34), and Plans Executive Directorate (J35).

The Director, DLA Logistics Operations, provides a single focal point to combatant commands (CCMDs), their service components, and allies. The J3 serves as the commander, Joint Regional Combat Support, overseeing three O-6 level regional commanders (DLA Europe & Africa, DLA Indo-Pacific, and DLA CENTCOM & SOCOM).

c. J31 – Operations Executive Directorate:

J31 integrates DLA’s Logistics capabilities with CCMDs, military services, the Joint Staff (JS), other combat support agencies and designated federal agencies. Additionally, J31 provides situational understanding at all levels of operations, contingencies, and natural disasters to influence the end-to-end logistics supply chain.

The Operations Executive Director (J31) serves as the deputy commander, joint regional combat support, and adjudicates disagreements in the absence of the J3.

J31 assists the J3 director in the DLA Europe & Africa, DLA Indo-Pacific, and DLA CENTCOM & SOCOM commanders.

d. J34 – Logistics Policy and Programs Executive Directorate:

J34 develops and disseminates supply-chain management policy for order fulfillment, planning, stock positioning, retail sustainment, asset management, transportation, the distribution network, disposition, technical/quality functions, and business cycle processes. J34 engages the Office of the Secretary of Defense (OSD), the JS, and military service leadership on efforts related to logistics programs and initiatives. J34 researches, analyses, and provides insights to DLA leadership. Additionally, J34 synchronizes enterprise-wide logistics research and development and leads/supports projects related to DLA's audit readiness. J34 develops strategies for creating, obtaining, managing, and integrating logistics data in support of DoD, federal agencies, and the North Atlantic Treaty Organization (NATO). Additional responsibilities include managing programs and initiatives to improve strategic support.

e. J35 – Plans Executive Directorate:

J35 leads agency planning efforts for Fight Tonight thru FY2035. It interfaces daily with J3, J31, and J34 and routinely interfaces with DLA J/D codes, the DLA political advisor (POLAD), DLA MSCs, DLA regional commands, DLA national account managers, DLA liaison officers (LNOs), the OSD, the JS, CCMDs, military services, and whole of government (WoG) representatives. J35 relies on support from the DLA J6 chief data and analytics officer (CDAO) and DLA J6 Analytics Center of Excellence (ACE) to accomplish objectives. ACE support includes data strategy and integration; logistics supportability analysis (LSA); demand and surge planning; and modeling, exercise, and wargame support.

f. Regional Commands

Regional commands represent the DLA director within their assigned geographic regions and serve as enterprise points of contact with senior overseas customers (combatant and unified commands, senior service components, theater service HQs, other U.S. government agencies, other DoD activities, designated multi-national organizations, and allied countries). Regional commands act as leads for enterprise customer engagement in theaters of operation with the responsibility for planning, coordinating, and monitoring enterprise operations. Regional commands are the supported commander for steady-state and contingency operations. Additionally, regional commands are the supported commander for operationalized staff entities such as DLA Equal Employment Opportunity, DLA Human Resources (J1), DLA Information Operations (J6), DLA Comptroller (J8), DLA Installation Management (DM), DLA General Counsel (DG) and the DLA Office of Inspector General (OIG). Regional commands ensure alignment of programs with DLA's overall strategy, while coordinating DLA efforts in support of missions, logistics planning, senior customer engagement, and strategy development. Regional commands monitor customer satisfaction and maintain situational awareness. Additionally, regional commands are responsible for managing cross-cutting issues regarding DLA policies and strategies.

2. Contingencies and Humanitarian Assistance/Disaster Relief Support

a. Ukraine Support

(1) Background

DLA's Agency Synchronization Operations Center (ASOC) assisted the U.S. mission in U.S. European Command (USEUCOM) regarding Ukrainian defense. The agency began planning this support in early FY 22 and transitioned to active support in the second quarter. DLA maintains a permanent footprint in USEUCOM, providing logistical support for subsistence, multi-class supplies, bulk fuel management, medical supplies, repair parts, as well as warehousing, distribution, and disposition capabilities.

(2) Description

Since the signing of Presidential Drawdown Authority (PDA) 1 in December 2021, DLA has supported forward forces with over \$1 billion in supplies, a 52% increase in year-to-date orders. The agency continues supply health assessments for future PDA requirements. Below are metrics by MSC:

- (a) Aviation: ~\$150 million (aircraft parts and supplies)
- (b) Energy: ~\$469 million (2.3 million gallons of fuel)
- (c) Land and Maritime: ~\$128.1 million (repair parts, batteries, tires)
- (d) Troop Support: Construction and Equipment ~\$232 million, Clothing and Textiles ~\$36 million, Medical ~\$319 million, CLI (Subsistence) ~\$266 million

Regional sustainment remains closely watched. DLA increased its force posture across USEUCOM. As of 26 September, 606 DLA personnel are embedded in the command. DLA deployed a second tranche of augmentees (17) who are approved through FY 23.

CL I health has significantly improved.

(a) USEUCOM CL I requirements have increased 180%; DLA has provided \$204.5 million in support.

(b) As of 26 September, 931 containers have been delivered. Over the past several months, no containers have been held up due to lack of health certificates; NATO Form 302 is being utilized.

(c) DLA hosted a CL I symposium with Naval Supply Systems Command (NAVSUP) and Fleet Forces Command to attain common understanding on CL I metrics, reporting, desired end state, and required resources.

DLA is monitoring service-provided material to Ukraine. There have been 16 PDs approved for ~\$6.5 billion. Services provide support; DLA replenishes service stocks as required. DLA expects to see more PDAs and Foreign Military Sales (FMS).

b. Coronavirus Disease-19 (COVID-19) Vaccine Distribution

(1) Background:

On December 18, 2020, the Food and Drug Administration (FDA) provided Emergency Use Authorization (EUA) for the Moderna COVID-19 vaccine. Within a week, and continuing throughout FY21, DLA distributed COVID-19 vaccines to DoD personnel and dependents outside the Continental United States (OCONUS).

(2) Description

DLA worked closely with Operation Warp Speed (OWS, later renamed as the Countermeasures Acceleration Group), the Defense Health Agency (DHA), and the military services to identify requirements for OCONUS vaccine distribution. DLA worked with industry partners, including Federal Express (FedEx), United Parcel Service (UPS), and U.S. Transportation Command (USTRANSCOM) to establish cold chain shipment lanes for required delivery locations. DLA met all delivery objectives.

(3) Outcome

DLA embedded a liaison officer within Department of Health and Human Services (HHS) to support the partnering agency. The relationship resulted in DLA providing PPE and testing equipment through a FS-Form 7600A agreement with the potential for \$7 billion of support. During the year, DLA successfully provided contract support, allowing HHS to procure over \$2 billion in materials. DLA provided contracting, storage, and distribution to HHS's "At Home Test Kit" mission, resulting in 750 million homes receiving test kits directly to their door at no cost. DLA fulfilled HHS's mission request for 14 million Point of Care Nucleic Acid Amplification Tests (NAAT). DLA is currently utilizing its contracting capabilities to help HHS obtain a new over-the-counter test kit procurement for \$803 million that will grow HHS's stockage by 90 million items.

DLA provides staffing assistance and support for:

- (a) Weekly and daily Secretary Operation Center meetings.
- (b) The Director of the Office of Resource Management.
- (c) Weekly synchronization meetings with HHS leaders and other liaisons.

c. Hurricane/Wildfire/Earthquake Response

(1) Background

DLA's global network and expertise enabled agile and rapid responses to emergencies such as hurricanes and earthquakes while supporting Wildland Fire Protection Program (WFPP) and foreign humanitarian assistance/disaster relief operations. Throughout the year, DLA planned, organized, and trained interagency partners to prepare for these emergencies.

DLA also supported state and local organizations across Federal Emergency Management Agency (FEMA) regions.

(2) Outcome

Ahead of the 2022 Fire Season, DLA processed bulk procurement requests from U.S. Forest Service (USFS) to stock its fifteen interagency caches by managing material valued at more than \$55 million. DLA LNOs to USFS and the WFPP participated in planning and coordination efforts to support firefighting operations before and during fire season. DLA provided expertise and material to USFS, including providing nearly 330 national stock numbers (NSNs) to their caches and DLA warehouses. The agency remains in close coordination with the USFS, state, and local partners, synchronizing the replenishment of critical items and providing routine support through FedMall. Through mid-August 2022, DLA fulfilled 345 Customer Interaction Center (CIC) emergency orders totaling over \$18.7 million. FY 22 state and local sales totaled 9,045 FedMall line-item orders, with sales of over \$4.7 million.

(3) Outcome:

DLA provided expertise and material to FEMA and co-hosted a pre-scripted mission assignment (PSMA) workshop to review and update the 19 PSMA's. DLA Energy and DLA Distribution took part in FEMA's Eagle Rising 2022 Exercises focused on incident support base operations which enhanced teamwork and understanding of each organization. DLA Troop Support provided additional materials to FEMA's Hurricane Ida Recovery Operations. This requirement was generated to support the long-term survivor-housing mission in Louisiana; the bill of materials valued at \$848,000 was used to develop infrastructure for utilities (water, wastewater and electric) in housing areas built by FEMA using travel trailers and containerized housing units.

As of the end of July 2022, DLA has supported FEMA with a \$19.3 million humanitarian daily rations under the Economy Act, which authorities restock to FEMA distribution centers.

3. Regional Commands

a. DLA CENTCOM & SOCOM

(1) LOE 1 – Warfighter Always: Support to Contingency Operations and Exercises

(a) Background

DLA CENTCOM & SOCOM provided direct support to U.S. Central Command's (USCENTCOM) four named operations: Operation INHERENT RESOLVE, Operation SPARTAN SHIELD, Operation ENDURING SENTINEL, and Operation YUKON JOURNEY. In addition, the command coordinated exercise planning with the service components and the Joint Logistics Enterprise (JLEnt) to develop support packages for supplies, services, and expeditionary capabilities.

(b) Description

The command and MSCs satisfied all CCMD requirements across a full spectrum of military operations and exercises. Additionally, these groups validated Class I, II, III(B), IV, VIII and IX strategic, operational, and tactical requirements.

(c) Outcome

DLA, in coordination with the regional command and MSCs, remained actively engaged in USCENTCOM and USSOCOM operations in the AOR. Beyond aligning capabilities, DLA CENTCOM & SOCOM increased distribution movement along the Western Access Network (WAN), expanded distribution capabilities at DLA Distribution Bahrain to reduce air movements and make the Trans-Arabian Network (TAN) more viable, and validated service requirements.

(2) LOE 3 – Trusted Mission Partner: Mission Command Alignment to Support the Region

(a) Background

With the disestablishment of United States Forces-Afghanistan in late 2021 and USCENTCOM's shift to western access development, the command developed a new command and control structure capable of supporting contested logistics in the theater.

(b) Description

In a resource constrained environment and with operational forces shifting locations, DLA CENTCOM & SOCOM used mission command to synchronize sustainment and provide first-class logistics support.

(c) Outcome

DLA CENTCOM & SOCOM engaged with the CCMDs, service components, DLA HQ, and MSCs to align its organizational structure to support and sustain the Warfighter better. In particular, DLA CENTCOM & SOCOM formed DLA Support Team Middle East (DST-ME) to command Western Access Development (Jordan and Kingdom of Saudi Arabia). DST-ME leveraged low-level decision-making to achieve responsive support. The DST has the authorities necessary to make tactical supply chain sustainment decisions.

The command and MSC supply chains coordinated with the service components to ensure DLA maintained proper alignment for future support and sustainment (i.e., King Faisal Air Base (KFAB), Jordan; Yanbu and Jeddah in the Kingdom of Saudi Arabia).

DLA Distribution and the regional command, in coordination with USCENTCOM and service components, proposed a future distribution network to support Middle East re-posturing.

b. DLA Europe & Africa

(1) Mission

To deliver coordinated and responsive logistics support to the CCMD

(2) Vision

A premier team sought-after to plan, synchronize, and transform legacy joint logistics to enable modern, multinational, interoperable theater solutions.

(3) LOE 1: Warfighter Always: Exercise and Contingency Operations

(a) Readiness

Enabled joint logistics for the combined joint forces land component (CJFLCC) commander by delivering critical supplies, resulting in increased readiness and capability of theater-assigned forces. Ensured capabilities were at the point of need by anticipating place, time, and resource.

(b) Secondary Effort

Empowered workforce; re-energized professional development, recognition programs, talent management; and reestablished an inclusive on-site environment that is safe, healthy, and professionally rewarding.

(4) COVID-19 and Vaccine Distribution

As FY 22 started, DLA Europe & Africa (DLA E&A) was still immersed in COVID-19 related efforts. DLA E&A remained fully engaged providing logistics and sustainment support across the services assigned to our theater. After receiving Regional Health Command-Europe (RHCE) requirements, and four separate waves of vaccinations and boosters, DLE E&A provided over 500,000 doses of COVID-19 vaccinations to theater personnel.

(5) Support to Operation Allies Refuge (OAR) & Welcome (OAW)

While still under COVID-19 restrictions, DLA E&A surged to support Afghans transiting Ramstein Air Force Base and Rhine Ordnance Barracks enroute to the United States. The DLA E&A team supported USEUCOM, U.S. Air Forces Europe (USAFE), U.S. Naval Forces Europe (USNAVERU), along with the U.S. Army Europe and Africa (USAREUR-AF) elements on the ground, augmenting the USAF team. DLA E&A helped process, vet, and screen more than 140,000 Afghans prior to movement to the Continental United States. DLA E&A completed nearly 50,000 supply transactions (nearly all urgent), supplying over \$22 million in Class I, II, III (B&P), IV and VII. Additionally, DLA E&A delivered a variety of Class VIII vaccinations to the Afghans, to include polio.

(6) Support to USEUCOM's response Russia's invasion of Ukraine

Russia invaded Ukraine February 2022. DLA responded immediately with Rapid Deployment Team (RDT) WHITE, augmentees, and ASOC assistance as DLA E&A, MSCs, LNOs, J and D-code personnel worked through the avalanche of information, demands, and requirements to provide DLA-managed commodities. DLA E&A remains fully engaged in supporting NATO's eastern flank, delivering necessary supplies to forces arrayed from the high north (Scandinavia) to the Mediterranean Sea. DLA E&A experienced increases in nearly every commodity and supply chain (compared to steady-state operations). Additionally, DLA E&A delivered fuel, repair parts, medical supplies, construction materials, and all forms of Class I (from MREs, UGRs to fresh fruit and vegetables) while simultaneously back-hauling hazardous waste and supporting steady-state operations in Europe and Africa.

Throughout FY 22, DLA E&A responded to new European Union health certificate requirements on consumable food. Although the certificates were disruptive, DLA E&A never stopped delivering Class I to theater. By working with CCMDs and their tactical units, DLA E&A reduced disruption and delivered to the point of need. DLA E&A responded to Navy increases in demand (CL 1 Specific) when the service nearly doubled its presence in the Mediterranean. Additionally, operational planning teams expedited construction materials, presidential drawdown repair parts, responses to urgent requests for bulk fuels, and the integration of DLA-provided augmentees.

(7) Outcomes

DLA E&A remains the services' choice for logistics, supplies, and support. DLA E&A remained focused on customers throughout its theaters, evolving to their demands while returning to work and dusting off processes and systems.

c. DLA Indo-Pacific

(1) Mission

Provide a single DLA interface for U.S. Indo-Pacific Command (USINDOPACOM) through a collaborative network of forward-positioned and continental U.S.-based capabilities.

(2) Operational Priorities

The Indo-Pacific (IP) is the world's most geographically diverse region with long lines of communication testing DLA's ability to sustain the joint force in competition and crisis. To address these challenges, DLA IP, along with DLA MSCs, continually assessed capabilities and looked for opportunities to enhance support. These initiatives are incorporated into DLA IP's operational priorities and include working with USINDOPACOM and its sub-unified and service component staffs to set/sustain the theater, delivering logistics in a contested environment, adjusting to emerging concepts, enhancing Warfighter relationships, and supporting crisis response.

(3) LOE 1: Warfighter Always:

The IP experienced strategic challenges in 2022, but DLA support to the COVID-19 pandemic and Red Hill Fuel Facility water response efforts were two of the most impactful.

(a) COVID-19 Pandemic Response and Vaccine Distribution

In 2022, DLA's COVID-19 support shifted from procurement of PPE to vaccine deliveries to the joint force. Additionally, DLA Troop Support Medical contracted with multiple suppliers to provide COVID-19 home test kits to the service components. These kits were originally intended to meet the requirement for self-testing of non-vaccinated personnel, but they also proved invaluable in pre-screening for travel, ruling out COVID-19 for personnel experiencing symptoms, and keeping workplaces free of COVID-19.

(b) Red Hill Fuel Storage Facility Water Response Efforts

DLA IP Warfighter support representatives served as DLA liaisons to the Navy's Joint Base Pearl Harbor Hickam Emergency Operations Center and the Army's Aliamanu Military Reservation command posts to help coordinate support to the over 2,500 families impacted across Oahu, Hawaii. DLA Troop Support IP provided over \$6 million in bottled water, coordinating daily deliveries to multiple locations and from multiple commercial sources. DLA Distribution Pearl Harbor assisted in those deliveries.

(c) Exercise Support

Exercises are the primary means of training the joint force, and DLA IP attended over 30 conferences to coordinate DLA support to those events. Regional support ranged from subsistence such as MREs, UGRs and H&Ss; fuel support from our regional Defense Fuel Support Points and fuel contracts/exchange agreements; disposal support; distribution support; as well as DLA LNOs, planners, and DLA Support Teams (DST) embedded with Warfighter staffs. Tier I and II exercises supported were Keen Edge 22 (Japan), Cobra Gold 22 (Thailand), Balikatan 22 (Philippines), RIM of the Pacific (RIMPAC) 22 (Hawaii), Valiant Shield 22 (Guam), Combined Command Post Training 22-1/2 (Korea), and Operation Pathways (Southwest Pacific).

(d) Contingency Planning

USINDOPACOM continually refined its warfighting strategies, often requiring new concepts of logistics support. To assist the Warfighter with these refinements and to inform him of DLA capabilities, DLA IP participated in Pacific Fleet (PACFLT) Capabilities Based Assessment (CBA), USINDOPACOM Time-Phased Force Deployment Data (TPFDD) Conferences, Indo-Pacific Medical Logistics Forum, DLA Troop Support CL I Summit, Pacific Area Senior Officer Logistics Seminar (PASOLS), Naval Services Game 22 OPLOG Workshop, and the MARFORPAC Operations Logistics (OPLOG) planning conference.

(4) Completed Initiatives

DLA IP completed Australia Class I Blanket Purchase Agreements (BPA) expansion. The extension provided subsistence BPA coverage to an additional 15 austere locations in Oceania. It also closed the agency's Busan Storage Facility, redistributing over \$42 million of DLA-owned subsistence and construction materials and saving over \$12 million in annual facilities costs.

(5) Ongoing Initiatives

Perhaps the most significant initiative – definitely the one which garnering the most press – was Red Hill defueling. Also important, however, were the construction of Darwin Defense Fuel Supply Point (DFSP) in Australia, the relocation of DLA Disposition Services's Expeditionary Site Set (ESS) to Sagami Depot in Japan, the implementation of the Japanese Class I Acquisition and Cross-Service Agreement (ACSA), and the stand-up of the Guam Intermediate Maintenance Facility.

(6) People and Culture

(a) Leaders transitioning out of DLA IP commenced with the regional commander, CAPT Jason Adams, and included CAPT Horacio "Jack" Tan, DLA Distribution Yokosuka Japan; CDR Christopher Newell, DLA Distribution Pearl Harbor; LTC Jose Medina, DLA Energy Korea; LTC (COL Promotable) Corrine McClellan, DLA Distribution Korea; and Maj (LtCol select) Charles Coffman, DLA Energy Japan.

(b) DLA IP welcomed CAPT Patrick Blake, DLA IP Regional Commander; CDR Ian Liff, DLA Distribution Yokosuka, Japan; CDR Sean Moody, DLA Distribution Pearl Harbor; LTC Dennis Han, DLA Energy Korea; and Lt Col James Smith, DLA Energy Japan.

(c) DLA IP had three key-billet hires: DLA IP Chief of Staff, Ms. Debra Simpson; DLA Energy IP Director, Mr. Scott Thomas; DLA Energy LNO to Australia, Mr. Christopher Boeding.

(7) Awards and Recognition:

(a) DLA Distribution Yokosuka Japan was awarded Agency of the Year Award for 2022 by the National Institute of Packaging, Handling, and Logistics Engineers.

(b) DLA Junior Non-Commissioned Officer for 3rd Quarter 2022: SSG Joseph Becker, DLA IP Synchronization Operations Center Forward (Republic of Korea).

(c) DLA J3 Peer Award Winner: Mr. Charles Chislum, DLA IP Army Hawaii Warfighter Support Representative

4. Initiatives

a. NDAA Section 352, Global Bulk Fuel Management and Delivery

(1) Background

The National Defense Authorization Act (NDAA) for Fiscal Year 2022, Section 352, Subsection 2927, directed that “the United States Transportation Command (USTRANSCOM) shall be the element responsible for bulk fuel management and delivery” for DoD on a global basis no later than February 1, 2023. Legislation directed USTRANSCOM to collaborate with DLA on the way forward.

(2) Description

Responding to the above language, USTRANSCOM and DLA developed a cross-organizational planning team composed of subject matter experts from USTRANSCOM, DLA HQ/J3, DLA Energy, Office of the Secretary of Defense Acquisition and Sustainment (USD A&S), and the JS J4.

A governance structure was established with O6/GS-15s as leads of each organization planning team (known as the Core Operational Planning Team (OPT)) reporting to a 2-Star Steering Group (USTRANSCOM J5/4, DLA J3, JS DJ4, and Deputy Assistant Secretary of Defense for Logistics) up to the Executive Committee (USTRANSCOM Commander, DLA Director, JS J4 and Assistant Secretary of Defense for Sustainment).

Because of the nature of the problem set and the timelines imposed by the NDAA, the Core OPT used a modified military decision-making process. CCMDs military services provided representatives for the planning effort. The working groups compiled and analyzed information in their respective functional areas to feed the mission analysis process. The mission analysis process highlighted the “as-is” bulk fuel processes, current authorities, and implied and specified tasks, along with producing a revised problem and mission statements. After reviewing bulk fuel studies and wargames since 2019, the planning team identified four gaps:

- (a) Global Prioritization and C2
- (b) Lack of Assured Distribution
- (c) Governance
- (d) Human Capital

The executive committee approved the mission analysis April 8, 2022. The planning team then conducted course of action (COA) development and prepared potential options from the most conservative (ask Congress to repeal NDAA Section 352) to the most aggressive (USTRANSCOM consolidates command and control for all elements involved in bulk fuel management, to include service resources).

The executive committee refined courses of action and requested a four-day COA wargame with over 60 participants from the combatant commands and military services joining the operational planning team. The wargame revealed USTRANSCOM was most effective at advocating for end-to-end bulk fuel storage and distribution visibility and highlighted critical resource shortages with intra-theater distribution. The recommendation was to have the president codify USTRANSCOM’s new authority as a global synchronizer into the Unified Command Plan (UCP).

(3) Outcome

On June 9, 2022, the executive committee concurred with elevating USTRANSCOM authority on bulk fuel governances by assigning it single manager for bulk fuel management and delivery in the UCP. As of July 15, 2022, final selection of the course of action is pending details describing how single manager implementation and identifying roles and responsibilities.

There is no organizational DLA change associated with this selection. DLA Energy's core competency as integrated material manager for Class IIIB fuel (bulk fuel supply/distribution to customers) remains the same.

Due to USTRANSCOM's designation as single manager, USD A&S will assess DLA's authority as the executive agent for bulk petroleum to determine if it should be modified or canceled. Final decision belongs to the Secretary of Defense.

Upon executive committee approval, there will be aggressive socialization across the bulk petroleum enterprise to publicize USTRANSCOM's role as DoD's single manager for bulk fuel management and delivery.

b. J35 Plans Executive Directorate Stand Up

(1) Background

In FY 22, J3 replaced the Plans Executive Directorate (J35) with the DLA Strategic Programs and Integration Executive Directorate (J32). This new capability aligns DLA with the joint planning process to "fight tonight" through FY2035 and supports mission assurance, supply chain security, joint plans and exercises, strategic businesses, and futures.

The DLA director approved the organizational design on March 29, 2022. Subsequently, the DLA director of logistics operations (J3) approved naming conventions of the five-division concept, and the new J35 Directorate was officially established May 18, 2022.

FY 22 was a foundational year for not only J35 but also the J355 Strategic Plans and Futures (SPF) division, which was built from the ground up. At first, J355 SPF was staffed with two members from the J323 Analytics Branch and two from the J31 Plans & Exercises division. Col Paul Frantz, newly assigned to DLA, became the first J355 SPF chief July 5, 2022.

(2) J355 Mission

The J355 SPF division executes long-range strategic national planning for DLA. J355 SPF is the office of primary responsibility (OPR) for the DLA Campaign Plan and the office of coordinating responsibility (OCR) for the DLA Strategic Plan, Annual Operations Order, strategic narrative, Strategic Engagement Plan, and strategic communications. It leads the agency's wargaming and experimentation and ensures agency's equities contribute to joint and service future concepts and wargames. J355 SPF integrates joint concepts into DLA long-range strategic planning efforts in support of joint concept development, transition, and implementation. J355 SPF identifies sustainment and readiness capabilities in the future operating environment, focusing on developing and executing opportunities, advocating for new sustainment capabilities, maintaining visibility of DLA joint concept initiatives, and monitoring programmatic(s). Additionally, J355 SPF prepares DLA to meet military service requirements

requiring doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTmLPF-P) changes to DLA operations.

(3) Description

Beginning June 2022, and at the DLA director of logistics operation's direction, the division began planning the first-ever DLA industrial base wargame. This included seeking proposals from two federally funded research and development centers. In early August, J355 SPF participated in the Joint Warfighting Concept Critical Task List Conference. At the same time, J355 SPF executed shaping tasks such as mission analysis, establishing a battle rhythm, writing position descriptions, and introducing a leader-leader culture of excellence. Over time, the division began planning participation in DoD wargames and experiments such as the Army's Gain and Maintain Operational Access concept of operation, the Naval Services Game, and the Chairman's Globally Integrated Wargame 2023. Every day J355 SPF expanded its mission to other planning activities such as JS J4 logistics functional capabilities boards (Log FCBs).

(4) Outcome

The J355 SPF division is well poised to begin strategic and future-oriented planning in support of the agency's mission.

c. Military GPS Circuits End-of-Life Procurement

(1) Goal

Procure two of three configurations of Military GPS User Equipment (MGUE) Application Specific Integrated Circuits (ASIC) from two sole-source vendors before the trusted manufacturer stops accepting orders for a critical subcomponent. Once procured, provide up to nine years of supply support.

(2) Background

In 2019, the trusted manufacturer of a critical ASIC subcomponent notified DoD of its intent to shut down production lines. With the Increment II ASICs not ready for fielding until 2027/2028, DoD determined it needed a life-of-type buy to ensure critical M-code capability for its weapon systems. After reviewing requirements and expertise, DoD asked DLA to consider the mission; the agency formally received tasking via Tri-Service memorandum January 2020.

Following a joint effort between then-DLA J32 and DLA Land & Maritime, the agency awarded two contracts in May 2021, securing 100% of the required quantities for one configuration, and 50% of the required quantities for the second configuration. After submitting a continuing resolution for all funds upfront and receiving congressional approval, DLA awarded an option for the remaining 50% December 2021. Additionally, DLA transferred funds/responsibility to procure the third configuration to the U.S. Air Force. DLA J35 continued planning and developing processes to support the release of inventory in preparation for deliveries by the end of December 2022.

(3) Outcome

The military services will be able to field congressionally-mandated M-code capable GPS user equipment with ASICs purchased by DLA until MGUE Increment II ASICs are fielded in the 2027/2028 timeframe, ensuring critical lethality and precision for Warfighters.

d. F-35 Lightning II: Joint Program Office (JPO) Product Support Provider Efforts

(1) Goal

As a product support provider (PSP) for North American Regional Warehousing (NRW), disposition services, and global transportation & distribution (GT&D), DLA achieved initial operational capability (IOC) and full operational capability (FOC) for FY 2022 objectives. It completed Batch 1 inventory transition from prime contractor to DLA Distribution Center San Joaquin, California (DDJC), completed Batch 2 inventory transition by December 2022, and continued achieving FOC as the primary source of AV supply within North America. It implemented U.S. Forces OCONUS automated shipment processes, GT&D Phase 2A, by interfacing DLA vendor shipment model (VSM) and electronic data interchanges (EDI) with the prime contractor's product support integrator (PSI) Systems Applications and Products (SAP). It continued establishing U.S. Forces OCONUS deployment locations, GT&D Phase 2B, while supporting Phase 3. It continued supporting OSD/services-led F-35 acquisition and sustainment transition (FAST) planning for the transfer of the F-35 program to the Departments of the U.S. Air Force and U.S. Navy per National Defense Authorization Act 2022 Section 142. It continued supporting OSD, service, and F-35 Joint Program Office (JPO) technical data, provisioning, cataloging, and supply initiatives. It continued supporting the OSD/JPO PATHFINDER pilot for a subset of service and DLA managed repairable and consumable items.

(2) Background

DLA utilized its core competencies to increase joint spares pool (JSP) and supply chain visibility, support OSD/JPO affordability, and catalog items. DLA achieved IOC for NRW Batch 1 inventory transition by December 2021. The agency is on track to transition Batch 2 by December 2022. It increased supply inventory at all seven U.S. DLA Distribution centers supporting AV. DLA, in partnership with USTRANSCOM, achieved IOC for GT&D Phase 2A, automated shipment processes supporting main site locations, and continued GT&D Phase 2B implementation. As PSP for disposition services, DLA is ensured the effective disposition of CONUS and OCONUS material. Finally, the agency provided cataloging for lead services (U.S. Air Force and U.S. Navy).

(3) Outcome

In additions to achieving IOC and FOC for NRW and GT&D PSP activities, DLA presented DLA's strengths and advantages to decision makers at all levels of the process. These measures improved government efficiency, visibility, transparency, and accountability, while supporting program affordability.

e. NATO Data Exchange Redesign (NDER)

(1) Background

NDER was a transformational initiative that modernized data exchange between the U.S. and 62 partner nations. The previous data exchange was in COBOL, an 80 column card format in place for over 30 years. The legacy exchange between DLA's Federal Logistics Information System (FLIS) and partner nations was constrained by slow processing.

(2) Description

DLA and Finland began this project several years ago. The target for implementation was January 10, 2022, which DLA beat by going live on December 21, 2021. NDER provides the NATO community a modernized logistics data exchange methodology and enhanced business rules for cataloging by utilizing extensible markup language (XML) and expanding functionality. Future releases are planned to bring more robust workload routing, reporting, and automation activities to minimize manual workload and reduce human error.

(3) Outcome

DLA successfully transferred logistics data from 6.9 million NSNs to the NATO Support Agency for inclusion into the NATO Master Catalog of Reference for Logistics (NMCRL). The new interface allows for a minimum of daily connections to all nations, ensures the most accurate data in FLIS, facilitates requisitions, and provides optimal interoperability.

f. Assisting the Army with AMPV Technical Data Challenges

(1) Background

DLA identified numerous issues with the engineering data the Army Armored Multi-Purpose Vehicle (AMPV) program submitted for the assignment of NSNs. These concerns fell into three major categories: 'Redline' changes to technical data outside of the standard revision process, missing signatures from Army Engineering Support Activity personnel, and tech data that indicated design control authority at odds with contractual agreements. Assigning DLA managed NSNs under these circumstances would have triggered approximately 3,000 DLA 339 cases, resulting in exorbitant sustainment costs and indefinite procurement delays. On February 4, 2022, DLA leadership partnered with the AMPV Program to ensure proper NSN assignment.

(2) Description

DLA personnel, in concert with General Counsel, found AMPV technical data as presented in conflict with policies and laws. In addition, DLA personnel confirmed that using the Defense Wide Working Capital Fund (DWCF) for initial AMPV fielding requirements was improper per Financial Management Regulation (FMR) 7000-14 and Resource Management

Decision (RMD) RF-501. In May 2022, technical data challenges were summarized and potential solutions presented to DLA and Army leaders. DLA and Army stakeholders were directed to analyze support options (to include costs and risks) and prepare a briefing for senior OSD, Army, and DLA leadership in early June. In addition, Army and DLA stakeholders were made aware of developments regarding the elimination of hexavalent chromium in the Army Acquisition and Sustainment of Weapon Systems (colloquially known as the ‘Green Hardware’) initiative. DLA recommended that it manage NSNs for a subset of hardware items while the Army manage the remainder until a full tech data package is available.

(3) Outcome

On June 9, 2022, Ms. Kristin French, DLA J3 deputy director, decided on the recommended course of action. As a result, 1,866 Army-managed and 383 DLA-managed NSNs were assigned by June 24, ahead of the July 4 date provided by the Army. DLA recommended OSD analyze existing procedures to identify gaps and potential process improvements at an OSD Logistics brief to the Logistics Executive Steering Committee meeting on July 19, 2022. DLA will make policy enhancement recommendations for OSD review.

g. Safeguarding Controlled Unclassified Information (CUI) and Controlled Technical Information (CTI)

(1) Background

The Technical Program and Quality Assurance Division (J344), in collaboration with DLA General Counsel Office and MSCs, implemented programs, processes, and capabilities to strengthen DLA’s safeguarding of CUI/CTI.

(2) Description

Highlights of these programs, processes, and capabilities include deploying an enhanced monitoring capability to identify unauthorized suppliers accessing CUI/CTI, collaborating with DoD investigative agencies and the Department of Justice (DOJ) in efforts to determine possible violations of U.S. export control laws, instituting a training program for DLA suppliers, and establishing a program to certify DLA suppliers before allowing them access to DLA-managed export-controlled data.

(3) Outcome

Programs, processes, and capabilities implemented by DLA identified over 300 unauthorized entities attempting to access CUI/CTI outside the U.S., trained and certified over 4,000 suppliers, and assisted on investigations, several of which resulted in convictions.

5. Strategic Plan

a. Line of Effort (LOE) 1: Warfighter Always

(1) Objective 1.1

Improve end-to-end readiness and cost-effectiveness in support of CCMD campaign plans and integrated contingency plans

(a) Background

DLA's support to the Warfighter is priority one. LOE 1 provides solutions and drives CCMD and military service readiness. These customers have unique needs and capabilities that require customized solutions. LOE 1, Warfighter Always, is designed to push DLA to develop and/or refine processes that improve support and risk identification.

(b) Description

The goal for Objective 1.1 is to improve end-to-end readiness and cost-effectiveness in support of CCMD campaign plans and integrated contingency plans. DLA is committed to bettering C2 relationships with CCMDs and is collaborating with the JS to develop a joint logistics supportability analysis. This analysis will define time-phased global requirements for campaign activities and contingencies. Additionally, DLA is establishing a joint architecture for globally integrated demands to identify gaps in capabilities.

(2) Objective 1.2

Partner with customers at the wholesale and retail levels to develop solutions to service-specific challenges.

(a) Background

DLA is committed to delivering customized, service-oriented solutions for the retail mission and slow-moving parts, leveraging best practices, and standardizing wherever possible.

(b) Description

The goals for Objective 1.2 are to improve support for wholesale and retail customers by identifying low/sporadic demand populations where collaborative or forecasting may not be the best solution. DLA conducted continuous process improvement (CPI) with participation from the customer to identify opportunities for improving materiel flow and standardizing processes. DLA developed standard, priceable processes that enabled the customer to decide the level of support required. DLA is also conducting service-specific reviews of aged & slow-moving stock and designing optimization solutions.

(c) Outcome

In FY 22, Objective 1.2 increased material availability for uneven items by 1.2% while decreasing the requirements objective by \$97 million. Additionally, order

response time for C-5 low demand items improved from 65% to 90%. DLA aligned items to appropriate planning methods and evaluated existing thresholds against DODI 4040.01 and demand patterns. To date, DLA has moved 23,000 NIINs to “alternative to forecasting” methods. Material availability increased by 1.2% while the requirements objective decreased by \$97 million since Feb 2021.

Initiative 1.2.2 will continue moving items into Peak/NextGen and expanding level-setting algorithm capabilities. In addition, DLA will monitor how well items did in previous planning methods compared to the new methods.

Initiative 1.2.2 was a CPI event on the C-5 program depot maintenance line at Warner-Robins that sought to improve the ORT for low-demand items to 90%. This event identified numerous levers with which to improve supply support, including frontloading as many requisitions as possible prior to induction, engaging local customers to match performance metrics to need, manually customizing forecasting demand history to reflect specific attributes, and recognizing that low-demand items may require targeted analysis.

This CPI even made a significant impact. The order response time for C-5 low demand items improved from 65% before the CPI project to between 87%-93% for the nine months after its completion. While the event has closed, J3 continues monitoring to ensure the response time stays at the target level, and to look for opportunities to implement the same levers on other platforms.

(3) Objective: 1.3: Nuclear Enterprise (NE) and Space Enterprise (SE) Support

(a) Background

In support of the nation’s strategic deterrence mission, DLA provides logistics and materiel support solutions for both legacy and emerging NE/SE systems. Additionally, DLA actively supports the U.S. Space Force’s (USSF) organize, train, and equip functions. Specifically, DLA codifies procedures to optimize customer support to United States Strategic Command (USSTRATCOM), United States Space Command (USSPACECOM), and the military services. DLA also supports mission execution.

(b) Description

DLA is postured for effective and responsive NE/SE support. Agency support to NE/SE major defense acquisition programs (MDAPs), weapon systems program managers (PMs), and USSF and USSPACECOM are on-going. In FY 22, DLA remained fully engaged with the Air Force NE community, attending/briefing DLA support at NE Weapon Systems Reviews for ICBM, B-52, B-2, B-1, and ALCM. In particular, it formalized first-ever USSPACECOM and USSF Memorandum of Agreements, rendering DLA support to 6,500 personnel across 22 global locations. It participated in USSTRATCOM GLOBAL THUNDER FY 22 and enabled the Joint Nuclear Operations Center to assess readiness.

(c) Accomplishments

1: Executed successful Class IX proof of principle analysis of 10 NE strategic weapons reporting within the Defense Readiness Reporting System (DRRS),

coordinating with MSCs and HQC stakeholders to ensure new system updates perform the same calculations as previously reported.

2: Partnered with DLA J6 Small Business Innovation Program (SBIP) to execute industrial research efforts for 92 NE NSNs; \$46 million invested to-date.

3: Fulfilled critical B-52 TF33 engine requirements; 168 parts under contract, 63 re-engineered parts approved to date; collaborated with J6 SBIP to resume production of license-restricted parts considered cost-prohibitive by original manufacturer.

4: Conducted multi-faceted risk assessments of the DLA Nuclear Weapons Related Material (NWRM) program; enhanced DLA's ability to detect, identify, and secure NWRM. Assessed 17 DLA Distribution and 27 DLA Disposition Services locations susceptible to NWRM. Tested 12 locations with zero failures detected.

5: Trained data call and analysis; secured nuclear learning opportunities for ~96 of DLA's nuclear mission professionals; sought/received training allocations with the Air Force Nuclear College, Sandia National Laboratories and Air Force Nuclear Command, Control and Communications Center.

6: Supported USAF headquarters; directed Bomber Task Force requirements for multiple OCONUS locations; advised Air Force Global Strike Command and worked with MSCs on requirements and data analysis; Bomber Task Force supported at more than 90% material availability.

7: Represented DLA during the ICBM to Sentinel Transition Planning Conference; identified transition constraints for the FY 22 to FY25 schedule; gathered transition progress information and customer support concerns to ensure DLA readiness.

8: Coordinated with USAF and DLA Disposition Services to support ICBM Deactivation, Deployment, Disposal Plan, and Deployment (D4) transition. Streamlined disposal actions of NE items in preparation for Sentinel ICBM fielding.

9: Established DLA-USSF Working Group (WG) Charter; focused on improving supply chain efforts related to the SE; synergized/codified logistics solutions in a performance-based agreements (PBA) between both organizations.

10: Partnered with AFGSC Bomber Task Force on new force roll out; coordinated with DLA Aviation and AFGSC on Warfighter readiness; provided guidance on the rapid, lean, and lethal movement of strategic bombers (B-1, B-52, and B-2).

11: Served as Nuclear Material lead for Warehouse Management Systems (WMS) IPT; coordinated/advised on warehouse processes for DLA Distribution and DLA Disposition sites across 134 depots, field sites, and one AF NWRM facility.

13. Worked with HQ and MSC stakeholders to validate Business Functions Requirements via test, defect solutions, critical design review to meet projected Distribution Standard System replacement goals supporting receipt, storage, and issue to DoD.

(d) Outcome

Provided responsive support to the NE/SE and remained engaged with key stakeholders for sustainment and modernization of both legacy and emerging NE/SE systems.

b. Line of Effort 2: Support to the Nation

(1) Objective 2.1 - Implement a deliberate, enterprise approach to WoG support.

(a) Description

DLA leadership recognized the need, opportunities, challenges, and potential benefits that growth in WoG business presented. During the agency's January 2021 Strategic Offsite, leadership agreed that WoG involvement warranted a qualifying framework with repeatable procedures to evaluate WoG business opportunities to avoid compromising Warfighter support.

(b) Background

DLA began supporting the WoG shortly after its establishment in 1961. It currently has agreements with over 40 federal agencies, all 50 states, 300 local partners, and 122 international partners. In FY 21, it sold \$11 billion to these customers, representing 26% of all agency sales. This amount was an increase from the 20% registered in both FY 2019 and 2020. Growth in customers and sales occurred because organizations recognized DLA's supply chain, material management, distribution, and disposition services expertise.

DLA consolidated WoG support to non-U.S. military service, federal, state, local, and international organizations with that provided to U.S. military services, increasing economies of scale, improving national security, and quickening response.

DLA's WoG business is not without challenges as significant upfront costs to support WoG partnerships, i.e., IT systems, personnel requirements, and management could affect DLA's obligation authority. Additionally, lack of scale in supporting specific WoG customer-required items may come at a cost to the agency.

(d) Accomplishments

1: Developed an innovative financial assessment tool identifying costs/benefits of WoG business to ensure no negative impact on DLA Warfighter support.

2: Developed webpage/brochure of DLA "menu" of services providing an easy to access/use listing of DLA capabilities and services available.

(e) Outcome

Decisions made during the January 2021 DLA Strategic Offsite prompted WoG to rewrite the DLA WoG mission, confirm the strategy for qualifying future work, revisit organizational design and investment decisions, and increase the transparency of costs.

(2) Initiative: 2.1.1 – Establish a qualifying framework to vet new work.

(a) Background

A repeatable process was needed to qualify new WoG business. The financial benefits (price savings with no impact on obligation authority) should be clear. New WoG business should have a clear national need with no negative financial impact to DoD. It should be a strategic fit for DLA without negatively impacting Warfighter support.

(b) Description

An enterprise-wide working group assembled with DLA Transformation contractor support. This group worked closely with the J3 WoG team and J8 led team to define focus areas and tasks associated with and parallel to the financial analysis tool being developed by J8. The team recommended which new business opportunities needed to be evaluated and presented its recommendations to the DLA governance processes.

(c) Outcome

A new DLA Instruction, 4000.20, WoG Decision-Making Framework for New DLA Business, was drafted and coordinated. It is currently awaiting DLA vice director signature. This new DLAI provides a repeatable, qualifying framework and governance process to categorize potential DLA WoG support while ensuring new DLA WoG business does not negatively affect DLA's Warfighter support.

(3) Initiative 2.1.2 – Financial Analysis Tool.

(a) Background

Over the past five years, DLA has experienced increased growth in fourth estate; foreign military; and other federal, state, and local government sales. These non-U.S. service organizations are looking to leverage DLA's supply chain, material management, distribution, and disposition services expertise. Given the added workload this increase entails, differing views emerged on what DLA should do. In July 2021, based on a congressional inquiry, J7 and J3 studied the feasibility of expanding a Warstopper-like program for WoG partners. Additionally, DLA Troop Support assessed a Veterans Affairs (VA) request for PPE specifically for contingency support, without inclusion of day-to-day VA PPE requirements. This topic was presented at the March 2022 DLA Senior Leader Offsite; DLA determined an individual business case assessment should be conducted before accepting new WoG business.

(b) Description

A WoG analytics team, led by DLA J8, evaluated WoG business opportunities to avoid compromising Warfighter support. A pre-qualification questionnaire was established to assess the "why" (strategic, portfolio, financial benefits) and "how" (workforce, information technology/systems, and supply chain impacts) considerations involved with each opportunity. A decision-making tool was developed to calculate a benefit-effort ratio. This tool's comparison and summary functions provided valuable insight for DLA Governance boards.

(c) Outcome

The DLA vice director approved the closure of Initiative 2.1.2 in June 2022. DLAI 4000.20 contains the new WoG business decision-making framework for qualitative and quantitative criteria. Lessons learned from future implementations will be integrated into annual reviews to improve DLA's assessment and negotiation of new WoG business.

(4) Initiative: 2.1.3 – Menu of Services.

(a) Background

DLA's military customers have access to the Federal Logistics Information System (FLIS) where detailed information regarding the millions of items DLA manages are cataloged. Access to FLIS requires a DoD Common Access Card and items are categorized by Federal Supply Class. FLIS was therefore not accessible or usable for potential new DLA WoG customers. DLA required a menu of services to be readily accessible for potential new WoG customers or existing customers seeking additional DLA services.

(b) Description

Representatives from DLA J/D codes and MSCs created a pamphlet with an overview of supplies and services available to WoG customers and contact information.

(c) Outcome

The DLA vice director closed the initiative April 2022. A menu of services with a QR code is on the DLA Public Affairs Office website. Hard copies were distributed, along with a digital version, providing DLA account managers and the public visibility of DLA capabilities.

(5) Initiative 2.1.4: Assess DLA organizational structure

(a) Background

Over the years, fourth estate, federal, state, and local customers have established agreements with separate DLA organizations. The U.S. Treasury G-Invoicing mandate, designed to improve the financial accuracy of sales between government agencies, requires DLA to establish general terms and agreements with WoG customers. This new mandate and growing requests by WoG customers for DLA capabilities and services prompted DLA leaders to assess how DLA was structured to respond to these growing requirements.

(b) Description

An enterprise team interviewed MSCs and HQ WoG divisions to gain insight on how DLA WoG customers were managed and identify pain points with the current DLA WoG organization structure. Analysis of the findings determined the risks and issues associated with DLA systems, communications, and processes. Additionally, key tasks associated with implementing the new DLAI were assessed. DLA determined no reorganization was needed.

(c) Outcome

In August 2022, a closure memorandum was staffed to the DLA vice director to close the initiative with no organizational structure changes. Process improvements tied to the initiatives 2.1.1, 2.1.2, and 2.1.3, as well as improvements by other DLA, DoD, and federal working groups, will alleviate many of the pain points identified.

c. DLA Strategic Plan Line of Effort (LOE) 3, “Trusted Mission Partner”

(1) Objective 3.1: Implement customer-centric performance metrics and predictive problem-solving.

(a) Completed objective, initiatives, milestones and POAM development of Objective 3.1 and supported development of Critical Capability C2, Advanced Analytics and Automation. Started execution in December 2020 and will continue to completion.

(b) Worked with national account managers and military services to develop, coordinate, and finalize service-unique metrics for PBA. Efforts will continue in until all four service PBAs contain the new metrics constructs.

(c) Represented DLA on the ODASD’s Supply Chain Metrics Group (SCMG), focusing on DoD Supply Chain metric performance and exploring opportunities to improve outcomes. Helped establish the FY 21 SCMG metric portfolio that consists of 22 metrics reviewed each month.

(d) Served as the secretariat for the Business Performance Review, an internally focused review of metrics presented to DLA Director and J3.

(e) Served as functional lead on the Army Vantage Dashboard effort, during which DLA was responsible for identifying and providing key data elements.

(f) DLA Dashboard and Enterprise Data Warehouse (EDW): Consolidated the Enterprise Dashboard and the Enterprise Data Warehouse requirements into a single prioritized list using a weighted scoring model to determine requirement priority. The consolidated priority list is approved monthly at the Enterprise Operations Planning Council.

(g) Deployed 36 Enterprise Dashboard and EDW requirements in FY21. The most notable new capabilities include service readiness “get well” dates, service readiness non-mission capable systems, and open document trending.

(h) Restarted EDW back-end development of 67 open requirements with J6 and, as of July 21, 2021, six were being worked. Upon reviewing the dated requirements, 35 were no longer required and removed from the list. Since March 2021, 13 additional EDW requirements have been added, bringing the total to 45.

(2) Objective 3.3: Provide next generation customer service.

The DLA Logistics Operations Customer Support Division is working three initiatives to re-engineer the end user’s experience and improve DLA’s Customer Service Management and Service/DLA Day processes by providing capabilities to improve customer service across the customer-facing enterprise.

(3) Initiative 3.3.1: Implement new Customer Service Management Tool.

(a) Background

The DLA Logistics Operations Customer Support Division sought to re-engineer the end user's experience by providing capabilities to improve customer service across the enterprise. The DLA vice director championed the Digital Business Transformation (DBX) initiative, and it became part of the new DLA Strategic Line of Effort 3, Trusted Mission Partner, in April 2021. As the Customer Relationship Management (CRM) Process Owner, the team partnered with DLA Information Operations team to transition the CRM Service Management module from the Enterprise Business System (EBS) to the ServiceNow application, which modernized the agency's existing CRM capabilities and improved collaboration and communication with customers.

The team managed and accomplished all key objectives, resulting in the delivery of five user stories (also called epics) and a minimum viable product in May 2021. The Customer Support Division trained more than 1,500 end users, provisioned more than 1,600 user accounts, and distributed nine awareness communications to internal and external customers. The customer support team regularly briefed DBX – Customer Service Management efforts to the DLA vice director and senior leaders, and regularly updated the Enterprise Operations Planning Council (EOPC).

(b) Outcome

On Aug. 9, 2021, the Customer Service Management minimum viable product successfully transitioned from the CRM Service Management module in EBS to the ServiceNow application. The team planned follow on requirements for phases two and three. System development will transform the DLA agency customer user experience upon Fully Operational Capability in FY 22, leveraging enhanced self-help tools, a virtual agent, and artificial intelligence capabilities. DLA Logistics Operations and Information Operations teams will continue tracking the initiative to closure under Strategic Plan Objective 3.3 & 1.4.

(4) Initiative 3.3.2: Launch customer survey to the military services and WoG

(a) Background

Based on industry partner collected feedback from nearly 150 internal and external senior stakeholder interviews in October 2020, it was determined DLA needed to become more customer-centric. Working in collaboration with industry experts, the MSCs, and the J and D codes, DLA Logistics Operations coordinated a customer satisfaction survey targeting tactical, operational, and strategic supply chain customers.

(b) Description

Phase One launched in May 2021, targeting the military services, and closed July 2021. Responses were analyzed and presented to senior leaders across the enterprise. Each MSC received a detailed presentation by September 2021. In parallel, the J3 Customer Support Division, in coordination with MSCs and the WoG Division, developed survey

communications and distribution plans targeting eight federal agencies for Phase Two. The same survey questions given to military customers were given to WoG customers. Before launch, DLA sought advice from Washington Headquarters Services's Office of People Analytics. The Customer Support team worked with DLA Acquisition to secure and on-board a Qualtrics survey platform to administer the survey, collect results, and enable analysis. The Customer Support team created a repository for all data for Phases One and Two. The military services survey will be launched every spring and summer and the WoG survey each fall and winter.

(c) Outcome

This initiative allows the DLA Logistics Operations Customer Support team to track customer satisfaction over time and provide opportunities to improve satisfaction.

(5) Initiative 3.3.3: Assess opportunities to improve current DLA service days

(a) Background

Based on senior stakeholder interview feedback and the DLA Strategic Plan, DLA Logistics Operations assessed opportunities to improve service days, pilot proposed changes, and implement a design across the military service and WoG forums. A working group established an ideal service day planning and execution checklist based on feedback and senior leader guidance and completed the first observation during the Air Force/DLA Day in May 2021. The group has since adjusted the checklist with participant feedback and lessons learned. The group will use the checklist for Army and Navy DLA Days, both scheduled for FY 22. Similar improvement techniques will be repeated for future military service and WoG DLA Days.

(b) Outcome

DLA LOE 3 Strategic Plan working groups are positioning the agency as a capable partner accountable and focused on Warfighter support.

d. Critical Capability B: Fiscal Stewardship

(1) Initiative

Develop high-level agreements with WoG partners to provide them goods and services only DLA can provide; collaborating with customers through these agreements ensures our they fulfill their requirements to meet our shared mission to support the nation.

(a) Background

DLA and its WoG partners are required by the U.S. Treasury to implement DLA's G-Invoicing system for interagency financial transactions. DLA and other government entities must establish interagency agreements (Form 7600A) and execute interagency orders (Form 7600B) in Treasury's G-Invoicing system. The deadline is October 1, 2022.

(b) Outcome

By working closely with customers, WoG will meet this goal by the end of FY 22. Fifteen overarching and/or high-level agreements have been produced between DLA and WoG customers including: HHS, FEMA, USFS, General Services Administration, U.S. Agency for International Development, DHA, and VA. DLA monitored these agreements through FY 22, pulsing customer satisfaction and addressing any customer issues or concerns.

(2) Initiative

Support DLA and the Defense Security Cooperation Agency (DSCA) efforts to achieve an unqualified audit opinion.

(a) Background

During FY 22, DLA J31 WoG fulfilled audit requests by our Independent Public Accounting (IPA) firm in furtherance of DLA's goal of audit readiness. Additionally, WoG supports DSCA in its goal of audit readiness through DLA's Implementing Agency (IA) capacity. DLA has two IAs: DLA Disposition Services and DLA Information Services. DLA Disposition Services sells excess items to FMS customers, and DLA Information Services provides cataloging for FMS customers.

(b) Outcome

WoG has successfully supported DLA's audit journey by completing all requests by the IPA in a timely fashion; this includes evidential matter support for agreements, mission assignments, and FMS sales. WoG has been heavily engaged in DSCA's audit activities, providing a comprehensive Process Cycle Memorandum for FMS sales, five standard operating procedures for FMS financial processes, and an FMS Handbook. Additionally, DLA maintains a master project plan to monitor audit activities on behalf of DSCA, to include internal control testing and development of corrective action plans.

Defense Logistics Agency

DLA Information Operations (J6)

Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221

October 10, 2022

MEMORANDUM FOR DLA COMMAND HISTORIAN

SUBJECT: DLA Information Operations (J6) Content for the Agency's History Report, FY22

I am pleased to endorse the Information Operations (J6) contribution to the agency's FY22 Annual History Report. Our comprehensive IT efforts concentrate on both the future of DLA and the global challenges facing the agency today. To achieve success, the innovative, resilient J6 team has again provided effective support to our customers and made progress in preparing DLA for the decades ahead. For instance, the J6 team displayed its unprecedented talent and "git'er done" attitude in responding to the global pandemic and events in Eastern Europe, and in making progress in our Digital-Business Transformation and Continual Modernization endeavors for DLA.

We are embracing comprehensive strategies for Digital-Business Transformation and are progressing with modernization efforts to meet the agency's needs by persevering in software and IT infrastructure transformation efforts, implementing data strategy that drives effective analytics, and engaging in robust cybersecurity measures. This - as I emphasize at every opportunity with senior leaders, our workforce, and DoD and industry partners - is necessary to ensure DLA's success now and in the future. We must improve understanding and have rigorous and inspired managing of our data, reduce manual and redundant processes, enhance user experience, adopt new technology, and increase the capability of our ever-evolving workforce. That takes a lot of forward thinking, close planning and execution - and we're doing it as a DLA team!

The following content highlights many of the J6 efforts, both those we have achieved and those underway, to ensure the agency succeeds in its critical mission of logistics support to the warfighter and the whole of government. I trust you will appreciate the J6 story and get a strong sense of the commitment that our agile, resilient, and capable J6 team contributes to the Nation every day!

Warfighter Always!

DUCHAK, GEORGE D. Digitally signed by
GEORGE D. DUCHAK, GEORGE D. 10867
41578
Date: 2022.10.06 12:31:34
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GEORGE D. DUCHAK, PhD PE
Director DLA Information Operations
Chief Information Officer

Attachment:
As stated

1. Introduction

J6 delivers information and technology capabilities that enable the agency's combat logistics support to the nation, enhancing readiness and lethality of the Warfighter now and in the future. This IT segment aligns to the DLA Strategic Plan, in particular Critical Capability C, Digital-Business Transformation (D-BX). J6 local initiatives and other significant items of interest are recorded here as well.

Our vision as an organization is to employ a unified agency platform, leverage data as a strategic asset for advanced analytics, ensure the agency's networks, systems, and data are protected from emerging and complex cyber threats, and use artificial intelligence/machine learning and automation to deliver uncompromised logistics support to Warfighters and the whole of government.

We, the J6, are a professional team! TEAMWORK is our guiding principle that defines the beliefs and core values in our organization. We adhere to these standards as we work together to support our customers through D-BX and continual modernization.

T	Together we win, everyone counts.
E	Excellence in all we deliver.
A	Attitude – be positive in all you do and assume good intent.
M	Modernize – digital-business transformation and innovation using new methods.
W	Warfighter always, customer first.
O	On time and on target – be part of the solution, own your actions, and meet commitments.
R	Recognize, respect, and appreciate others.
K	Knowledgeable – be well-informed, educated, and perceptive.

2. Organization

a. The following were J6's senior leaders as of September 30, 2022.

- (1) Director, DLA Information Operations: Dr. George Duchak
- (2) Deputy Director, DLA Information Operations: Ms. Karyn Runstrom
- (3) Program Executive Officer, Enterprise Applications: Mr. Adarryl Roberts
- (4) Chief Technology Officer: Ms. Kelly Morris
- (5) Chief of Staff: Ms. Roseanna Praydis
- (6) Director, DLA Cybersecurity: Mr. Linus Baker
- (7) Director, Strategic Technology and Investments: Mr. Jeff Charlesworth
- (8) Director, Customer Experience: Mr. Eric Fegley
- (9) Director, Enterprise Infrastructure Services: Mr. Dempsey Hackett
- (10) Director, DLA Document Services: Mr. Richard TeBeau
- (11) Chief Data and Analytics Officer: Dr. Lindsey Saul
- (12) Director, Logistics Research & Development: Mr. David Koch

b. General Order 02-22 was finalized July 31, 2022.

(1) Established the Office of the Chief Data and Analytics Officer (CDAO) as organization J6D by realigning a portion of the Strategic Data Services (J67) organization.

(2) Realigned the following organizations from J67 to J6D:

- (a) Analytics Center of Excellence (ACE), J67A to J6DA.
- (b) Operations Analytics (OA), J67AA to J6DAA.
- (c) Business Analytics (BA), J67AB to J6DAB.
- (d) Emerging Capabilities (EmCap), J67AC to J6DAC.
- (e) Information Governance and Compliance (IGC), J67C to J6DC.
- (f) Records and Information Management, J67CA to J6DR.
- (g) Defense Enterprise Data Standards Office (DEDSO), J67B to J6DS.

(3) Renamed Strategic Data Services (J67) to DLA Document Services (J67).

3. Key Personnel

The following chart lists key personnel as of September 30, 2022.

TITLE	NAME	TENURE DATES
CIO Office (J6)		
Director/Chief Information Officer	George Duchak	Sep 30, 2019 - present
Deputy Director	Karyn Runstrom	Sep 30, 2019 - present
Chief of Staff	Rose Praydis	Oct 26, 2020 - present
Chief Technology Officer	Colleen (Kelly) Morris	May 9, 2021 - present
Office of Chief Data & Analytics Officer (J6D)		
Director/Chief Data Officer	Dr. Lindsey Saul	Jul 18, 2021- present
Deputy Director	Mr. Nelson Alvarez	Dec 19, 2021- present
Strategic IT Business Operations (J6T)		
Director	Linda VanDyke	Aug 15, 2019 - Sep 30, 2021
Director	Jeff Charlesworth	Oct 1, 2021 - present
Deputy Director	Jeff Charlesworth	Aug 15, 2019 - Sep 30, 2021
Deputy Director	Suzie Fairley	Dec 2021 - present
Customer Experience (J6X)		
Director	Eric Fegley	Oct 2017 - present
Deputy Director	Kari Riskedahl	Jun 25, 2021 - present
Cybersecurity (J61)		

Director	Linus Baker	Sep 2010 - present
Deputy Director	Suzie Fairley	Oct 2017 - Dec 2021
Deputy Director	Travis Reid (Acting)	Dec 2021 - present
Program Executive Office, Enterprise Applications (J62)		
Program Executive Officer (PEO)	Adarryl Roberts	Sep 12, 2019 - present
Deputy PEO	Kenneth Fielding	Jul 2012 - present
Enterprise Infrastructure Services (J64)		
Director	Dempsey Hackett	Dec 2018 - present
Deputy Director	Mark Jackson	Mar 9, 2014 - present
Document Services (J67)		
Director	Richard TeBeau	Jul 26, 2021 - present
Logistics Research & Development (J68)		
Director	David Koch	Feb 11, 2020 - present
Deputy Director	CDR Jim Zakar	Jul 13, 2020 - present

4. Total Personnel

The following J6 workforce totals are current as of September 30, 2022.

Civilian	2,280
Contractor	3,529
Military	6

5. Historical Narrative

a. Transformational IT Capabilities

(1) Enterprise Resource Planning (ERP) Migration transitioned EBS to a cloud-based hosting solution, and then to S4 Hanna which improved auditability, accelerated capability development and delivery, streamlined business processes, decreased cybersecurity vulnerabilities, reduced aggregated costs, simplified upgrades, and provided better innovation.

(2) Warehouse Management System (WMS) Modernization Program

(a) The Pilot for DLA Distribution was deployed at DLA Distribution Corpus Christi, Texas, with full conversion occurring July 1, 2022.

(b) The Pilot for DLA Disposition Services deployed September 12, 2022 at the Training and Operation Simulator Center (TOSC) in Battle Creek, Michigan.

- (3) Troop Support Modernization – Vendor-Contract Awarded Logistics
- (4) Customer Relationship Management (CRM) Modernization

b. Advanced Analytics and Automation

- (1) Developed predictive capability for cash balances across DLA.

- (a) Data & Analytics Governance Board (DAGB)

- (2) Enterprise and data architecture exceeded current and future advanced analytics and automation capability requirements.

- (a) Developed new enterprise-level strategic plans for data and analytics.

- (3) Evaluated current pipeline of analytics use cases continued validity; and trade-off against new priorities generated by Lines of Efforts (LOEs) to determine future development roadmaps.

- (a) DLA Data & Analytics (D&A) Strategy Summit March 2-3

The Office of the Chief Data & Analytics Officer (CDAO) hosted the Spring 2022 Data & Analytics Strategy Summit March 2-3. This virtual event brought together members of the enterprise data and analytics community for two days of insightful presentations and productive discussions on topics ranging from data governance to emergent technologies. Attendees from across the agency presented briefings and provided demos to highlight the analytical work they are doing to DLA and the Warfighter. Additionally, the summit featured two presentations from outside DLA. One was from the DoD Chief Digital & Artificial Intelligence Officer who briefed current and upcoming talent and human capital initiatives. The other came from the U.S. Army Combat Capabilities Development Command Aviation & Missile Center. This presentation illustrated an approach for data mapping and analysis.

c. Cybersecurity

- (1) Cybersecurity Policy & Oversight: Cybersecurity Risk Management Framework (RMF) Authorization Process.

- (a) Issued a new version of the DLA Risk Management Framework Standard Operating Procedure.

- (b) Successfully processed 26 authorizations, nine Assess Only approvals, five decommission requests, and 40 annual reviews requests.

- (c) Processed 41 Authorizing Official (AO) Risk Acceptance (AORA) requests, executed 16 Aged Plan of Actions and Milestones (POA&M), and provided recommendations to the Security Controls Assessor (SCA) and AO for final approval.

(d) Approved 22 Moderate POA&M requests and 161 Low POA&M requests.

(e) Performed security control validations for 845 initial and 390 rework submissions in eMASS.

(2) Mission Assurance (CPX-CYBER): Performed Joint Command Post Exercises (CPX) and Cyber Disruption Events.

(3) Mission Assurance (Assured Logistics Cyber Center (ALCC)): Stood up a cell that integrates cyber with the core logistics mission.

(4) Enhanced user awareness of cyber risk when accessing DLA network and endpoint resources through targeted training campaigns.

Performed a monthly exercise to educate the DLA workforce on how to identify and report phishing attacks, the top cyberattack vector. This included spear phishing emails to DLA managers, senior leaders, and specific groups using publicly available information.

(5) Defensive Cyber Operations: Continuously reinforced DLA's cyber security posture with respect to focused, threat-informed operations orders and cybersecurity tasks.

(a) Completed first Measure of Effectiveness review.

(b) Matured cybersecurity detection and analysis using Splunk security information and event management solution, integrating additional data from Windows System Monitor, Recorded Futures, Amazon Web Services, and Cloud Based Internet Solution.

d. Technology Governance

(1) Standardize Enterprise Business Capability Management utilized the IT Business Management Tool (ITBM) to automate and improve process along with Business Process Reengineering (BPR).

(2) Leveraged 4Rs (Reward, Review, Refresh, Remove) to create shared understanding of DLA capabilities and opportunities.

e. Trusted Mission Partner

(1) Joint Additive Manufacturing Model Exchange (JAMMEX)

(a) Deployed Army Additive Manufacturing Digital Thread (AM DT) interface for AM data. The DLA Technology Data PMO worked with the Army's Logistics Modernization Program (LMP) to deploy the AM DT interface with JAMMEX in August 2022. This interface replaced the Raptor interface, allows Army to share 3D data from their AM DT system, and moves the agency closer to providing a collaborative platform for the military departments to share 3D AM data.

(b) The Technology Data PMO enhanced the JAMMES system in August 2022 to include a Cold Spray Module. This module provides the military departments with the ability to share Cold Spray Additive Manufacturing (SAM) technology in support of AM. The

module allows defined users to search JAMMEX for items that the Cold Spray technology to repair parts more efficiently. The enhancement was completed September 2022.

(c) The Technology Data PMO upgraded Drupal software, the front-end user interface for JAMMEX, to version 9.3.15. The upgrade was completed September 2022.

(2) Logistic Management Modernization

Rationalization efforts began for Product Manager Web (PMW) that supported Troop Support (C&T). The Clothing and Textile reporting tool will utilize Qlik and SharePoint to meet their business requirements more efficiently and with no costs incurred.

f. IT Strategic Business Operations

(1) Strategic Architecture updated the DLA Capability Taxonomy (CV-2) to version 3.0 on Feb 17, 2022, to align with the Enterprise Business Capability Management processes based on input received from J-Codes, Major Subordinate Commands (MSCs), and the Process Owner / Process Integrator (PO/PI) community.

(2) Upgraded the DLA Portfolio and Architecture Tools Suite (DPATS) from MEGA HOPEX version 3 to version 4 and installed the HOPEX 360 website. The upgrade improved the usability of the current DPAT environment and provided additional capabilities to include a direct connection to accurate, timely technology lifecycle information and an open, interactive website containing enterprise data.

(3) Successfully delivered quarterly releases of the DLA Technology Roadmap, a multi-year blueprint for updating and modernizing DLA IT technology capabilities.

(4) Partnered with DLA Disposition Services on DLA's Excess to Disposal (E2D) process and provided it to the Deputy Assistant Secretary of Defense for Logistics and Office of the DOD CIO on May 10, 2022 for inclusion in the Business Enterprise Architecture.

(5) Supported the agency through a 6% increase (50.9% in October 2021 to 56.9% in May 2022) in a solution-level architecture documentation of DLA systems focusing on capabilities, data exchanges, and business processes.

(6) Updated the DLA Defense Business System Evolution map and Cloud Transition Roadmap, providing clear, concise, and accurate views of planned/completed system rationalization and cloud migration.

(7) Audit Readiness – Seven Corrective Action Plans (CAP) were completed (validated) and sent to the Independent Public Auditor (IPA).

6. Other Significant Accomplishments

a. Expeditionary Mission Support

(1) From January 30 to April 1, 2022, DLA Contingency IT Operations (CITOPS) deployed to Germany with DLA Rapid Deployment Team (RDT) White in support of the U.S. response to the Ukraine invasion.

(2) Extended the agency's inventory of mobile expeditionary capabilities with the all-new All-in-One Mobile Command Center (MCC) heavy-duty truck.

b. COVID-19 Test Support (Enterprise Service Delivery)

Provided IT support to DLA Distribution by setting up and maintaining DSS workstations, scanners, and printers for processing and distribution of COVID-19 test kits. This 24X7 critical support ensures DLA Distribution met their mission requirements. More than 2,948 truckloads of 636-million test kits have been shipping, from Jan 29, 2022, to present.

c. COVID-19 Research & Development (R&D) Support

(1) Technology Accelerator/OTA – DLA awarded two Other Transaction Agreements (OTAs) to address the N95 respirator shortage.

(2) SBIP Success – FDA Approved COVID-19 Test – Small Business Innovation Research (SBIR) funded an R&D project that successfully obtained US Food and Drug Administration (FDA) Emergency Use Authorization (EAU) for its rapid COVID-19 test kit.

d. In October 2021, DLA Document Services EMS Division began ordering Multifunction Devices (MFDs) from the new Printing Resource Technical Network Requirement (PRTNR) contract. This \$702 million contract is the most comprehensive contract in the long history of DLA Document Services and has 11 vendors. PRTNR is one of the drivers for the DOD's estimated \$247 million annual savings in office print equipment after full DODI 5330.03 consolidation under DLA. This is made possible by decades of experience in the industry and the economy of scale only DLA can provide. DLA Document Services EMS Division worked with Defense Manpower Data Services (DMDC) and MFD manufactures to test new Common Access Card (CAC/PIV) stock. This enabled industry and the DoD to adapt quickly to current and future hardware and firmware to accept new cards as they are issued.

e. J6 won two awards at the Secretary of Defense level, the "Award for Achievement in Ensuring Accessible Information and Communication Technology in the Workplace" and the "Best Mid-sized Component for the Achievement in Employment of Individuals with Disabilities" – the first time that DLA has won two awards in a year for this category.

f. Industry Collider Day

(1) To expand partnership growth, R&D held DLA's 2nd Annual Industry Collider Day in September 2021.

(2) This virtual event shattered the previous year's benchmark with over 1,100 participants.

g. Future of Work

In support of the Vice Director, R&D launched two capabilities for the Future of Work Initiative. One was a portal for DLA Troop Support's training academy that allows for the fast creation and digestion of dynamic content. This capability helped train new employees in a fully virtual environment. Portal and content were developed in close coordination with DLA Troop Support trainers. Second was a mentorship portal that matched senior, skilled mentors with eager mentees.

h. Weapon System Support (WSS) Program was rebranded as the Logistics Technology Research (LTR) Program to better align with the areas of research and projects underway.

i. Established DLA Azure Development Environment (DADE) to enable Artificial Intelligence projects on a secure cloud platform. DADE provides DLA R&D with an AZURE Cloud environment.

j. Defense Agencies Initiative (DAI) – Deployed full financial capability to the United States Marine Corps for the first implementation of DAI outside of the DoD Fourth Estate. Deployed time and labor capability to the Defense Finance and Accounting Service (DFAS) and Naval Special Warfare Command in advance of full financial capability in early FY23.

k. Enhanced collaboration tools implementation – includes SecureView and WebRTC enhancements.

(1) Added the single sign on authenticated webapp to WebRTC (Real-Time Communication) for video teleconferencing (VTC), which gives users the ability to schedule and conduct their own WebRTC meetings without submitting a request.

(2) Completed the VTC installation at Regional Security Operations Center in Germany and added dual screen functionality at Fort Belvoir for ASOC 2.0.

(3) Completed Joint Worldwide Intelligence Communications System (JWICS) VTC installation at New Cumberland that provides higher classification level communication.

(4) SecureView solution provides remote access to SIPR resources. An additional 142 SecureView end points have been deployed as part of Tranche II. There were 64 SecureView end points devices approved for purchase in August 2022.

l. Network support, consolidation, additions, and enhancements, including LAN consolidation, firewall upgrades, and circuit upgrades.

(1) Oversaw 24/7 network operations worldwide and maintained 99.63% network availability.

(2) Added the “always on” feature for Pulse Secure that allows the client to establish a VPN connection that is always active.

(3) Completed firewall technical refreshes at 31 sites, local area network (LAN) technical refreshes at 27 sites, and LAN consolidation/standardization at 26 sites.

m. Telecommunications additions, enhancements – includes VTC refreshes, SATCOM, and High Frequency Radio efforts.

n. Onboarded 16 OCONUS sites to DISA Enterprise Voice over Internet Protocol (EVoIP).

o. Migrated two DLA sites to DISA’s Cisco Unified Communications Manager Call for DISA EVolP, which will improve efficiency and voice traffic across DLA.

p. Upgraded high frequency radios at New Cumberland, DLA HQ Agency Synchronization & Operations Center (ASOC), Columbus, Philadelphia, and the enterprise land mobile radio system to assist with DoD, civilian authorities, or uniformed services operations during or in response to any major disruption of communications networks due to a natural or manmade emergency.

q. SATCOM and application support – implemented monitoring on 33 applications (three mission critical applications, seven primary business applications, and 23 mission enhancing applications) to improve performance status and availability status.

r. Microsoft 365 Feature Update

Teams Audio Conferencing (TAC) Pilot: TAC solution provides user flexibility in joining Teams meetings via a dial conference line or using their Teams client from a computer or mobile device (iPhone). Over 1,580 DLA customers are included in the TAC pilot with overwhelmingly positive feedback related to service and performance. Approval for full TAC implementation across the Enterprise is currently being sought from the Alignment Group.

s. 248 terabytes (TB) of DLA Home drive data migrated to Microsoft OneDrive.

t. 180TB of DLA Organizational Share data was migrated to Microsoft Azure cloud.

u. Deployed the VMWare Boxer app for end-users to use in place of the iOS Native email application to address Microsoft's end-of-life decision for Microsoft 365.

v. VDI Azure Cloud Migration

Migrated 24,000 VDI user from Dayton and Tracy from on-premise Data Centers to the Microsoft Azure Cloud. Addressed network, application support, and user migration challenges and completed customer migrations in July 2022.

w. Knowledge Management (J6XA KM) transitioned Knowledge Based Articles (KBAs) to ServiceNow and improved/expanded KBA topics to enable IT resiliency in the workforce.

(1) Between October 2021 and January 2022, J6XA KM transitioned 351 KBAs from the legacy Remedy system to ServiceNow, ensuring all articles were updated and accessible for DLA users when the ServiceNow portal went live.

(2) J6XA KM continued to develop new KBAs in coordination with subject matter experts throughout J6 and the J6X Strategic Communications team (J6XA SC). These new KBAs aligned with important J6 initiatives and updates that affected the workforce and added to the self-help knowledge database that increases IT resiliency and readiness.

x. J6X SC completed multiple major communication efforts in support of:

(1) Boxer

(a) J6XA SC provided communication support to J64 for the migration from Apple Mail and Calendar to the Boxer application. This project impacted approximately 10,000 DLA iPhone and iPad users.

(b) Initial communications for Boxer were sent on July 23, 2021, and the project was concluded on January 14, 2022, when DLA ceased allowing email to be synched with the Apple Mail application.

(c) Email support included a pre-migration notification, multiple follow-up reminders to targeted users who had not yet set up the Boxer application, supervisor notifications to discuss the change with their targeted employees, and a final reminder.

(d) Several KBAs were also created, along with an announcement on DLA Today and a message for the DLA Executive Board.

(2) OneDrive Migration

(a) J6XA SC provided communication support for the migration to OneDrive. DLA moved all personal H: drive file folders to OneDrive in the MS365 cloud.

(b) Support included writing and sending pre-migration notifications, a post-migration notification, a white paper, and assisting with the creation of a KBA. Notifications were sent to all DLA employees.

(3) DISA Enterprise Voice over Internet Protocol (EVoIP) Consolidation

(a) J6XA SC provided communication support for the DISA EVoIP Consolidation. To reduce costs and provide efficiencies, DISA, our Enterprise Voice Services EVoIP provider, has been consolidating the EVoIP infrastructure that supports DLA.

(b) Support included writing and sending pre-migration notifications, a white paper, and assisting with a KBA. Notifications were sent to affected employees only.

(4) ServiceNow (SNOW)/Global Service Desk (GSD)

(a) Under the Department's IT Reform for the 4th Estate initiative, commonly used IT services are to be transferred to DISA so that agencies can focus on their individual missions. DLA transitioned our Tier 1 service desk support to the DISA Global Service Desk (GSD) on January 31, 2022.

(b) J6XA SC provided communication support for GSD transition and the concurrent change in our ticketing system to the DLA ServiceNow platform. This project affects how DLA employees and external DLA customers request IT support as well as how J6 receives and manages these support requests.

(c) An initial DLA Today announcement was posted on October 17, 2021, and served as a single, comprehensive location for change information throughout the project.

(d) Communications were diverse due to the impacts to both internal J6 staff and the workforce/customer community at large. The email messaging began on Nov 15, 2021. It remains ongoing to support operations.

(e) In addition to email support, IT support contact information was updated across DLA applications and websites; multiple Town Hall presentations emphasized the changes; brochures, web banners, infographics and training materials were developed and disseminated; self-help knowledge articles were updated; and DLA computer desktop background images were updated with the new GSD contact information.

(f) Throughout the project, J6XA also provided Executive Board messaging to ensure senior leaders were kept apprised of progress.

(5) Globally Federated User Domain (GFUD)

(a) J6XA SC provided communication support to J64 for DLA's transition to DISA's Globally Federated User Domain (GFUD) for Microsoft 365 applications, including Outlook, Teams, SharePoint, and OneDrive. This is a DoD-required transition to improve identity security.

(b) Initial communications for GFUD were sent December 21, 2021 to affected users, including 2,200 DLA employees and an additional 1,800 DoD users.

(c) Email support included a pre-migration notification, multiple follow up reminders to both targeted lists of users, and multiple supervisor notifications.

(d) A SharePoint site was created for the transition including detailed Frequently Asked Question (FAQ) responses and directions on how to save information prior to transition.

(e) Additional support included creating detailed briefings for leadership and an internal KBA.

(f) The GFUD project is ongoing.

(6) IT Reentry

(a) J6XA SC provided communication support for the workforce transition from maximum telework to onsite.

(b) J6XA SC provided IT reentry tips, notifications, DLA Today announcements, a message for the DLA Executive Board, and updated IT instructions in support of the transition back to onsite work.

(7) Azure VDI Migration

(a) J6XA SC provided communication support for the move from DLA's on-premises VDI infrastructure to Microsoft's Azure cloud capabilities. Communications targeted all users who connect to the DLA network using VDI as well as IT support technicians.

(b) Initial communications to prepare the workforce for the move to Azure VDI were sent on May 14, 2021, and the project was concluded on May 31, 2022.

(c) Migration email support included 2 weeks, 1 week, and 1 day out notifications to ensure sure targeted users tested the new Azure VDI desktop and were aware of changes to the login process.

(d) Several KBAs were also created, along with an announcement on DLA Today, Town Hall briefing slides, leadership messaging, and Business Relationship Manager (BRM) talking papers to ensure their MSC customers remained well informed.

y. Site Assessment Visits (SAVs).

The purpose of the J6 IT SAV is to measure the overall effectiveness of current IT operations at a given site, address site leadership's top three concerns, and to help resolve any new or open issues. Face-to-face interaction allows the SAV team to understand how the workforce uses their IT and if the current IT infrastructure and equipment (Access Points, Desktop equip, etc.) are optimized. The SAV team usually consists of a small team of J6 Subject

Matter Experts (SMEs) and lasts for 3 days. Each SAV concludes with a summary report and briefing to site leadership, including follow-on plans to address IT challenges and shortfalls.

z. Throughout FY22, DLA continued to transition the Joint Worldwide Intelligence Communications System (JWICS) from the U.S. Army Intelligence and Security Command to the new Fourth Estate JWICS provider, the Defense Intelligence Agency. In Nov 2021, DLA JWICS users in Ft. Belvoir and Columbus transitioned accounts into the DIA-provided Common Operating Environment (COE). Throughout the winter and spring of FY22, DLA Installation Management and J6 completed the construction and accreditation of the Secure Compartmented Information Facility (SCIF) in Richmond and went live with JWICS in June FY22. Due to global supply chain issues, key network equipment delays forced us to push remaining JWICS install dates to January 2023.

aa. Enterprise Funds Distribution (EFD) successfully transitioned to the Defense Finance and Accounting System (DFAS).

ab. Federal Logistics Information System (FLIS) North Atlantic Treaty Organization (NATO) Data Exchange Re-design (NDER) provided full production National Item Identification Number (NIIN) data to our NATO and International Partners throughout 62 countries to support planning, procurement, order fulfillment, distribution, warehousing, maintenance, and disposal missions. NDER replaced the NATO Data Exchange (NADEX) process with a new extensible mark-up language (SML) data exchange process, and updates NATO cataloging system processes, workflows, and user interfaces to align with and support updated cataloging business needs driven by the new NDER XML data flow.

ac. The Enterprise Data Warehouse (EDW) Program is a modern, cloud-enabled, big data platform that provides self-service data visualizations, mobile accessible and interactive dashboards, enterprise-level business performance metrics, ad-hoc data discovery, historical data analysis, data provision to multiple DLA applications, and advanced AI/ML analytic capabilities. The EDW is used across DLA, the Armed Services, and DoD partners. Migration from DISA on-premises to AWS Cloud occurred February 22, 2022.

ad. Migration of Data Lake to Cloudera Data Platform (CDP), May 30, 2022.

ae. Upgraded Qlik Sense Enterprise Application for Visualizations.

af. Advana data extracts - Provided DoD with critical business data to support Executive Visualizations.

ag. The CDAO Strategic Team has played a leading role in the facilitation of the first two heats of the Defense Data Grand Prix. This competition, organized by the DoD Acquisition Innovation Research Center (AIRC), is open to teams from U.S. academic institutions who are tasked with solving a variety of data and analytics-related business programs. Four teams competed in Heat 1 this past fall and six competed in Heat 2 this spring. AIRC is a learning organization established in 2021 that reaches across the DoD to enable innovation and evidence-based decision making.

ah. Integrated FedMALL into Procurement Integrated Enterprise Environment Single Sign-On (PIEE-SSO). This transition provides a single platform for users to view FedMall and other Federal systems integrated with PIEE.

ai. Implemented system configuration change in support of federal mandate to transition to Unique Entity Identification (UEI).

aj. Developed and implemented four critical applications (MDO, PCARSS, CBAR, MOCAS closeout).

ak. Customer Service Management (CSM) ServiceNow

Sustained the minimum viable product (MVP) by taking advantage of ServiceNow on the Enterprise Platform. CSM implemented the Knowledge Management capability by creating Knowledge Bases for functional organizations. CSM also implemented various dashboards, to include a CSM Customer Satisfaction (CSAT) survey and measures meaningful Key Performance Indicator (KPI).

al. J62K electronically Stored Information Disclosure and Discovery (ESIDD) Program delivered a new electronic discovery review capability to Full Operating Capability (FOC) in July 2022 to support litigation requirements for the Office of the General Counsel, investigatory requirements for the Office of the Inspector General, Freedom of Information Act (FOIA) requirements for the FOIA office, and to assist Human Resources with employee misconduct investigations. This capability, provided by a platform called Exterro, marks the first time DLA has an on-premises solution for this growing challenge.

am. J62K Defense Automatic Addressing System (DAAS)

As of August 1, 2022, DAAS has processed 6.18 billion transactions in FY22 for DoD, federal civilian, state/local, and commercial organizations. DAAS also implemented Application Programming Interface (API) Gateway capability to enable data exchanges between its interface partners both internal and external to DLA with IOC in July 2022. DAAS permanently decommissioned Web Requisitioning (WEBREQ) capability in June 2022 as part its application rationalization efforts. DAAS supported agency IT modernization initiatives by assisting with the Warehouse Management System (WMS) deployment at Corpus Christi and migrating ERP to the cloud. DAAS received unmodified opinion for its FY22 SSAE 18 audit for the reporting period October 1, 2021, to June 30, 2022.

Defense Logistics Agency

DLA Acquisition (J7) Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: DLA HISTORIAN

SUBJECT: DLA Acquisition Historical Report

I am pleased to submit J7's FY22 Annual History. Looking back on FY22, we can clearly see our emergence out of the COVID pandemic period. The pandemic dominated our activities in FY20 and FY21. FY22 left us dealing with the after-effects and applying lessons learned, but in some ways, it was a return to normal, allowing us to turn our focus back on our foundational mission and the transformative initiatives contained in our strategic planning documents.

From an organizational perspective, FY22 was significant in that we saw an unprecedented number of J7 senior leaders depart our ranks. While notable, it isn't the FY22 "story," as our shared organizational vision and strong bench of professionals has meant that we pressed on without any adverse impact to mission, as this report demonstrates. Enjoy the read!

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MATTHEW R. BEEBE
Director, DLA Acquisition

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1. Introduction

This DLA Acquisition annual historical report is a narrative summary of the events and actions J7 took during Fiscal Year 2022 (FY 2022). It summarizes high-level agency performance for the DLA enterprise and is written around J7 missions, functions, activities, and initiatives covered in the DLA Strategic Plan, the J7 Dynamic Operating Plan (DOP), and the J7 Acquisition Road Map (ARM). This year's report also details major global economic themes that affected acquisition and procurement, to include supply chain disruptions, inflation, and supply chain resiliency.

2. Organization:

J7 is comprised of three distinct organizational units:

a. J7 Headquarters (HQ)

J7 Headquarters is DLA's acquisition directorate and staff element. It is responsible for guiding and overseeing DLA's acquisition workforce and procurement system. It helps the J7 director and deputy director perform their executive roles, including senior procurement executive (SPE), component acquisition executive, head of contracting activity, senior services manager, competition advocate, and enterprise business cycle owner (EBCO).

b. DLA Contracting Services Office (DCSO)

DCSO is one of two operational components of J7. It supports internal agency business operations through contracting capabilities. It plans, organizes, directs, and manages procurement and contract administration for highly-specialized electronic and communication services, research and development, logistics management, knowledge-based services, facility services, financial management services, and materials in support of DLA internal operations and for other federal agencies.

c. DLA Strategic Materials

DLA Strategic Materials is one of two operational components of J7. It operates the Defense National Stockpile and supports U.S. Government efforts to preclude dependence upon foreign sources or single points of failure for strategic materials in times of national emergency. It acquires and stockpiles materials; converts and upgrades those materials to prevent obsolescence; develops and qualifies domestic sources; recycles strategic materials from end-of-life government items; and disposes of excess stock for operational funding.

3. Leadership

a. FY 2022 Organizational and Personnel Changes:

(1) As a result of industry analysis and supply chain risk management, J74's divisions were split, and an Industry Engagement and Analysis division (J79) was established.

The standup of J79 elevated Mr. Tim Stark to division chief and included hiring FTEs funded by the FY 2021 PBR budget process.

(2) J7 also established a contract quality “cell” under the J72 division to take a more comprehensive and integrated approach to issues affecting contract quality, to include oversight (contract quality review, agency management reviews, audit findings) and acquisition modernization. The cell will be led by a GS-15 and supported by two GS-14 procurement analysts. The team will work across J7 and the MSCs.

(3) FY 2022 saw a record number of veteran leadership retirements/movement:

(a) Mr. Ronnie Favors; administrator, Strategic Materials – Jan 2022. Retired. Succeeded by deputy administrator, Mr. Eric Mata.

(b) Mr. Luis Villarreal; Warstopper Program manager – Feb 2022. Retired. Succeeded by Ms. Sharon Croll.

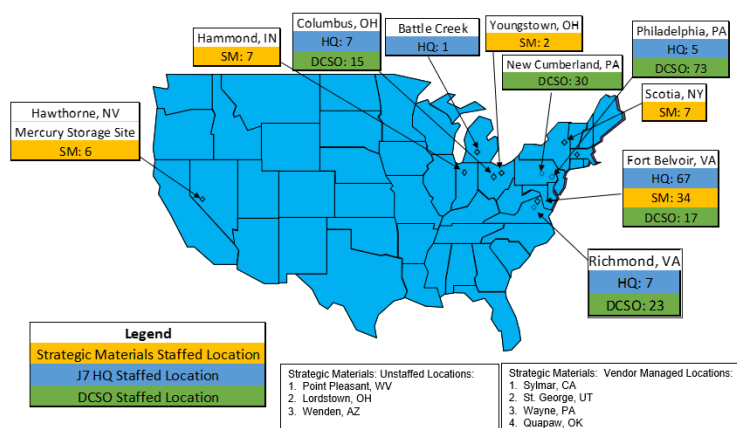
(c) Ms. Lillian Gardner; director, DCSO – May 2022. Retired. Succeeded by DCSO-Philadelphia site lead, Mr. Joe Marquis.

(d) Ms. Roxanne Banks; J7 deputy director – Oct 2022. Departed DLA to serve as executive director of contracts at DCMA. Successor TBD.

(4) J7 transitioned through three chiefs of staff during FY 2022. CAPT Robert Keating retired January 2022. COL Chris Johnson filled the role from February to June, after which Col Joann Kenneally assumed the role in July.

(5) J7 gained one new O6 military officer in FY 2022. CAPT Kevin McNulty joined J76 as deputy division chief in Jul 2022.

b. J7 has personnel located across the United States as depicted below:



4. Key Personnel

Key J7 personnel includes the executive leadership team (director, deputy director, and chief of staff); HQ division chiefs; the director and site leads of DCSO; the Strategic Materials director, deputy director, and GS-15s; the DLA Warstopper Program manager; and the Acquisition Modernization program manager. Key personnel and their dates of tenure are depicted below:

Name	Current Position	With SM/J7 Since:
Matthew Beebe	J7 Director (2014 to Present)	2011
Roxanne Banks	J7 Deputy Director (2014 to 2022)	2014
Col Joann Kenneally	J7 Chief of Staff (July 2021 to Present)	2021
Kim Villarreal	Chief, ASG (July 2018 to Present)	2007
COL Angela Wannamaker	Chief, Business Office (June 2017 to Present)	2017
Charmaine Camper	Chief, Workforce Development (May 2021 to Present)	2020
Kathy Hammer Wells	Chief, Compliance Policy & Pricing (July 2013 to Present)	2010
Joy Mullori	Chief, Operations (September 2012 to Present)	2012
Col Mike Hansen	Deputy Chief, Operations (June 2020 to Present)	2020
Glenn Starks	Chief, Programs (May 2009 to Present)	2007
Rusty Wells	Chief, Procurement Process & Systems (June 2014 to Present)	2008
CAPT Kevin McNulty	Deputy Chief, J76 (July 2022 to Present)	2019
Mickey Zayas	Chief, Process Cycle Integration (August 2013 to Present)	2001
Tim Stark	Chief, Industry Engagement & Analysis (May 2018 to Present)	2008
Col Scott Ekstrom	Acquisition Modernization Program PM (June 2021 to Present)	2021
Sharon Croll	Warstopper PM (June 2022 to Present)	2014
Joe Marquis	Director, DCSO (April 2022 to Present)	2011
Mike Yacobacci	DCSO-P Site Manager (July 2022 to Present)	2012
Steven Resweber	DCSO-FRC Site Manager (March 2014 to Present)	2014
Eric Mata	Director, DLA Strategic Materials (March 2022 to Present)	2014
Terry Leland	Deputy Director, DLA Strategic Materials (June 2022 to Present)	2015
Gary Porter	Director of Material Management, DLA Strategic Materials (May 2013)	1991
Watt Lough	Director of Strategic Planning and Market Research, DLA Strategic Materials (September 2022)	2003

5. Total Personnel:

	On-Board/ Authorized	HQ	DCSO	SM
Civilians	306/291	88/75	162/154	56/62
Active Duty Military	6	6	0	0
Active Reservists	3	3	0	0

6. J7 Culture & Climate, the Acquisition Roadmap (ARM) and Pandemic Impacts to Work

DLA Acquisition has a robust culture & climate program through which the organization builds strategic plans and drives process improvement. The Denison Culture survey is the foundation of these efforts. The J7 Culture Climate Action team conducted a J7 culture/climate strength-weaknesses-opportunities-threat (SWOT) survey in November/December 2021, completing 73 interviews and out-briefing J7 senior leaders. Feedback is used to refresh culture/climate action plans.

In addition to the DLA strategic plan, DOP, and culture & climate roadmap, J7 is guided by the internally developed Acquisition Roadmap (ARM). J7 first developed the ARM in 2015 to remind employees to maintain “deliberate focus on executing the right things, the right way, for

the right reasons.” It complements the DLA strategic plan, includes all J7-led objectives from the plan, and crosswalks J7 initiatives with the plan’s lines of efforts and critical capabilities. It includes more traditional oversight and monitoring metrics aligned to J7 missions and functions. J7 held quarterly ARM dashboard reviews throughout FY 2022. The dashboard, accessible to all J7 employees, continues to be a key management tool for J7, reinforcing ownership and accountability.

As with most DLA organizations, the majority of J7 operated under maximum telework for a good part of FY 2022, though it began reentry in Spring 2022. While 2022 brought greater in-person presence, divisions and organizations continued to use virtual communications platforms such as MS Teams, webRTC, and Zoom for Government. Leadership has emphasized “presence with a purpose,” ensuring supervisors and teams design work schedules and collaborative engagements that optimize both hybrid and in-person interaction.

7. Historical Narrative

a. FY 2022 Enterprise Business Summary

J7 HQ provides oversight and guidance to enable the DLA acquisition enterprise to operate effectively. The size and scope of that enterprise is reflected in the agency’s overall procurement activity, primarily contract obligations and contract actions.

(1) Contract Obligations

DLA ended FY 2022 at \$48.2 billion in obligations, the highest obligation total ever. DLA Energy comprised 86% of total increased obligations from FY 2021. The other 14% was driven by DLA Aviation, C&E, land, subsistence, and DCSO. DLA Energy and Medical comprised 50.7% of obligations. Hardware supply chains (Aviation, Land, Maritime) comprised 22.7% of obligations and Troop Support, 41.4% of obligations. DLA Energy and DLA Troop Support combined for 72.6%. Non-working capital funded actions included \$4.3 billion in procurements for DLRs (below) and nearly \$1.9 billion (not separated here) in direct support of the Department of Health and Human Services for COVID-19 testing.

Supply Chain	2021	2022	% Change
DCSO	\$ 1,648,447,404.43	\$ 1,759,926,521.73	6.8%
Aviation	\$ 6,295,364,975.45	\$ 6,843,124,031.79	8.7%
Disposition Services	\$ 119,218,639.56	\$ 106,230,989.14	-10.9%
Distribution	\$ 404,076,354.71	\$ 349,992,119.23	-13.4%
Energy	\$ 7,799,617,165.75	\$ 15,270,307,001.56	95.8%
Land	\$ 1,768,152,949.51	\$ 2,273,472,564.05	28.6%
Maritime	\$ 2,082,220,311.87	\$ 1,865,191,912.03	-10.4%
C&E	\$ 5,212,263,819.24	\$ 5,937,798,367.26	13.9%
C&T	\$ 1,727,083,659.50	\$ 1,502,480,758.03	-13.0%
IH	\$ 141,284,500.15	\$ 762,990.71	-99.5%
Medical	\$ 9,517,674,153.22	\$ 9,248,148,412.91	-2.8%
Subsistence	\$ 2,840,334,973.41	\$ 3,128,710,805.02	10.2%
TOTAL	\$ 39,555,738,957.59	\$ 48,286,146,473.46	22.1%
DLR	\$ 4,265,353,150.54	\$ 4,334,581,621.02	1.6%

(2) Contract Actions

Overall actions between FY 2021 and FY 2022 remained steady at 3.7 million, reflective of inflation's impact on obligations. At 3.7 million actions a year, DLA averages 10,000 awards per day. The agency continues to leverage automation and standardization to process such a high volume. Nearly 95% (including prime vendor (PV)) of obligations are filled through long-term contracts (LTCs) and awarded in less than a day. For hardware alone (not including PV), 83% of obligations were fully automated (70% via LTC delivery orders with less than one day lead time).

(3) Supplier Base

The number of companies participating in the Defense Industrial Base (DIB) has been declining for years, with DLA seeing a corresponding decrease in its supplier base. Unique companies doing business with DLA dropped from approximately 10,000 to 9,000 between FY 2021 and FY 2022. DLA contract obligations (i.e. spend) continues to be highly concentrated among top suppliers. Sixty-five (65%) percent of FY 2022 spend went to the top 1% of DLA suppliers; 35% went to the top 2-50%, and 0.04% to all remaining suppliers. The distribution is virtually identical when looking at small business and other-than small business entities.

(4) Small Business Achievement

DLA maintained its small business achievement, exceeding the OSD goal (39% against 35%) for the tenth consecutive year. FY 2022 also marked the fourth time in five years DLA Small Business obligations exceeded \$15 billion, with nearly \$9 billion (58%) attributable

to DLA Troop Support. With respect to socioeconomic goals, DLA exceeded its HUBZone goal for the second year in a row, attributable to performance in DLA Energy and DLA service contracts. DLA obligated 6.8% (\$2.8 billion) of eligible dollars to small disadvantaged businesses (SDB), which was \$640 million short of its goal. Increasing opportunities for SDB is a focus of the current presidential administration and DLA's goal will likely be increased in FY 2023. Increasing SDB spend will be a FY 2023 focus for J7, DLA Small Business, and MSCs.

(5) Competition

DLA acquisitions were mostly competitive, both in terms of obligations and dollars, in FY 2022. The overall competition rate was 84% (\$40.6 billion) for obligations and 3.5 million (94%) for actions. The obligation competition percentage increased five percent over the FY 2021 rate of 78% due largely to the 23% increase in overall obligations, particularly for competitive-type supplies and services. In addition to increased fuel prices, the higher rate of competition was primarily due to reducing bridge contracts (contracts that delay competitive follow-on procurement) and reductions in sole-source COVID-19 support contracts (namely COVID-19 test kits). Sole-source procurements to original equipment manufacturers (OEMs) in hardware supply chains were the largest contributor to the agency's non-competitive spend.

(6) AbilityOne

DLA was once again among the federal government's strongest AbilityOne supporters, obligating \$522 million to AbilityOne suppliers for items such as special purpose clothing, subsistence (rice, fruit punch powder), medical headlamps, hygiene kits, and kitting services. Troop Support C&T had the highest obligations at \$331 million. C&E, DLA Aviation, DCSO, Medical, and Land spent between \$27-\$39 million each and DLA Disposition Services, DLA Distribution, and the Subsistence and Maritime supply chains between \$3-\$9 million each.

b. Special FY 2022 Topics

(1) Transition of COVID-19 Support

While FY 2020 and FY 2021 were notable for the unprecedented COVID-19 procurement DLA provided the Department of Health and Human Services (HHS) and other federal agencies, FY 2022 marked a considerable drop in that support. Requirements decreased as the nation continued its pandemic recovery and actions coordinated through OSD's Defense Assisted Acquisition declined, leading to fewer requirements for DLA. Total contribution was still considerable, with DLA providing almost \$2 billion in obligations for HHS.

(2) Supply Chain Disruption and Inflation

As the nation emerged from the pandemic, government organizations and commercial companies faced new challenges from supply chain disruptions, many caused, in part, by the pandemic. Reports of vendors affected by material shortages, delivery delays, and rising costs were widespread but difficult to quantify. J3, J7 and J8 formed a cross functional working group in early 2022 to assess the contracting, operational, and financial consequences of supply chain disruptions and inflation. Outputs helped the agency understand inflation and contributed to industry decision and OSD policy. The effects of inflation and other cost factors varied by supply chain (based on a sampling of items procured in FY 2021 and FY 2022). On average, material prices increased 9.8%. **Note: “Inflation” here is used as a generic term, referring to a combination of true inflation and other market conditions affecting price.*

MSC	Average Change (FY21 to 22)
Energy	30.6%
Distribution	22.8%
C&E	16.5%
Aviation	11.5%
Maritime	10.9%
Subsistence	10.0%
Land	9.4%
C&T	8.1%
IH	4.9%
Medical	3.9%

Contract pricing is a function of several factors, to include the availability of raw materials, overhead costs, supply chain costs, competition, quantity fluctuations, and vendor proprieties. Based on feedback from industry, it appears that inflation occurred mostly in material, transportation, and labor. In the case of C&T, supply chain disruption and inflation exacerbated existing structural industry dynamics. To alleviate pressure on vendors, DLA modified contracts to pay them in fifteen days, rather than the standard thirty. DLA will consider changes for other vendors as the agency’s cash position allows.

Without higher-level policy for contractual relief, contracting officers and companies addressed rising prices. DLA contracting officers made economic price adjustments (which allow for price adjustment tied to an index), executed transactional buys over LTC orders (allowing for the vendor to charge current market prices), did not renew option periods (which contain previously negotiated prices), and recompeted existing contracts earlier than anticipated (allowing for competition based on current market prices). While the average price increase for the enterprise was approximately 10%, the true impact of inflation may not be seen for some time. DLA’s heavy use of LTCs provided some protection, as it allowed the agency to procure items at previously negotiated prices. Expectations related to future rises or declines have injected uncertainty and risk in follow-on contract pricing for both government and industry. It remains to be seen how suppliers will price this uncertainty into future contracts and whether they will be less willing to commit to LTCs in the future.

(3) Domestic Sourcing

Within the federal procurement space, one of the enduring post-COVID-19 lessons was the need for increased attention to domestic sources for items critical to national defense, to include PPE and other health related products. President Biden established the Made in America Office (MiAO) in the Office of Management and Budget (OMB) in 2021, formalizing efforts to strengthen federal procurement of American manufacturing. DLA J7 was heavily involved in MiAO efforts in FY 2022 because of the agency’s experience with domestic

sourcing for COVID and familiarity with non-availability waivers. Having been subject to the Berry Amendment for decades, DLA has experience with domestic sourcing requirements that other federal agencies do not. DLA is viewed as an experienced leader in this space and supported the Made in America Office throughout FY 2022. Specifically, the J73 Operations, through the J7 deputy director, worked with GSA and MiAO to refine the process for submitting MiA waivers. J73 personnel also worked with Defense Pricing and Contracting (DPC) in issuing Class Deviation 2022-O0004 – Requirements for Nonavailability Waiver Determinations Under the Buy American Statute. Heading into FY 2023, DLA is exploring supporting the MiAO in an industry day similar to the one it conducted in 2020 for PPE. The intent would be to bring together industry participants and federal agencies such as the Department of Homeland Security (DHS), HHS, and the Veteran’s Administration (VA) to facilitate adherence to the Infrastructure Investment and Jobs Act.

(4) LOE 4 Modernize Acquisition and Supply Chain Management

J7 serves as the champion for LOE 4 in the DLA strategic plan. FY 2021 was about developing and initiating the four LOE 4 objectives; FY 2022 was about establishing the initiatives and monitoring progress. LOE 4 Objectives and OPRs are:

- (a) 4.1 - Expand industry engagement to foster innovation and maximize value for our customers; OPR: J79
- (b) 4.2 - Improve the end-to-end post-award segment to enable collaborative customer support, increase responsiveness, and manage costs; OPR: J74
- (c) 4.3 - Develop a market intelligence capability to manage supply chain risk and drive best value; OPR: J79
- (d) 4.4 - Enhance our acquisition capabilities to improve readiness for contingencies; OPR: J73

(5) FY 2022 LOE 4 highlights:

(a) 4.1

J7 established a strategic framework for suppliers with obligations greater than \$50 million and, for 98 suppliers, strategic alliances (SSAs or SCAs). It established IPTs to resolve issues such as communication between DLA and suppliers, increased invoicing reliability, the technical aspects of post-award reporting, accuracy of supplies/orders, and standardizing cyber and contract regulations. J79 and IPTs created action plans for all six issues. In FY 2022, 75% of issues were resolved and the remaining 25% have plans to be resolved over the next 1-3 years (i.e. building a supplier interaction center, improving DIBBS, developing supply chain risk management toolsets).

(b) 4.2

Applied a structured analysis to dissect each identified focus area and used sub-teams to target improvements in the post-award segment; developed first-time enterprise metrics for quality notifications (QN) associated with product quality deficiency reports, a

“procurement dashboard” for tracking and reporting, new system changes including BOTS, and strategies to tackle the top seven challenges impacting on-time delivery.

(c) 4.3

Supported market sector analysis with Applied Market Intelligence in Defense Acquisition (AMIDA). Subsistence and DLA Aviation have completed pilots. DLA Energy will begin a pilot first quarter FY 2023. Established process to support supply chain risk management to include creation of a supplier financial risk metrics (SFRM) dashboard scheduled for completion the end of first quarter FY 2023.

(d) 4.4

DLA Acquisition progressed on an other-transaction agreement for integrated manufacturing readiness which taps into a market segment for hard-to-source parts that traditionally does not do business with the government. The staff communicated with the segment by converting two-dimensional technical data into a computer assisted design. A proof of concept was completed; prototyping specific parts has begun.

(6) Acquisition Modernization Plan (AMP)

DLA inaugurated its acquisition modernization program (AMP) October 2021 with a presentation to the executive board. As part of AMP, the acquisition enterprise innovation council (AEIC) was established to oversee progress. The AEIC is co-chaired by J7 and J3 with the J7 AMP program manager as secretariat. The AEIC synchronizes on-going initiatives and vets proposed ones.

The AEIC held its first meeting January 2022. Its charter was signed March 2022, establishing it as a DLA Level II governance authority. The need to expand DLA’s ability to understand the supply chain led the council to adopt eight focus areas.

The AEIC combined with the business transformation (DBX) board to review DLA’s FY2024-2028 program budget review (PBR) initiatives. Joint AEIC and DBX sessions reviewed twelve budget increases worth \$1.107 billion, validating each as either must fund, investment, or wild card. From these twelve, nine requests went forward for DLA consideration. Three were eliminated.

The agency supported AMP with a \$31 million budget increase. Efforts under the budget increase included funding for market intelligence, supply chain illumination, and procurement dashboard (previously call the acquisition process enabler) tools and contract support; no FTEs were funded.

The AMP completed FY 2022 with establishing priorities for the DLA acquisition enterprise in FY 2023 and beyond. Top priorities include:

Academia Industry Partnership	Supply Chain Risk Management
Business Process Re-Engineering	Conduct Industry Analysis with Market Intelligence tools
Support Procurement for Public Sector (PPS) development	Execute Industry Engagement Strategy
Support Enterprise Resource Planning (ERP) transition	Explore Additional Areas for Automation in DLA Acquisitions
Initiate Supplier Relationship Management (SRM)	Explore ML/AI for Efficiencies in Acquisition
Modernization planning	
Collaborate with Industry to increase use of Additive Manufacturing	Expand Business Analytics

7. J7 Lines of Business

Lines of Business	OPR
Contract Execution for the DLA Enterprise	DCSO
Acquisition Workforce Management and Development	J71
DLA Enterprise Acquisition Policy	J72
Pricing Reviews	J72
Service Contract Oversight	J73
Whole of Government Support	J73
Acquisition Strategy, Compliance & Oversight	J73
Commercial Support to Operations	J73
Government Purchase Card (GPC) Program	J74
Strategic Acquisition Programs & Analyses	J74
Functional Proponent for Procurement Systems	J76
Contracting Audit Readiness Sustainment & Internal Control Testing	J78
Military Interdepartmental Purchase Request (MIPR) Management & Oversight	J78
Industrial Base Capabilities Program Management	J79
Industry Engagement & Analysis	J79
National Defense Stockpile Administration	Strategic Materials

a. DCSO

FY 2022 marked another record year for DCSO, with contract obligations at \$1.71 billion, up from \$1.6 billion in FY 2021. Overall actions for FY 2022 came in at 32,552, significantly down from FY 2021's number of 63,778.

Small Business Overall: 57.46% (Goal 49%)	Woman-Owned: 13.44% (Goal 3%)
Small Disadvantaged Business: 29.50% (Goal 5%)	Hub Zone: 7.96% (Goal 3%)
Service-Disabled Veteran-Owned: 15.07% (Goal 5%)	Competition: 81.83% (Goal 82%)

Other notable metrics included 95.5% utilization of training requirements under the enterprise contract vehicle (a J7 DOP metric). Additionally, 90% of competitive task orders under J6 Enterprise Technology Services (JETS) were awarded in 85 days or less and 78% of our non-competitive awards under JETS were completed in under 45 days.

Highlights from contracting activities illustrate the range of DCSO support. These include: an emergent requirement executed by DCSO Columbus to support defueling at the Red

Hill complex in Hawaii; awarding the Defense Agencies Initiative contract as the first cost-plus incentive fee for JETS; awarding the R&D Small Business Innovation program to develop a domestic capability to recycle rare-earth elements from waste streams and industrial base scrap to be used as thermal barrier coating for jet engines; awarding DLA's warehouse management system; awarding the enterprise resource planning (ERP) program; and awarding the shipboard multi-functional devices contract.

b. J71

The J71 provides plans, guidance, and direction to an acquisition workforce (AWF) of approximately 9,000 individuals. FY 2022 was a year of transition for the DoD acquisition workforce as the office of the undersecretary of defense for acquisition and sustainment, through human capital initiatives and the Defense Acquisition University, modernized the training and certification frameworks in place since the early 1990s. The "back to basics" redesign was intended to streamline the framework and re-focus resources. The new framework became effective February 1, 2022. For military services and DoD components, transition meant updating AWF-coded positions and informing the workforce. Coding was a joint effort between J1 and DLA AWF functional areas; J7 and other functional areas conducted roadshows and town halls to communicate the program. As of September 26, 2022, the DLA AWF was comprised of 8,946* positions across six functional areas. Back-to-basics did not change DLA's number of AWF coded personnel, but it did redistribute positions from "career fields" to the new back-to-basics functional areas. (*Discrepancy of 5 due to coding errors)

Functional Area	DLA Employees
PROGRAM MANAGEMENT	314
CONTRACTING	3,849
BUSINESS - FINANCIAL MANAGEMENT	4
LIFE CYCLE LOGISTICS	3,212
ENGINEERING & TECHNICAL MANAGEMENT	1,522
TEST & EVALUATION	40

Significant FY 2022 activities and accomplishments included an agency compliance rate of 98% for Defense Acquisition Workforce Improvement Act (DAWIA) certification and 98% compliance with continuous learning point currency. J7 executed over \$2 million in defense acquisition workforce development account funds.

J71 continued successful partnerships with the Universities of Virginia (UVA) and North Carolina (UNC) to provide industry-focused training to the DLA acquisition workforce. During FY 2022, two in-person courses at UVA trained 55 personnel. Since program inception (August 2018), 428 personnel have attended courses at UVA or UNC. Offerings comprise one of the workforce training components of the AMP. J71 also piloted the "AWF Leadership Academy" program in FY 2022 with nine students.

c. J72

Among significant FY 2022 activities were the completion of reports mandated by congress, statute, or regulation, to include the Truth-In-Negotiations Act (TINA)/Cost Accounting Standards (CAS) report to Congress, undefinitized contract actions, and contract audit follow-up and semi-annual reports to Defense Pricing and Contracting (DPC) and DoDIG, respectively, along with quarterly other-than certified cost and pricing data refusal to DPC. The

DLA Warrant program was also updated to reflect new DAU certification qualifications. The Warrant PM administered 103 tests and seven MSC compliance reviews. In FY 2022, J72 released seventeen procurement letters (PROCLTRs), three deviations, and one designation memorandum. PROCLTRs addressed changes to small business, critical safety items, and depot-level reparable guidance. They required five updates to the DLA master solicitation, and two to the DLAD.

J72 partnered with J6 in maintaining the enterprise pricing tool suite for the contracting community (1,500+ users) and began closing out an agreement with Defense Acquisition University for the DLA Pricing Class. DLA buyer attendance was ~3,700. In terms of pricing support, division SMEs contributed pricing expertise in various ways, to include congressional, media, audit, DPC responses, AMR reviews, individual acquisition reviews, and price escalation reviews. Workload in this area quadrupled due to inflation concerns, resulting in the establishment of the DLA Economic Advisory working group, and throughput of over 300 reviews for ~250,000 data sets.

d. J73

J73 supported the J7 deputy director in her role as the agency's senior services manager, conducting first-time comprehensive FY 2022 – FY 2025 annual portfolio reviews and first-time comprehensive review of FY 2021 MIPRs \geq \$250,000. Improvements in data pulling increased service spend/obligation from \$1.62 billion in FY 2021 to \$3.24 billion in FY 2022. The MIPR review started with a DLA MIPR population of 989 for a value of \$1.90 billion across fourteen activities. J73 processed eleven service requirements review boards (SRRBs) valued at \$1.719 billion. Beginning in FY 2023, SRRBs will be integrated into the PBR process.

During FY 2022, there was a push to expand use of DCMA's risk-based quality surveillance approach. A month's long teaming effort with Naval Air Warfare Center and Aircraft Division Engineering Support Activity overhauled quality oversight requirements for critical aircraft launch/recovery equipment, ensuring resources are concentrated on the riskiest suppliers. The effort could become the standard for all military service programs. Additionally, progress toward synchronizing mass contract modifications and contract close-outs allowed the executive steering group (ESG) to remove these as high interest items. Finally, industrial analysis (market intelligence) was identified as an area for collaboration.

The strategic requirements and acquisition plan (STRAP), which requires identification of the agency's most critical/significant acquisition programs, was enhanced by adding operational risk as a criterion to align with the SPE intent. DLAD 1.6 was updated with the new policy and procedures. Going into FY 2023, J73 is establishing the appropriate enterprise forum for STRAP reporting.

In July 2022, the COR DLA Manual (DLAM) was reissued with new policies and internal controls to achieve a more favorable audit position. Related policies were also published throughout the year, to include updated CAC issuance policy and procedures as well as related COR policy for Contractor Team Arrangements. J73 partnered with contracting activities to improve program compliance at local levels and conducted a "deep dive" into DCSO contracts. The COR PM also collaborated with DLA Intelligence to implement an agency-mandated certification course for industrial security.

DLA's first commercial support to operations policy was published. During Ukraine support operations, J73 monitored EUCOM CSO events to ensure DLA participation and cover

DLA equities. Over FY 2022, J73 continued monthly defense readiness reporting system reporting with monthly ratings, showing incremental improvements toward full implementation, and published a comprehensive CSO policy.

e. J74

Managed and oversaw a GPC Program of ~\$24.5 million with 355 cardholder accounts. Top five merchant categories: wholesale trade (\$14.5 million), office services (\$2.7 million), business expenses (\$2.7 million), other (\$1.8 million), and office supplies (\$900,000). Overall compliance increased 33%; top three areas of non-compliance were DoD purchase log requirements, documenting receipt of items purchased, and documenting compliance with Section 889(a)(1)(A) of the FY 2019 NDAA.

f. J76

J76's FY 2022 activity focused on prioritizing transformation, particularly through the DBX and AMP. J76 personnel continued aligning procure-to-pay requirements and activities during DBX events such as the GS-15/O6 offsite, a senior-leader offsite, and meetings of the enterprise integration council. Other significant FY 2022 activities included prioritizing changes to lessen negative aspects of ERP migration. The division actively engaged in enterprise modernization efforts such as the warehouse management system, DLA Troop Support modernization, and identifying candidates for procurement business process reengineering.

The team conducted three working-level discussions for the procurement for public sector to replace EProcurement as DLA's contract writing system and initiated over forty sub-process deep dives with SAP to provide better understanding of DLA's acquisition capabilities.

On the innovation front, J76 aggressively championed acquisition-related robotic process automation ("bots"). During FY 2022, J76 approved twelve use cases, saving approximately 36,000 man-hours. Five more acquisition RPA use cases have been submitted, with potential savings of 42,000 manhours.

J76 facilitated efforts to improve compliance with DPC metrics. It established DLA's FY 2022 procurement data improvement and compliance plan along with reporting results on a quarterly/annual basis. This plan allows continual improvement of data reported by DLA contracting offices to the federal procurement data system, contractor performance assessment and reporting system, federal awardee performance and integrity information system, and contract opportunities in system for award management. For procurement data standard transmission, J76 had an 85% success rate; for CPARS on-time reporting, it averaged 95%.

g. J78

In FY 2022, the independent public auditor (IPA) issued or reissued 89 notices of finding and recommendation (NFR) across the DLA general fund (GF), transaction fund (TF), and working capital fund (WCF). Of this total, 21 pertained to the GF, 35 to the TF, and 33 to the WCF. With an understanding of root causes, many which crossed DLA funds, J78 developed 65 corrective action plans (CAPs) to remediate the 89 NFRs. CAP development and revision involved collaboration across business areas. The DLA audit roadmap envisions clean audit opinions for GF in 2025, TF in 2024, and WCF in 2028.

For the 65 CAPs to remediate the 89 DLA Acquisition NFRs, 11 (17%) were completed by both J8 and J7 in FY 2022 to remediate 6 NFRs and partially remediate 9. Given the TF goal to achieve a clean audit opinion in FY 2024, the TF drove results.

(1) PBC Audit Support Stats

Maintained 97% timeliness for 146 J7-led PBCs (and 98% timeliness on 365 DLA PBCs where J7 was assigned). Saw 50% decrease in number of observations on J7-led walkthroughs (90 % decrease from FY 2020). Provided more than 240 documents in support of Army and DFAS audit requests.

(2) MIPR Management and G-Invoicing

The team helped complete FY 2021 procurement-to-pay (P2P) MIPRs (generated 5,200 transactions, \$3.2 billion obligations, and \$995 million receipts and 91% workflow velocity rate). It also led an eighteen-member cross functional SME team to develop and refine 353 P2P G-Invoicing requirements and 1,400 user acceptance criteria for submission to internal DLA stakeholders and SAP ERP integration team.

h. J79

J79 managed yet another successful year of robust and informative dialogue between DLA and industry, covering many of the hot topics facing DLA, the Defense Department, and the nation. J79 led its first in-person event since COVID-19 in June, the Triannual Industry Association Meeting. As the agency did in other areas, J79 leveraged virtual communications platforms to strengthen and maintain our relationships and interactions.

J79 served as AbilityOne Representative (ABOR) for the agency and collaborated with commission staff, members of the central non-profit agencies (CNA), and the AbilityOne representatives from the MSCs to identify opportunities to increase program participation. The ABOR team also established a new five-year strategic plan focused on products.

In FY 2022, DLA continued to participate in OMB's category management program, achieving over 90% spend under management and spend on best-in class contracts of over \$4.5 billion. Over 250 DLA employees were trained in category management principles through a newly developed DAU course. DLA was also an active in DoD's effort to re-establish a category management framework.

With the defense industrial base continuing to face supply chain challenges, the Warstopper program remained a key Defense Department resource. In FY 2022, the program began assessing if it were feasible to cover generic pharmaceuticals across all military requirements. Written with the Defense Health Agency, its report will estimate the cost to do so, as well as provide insight on the best supply chain solutions to mitigate pharmaceutical shortages. The report will be submitted to Congress in January 2023.

The Warstopper program focused on mitigating industrial base vulnerabilities across all supply chains in FY 2022. It maintained its historical return on investment (ROI) of 7:1 and made \$49 million in industrial investments across all DLA supply chains, including an additional \$5.5 million over the baseline budget for unfunded requirements. The ROI for FY 2021 is \$353 million cost avoidance. FY 2022 investments included \$19 million in medical readiness and \$4

million in aging aircraft obsolescence management. Although smaller, an investment in bromine resin was made due to the significant production lead time of obtaining the resin for bromine cartridges used in water purification at sea. The program was also funded \$6.5 million in rocket launch propellant readiness with the additional funding received.

i. Strategic Materials (SM)

SM managed \$1.25 billion of critical/strategic materials (47 materials across nine CONUS locations) during FY 2022.

SM continued to receive interest from the administration and Congress. The FY 2022 Consolidated Appropriations Act appropriated \$125 million to NDS for strategic and critical materials. As required by the FY 2022 Appropriations Act, SM submitted the 8035 Execution Plan to Congress, detailing critical material acquisition plans. Strategic Materials continued collaboration and developed interagency agreements with the military services to support a Strategic Energetics Reserve and a Zirconium Oxide reserve. Acquisition for these programs and other critical materials will move forward in FY 2023 as detailed in the 8035 Execution Plan.

SM submitted its regular report required by Congress, the FY 2021 Operations & Planning Report, along with data to support several other congressional reports regarding materials like antimony trisulfide, titanium, and NdFeb magnet block. Additionally, DLA Strategic Materials supported Department of Commerce Section 232 investigations on NdFeb magnets. Support included data mining, analyses of supply chains, analyses of defense demand, feedback on economic policy, and feedback on domestic capability.

SM achieved \$103.2 million in commodity sales revenue, or 96% of its projected goal. Revenue generated from the sale of excess stocks supports costs of the stockpile. FY 2022 sales contract collections (receipts) exceeded \$98.8 million. The gains in award values can be attributed to the demand and competition for material in the spot-market.

SM achieved a major audit milestone in FY 2022, completing two CAP closure packages. TF-20, completeness and accuracy of SM inventory report, was submitted April 2022. A 100% inventory count was completed ahead of schedule in July. This wall-to-wall inventory consisted of 1,550 unique items weighing 38 million pounds. Only marginal variances were identified. CAP closure package TF-104, SFFAS 48 valuation, was also submitted. This package supports FY 2023 beginning balance valuation. As part of this process, the mercury valuation impediment was resolved, changing mercury valuation from \$350 million to \$0.

SM continued to recover strategic and critical materials. A germanium recovery/upgrade contract is expected to return ~2,800 Kg of 99.999% pure zone-refined germanium to SM inventory. The strategic materials recovery and reuse program, which reclaims strategic metals from excess government-owned turbine engine components, successfully recovered, demilitarized, and sorted 282,976 lbs of nickel, cobalt, and titanium. The mercury repackaging project at the Hawthorne, Nevada, depot has reached the 25% milestone.

Remediation on the GSA-owned portion of the Somerville Depot, New Jersey, is complete. A remediation action report has been drafted for the New Jersey Department of Environmental Protection. The project cleaned 25 acres of contaminated soil, sediment, and groundwater. In support of human health and the environment, a baseline industrial hygiene plan has been developed for Scotia, New York; Hammond, Indiana; and Hawthorne, Nevada. These plans will help improve the safety and health of depot workspaces. Annual safety and environmental inspections have been completed with no major findings.

Defense Logistics Agency

DLA Finance (J8)

Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221

October 17, 2022

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: DLA HISTORIAN

SUBJECT: DLA Finance (J8) FY 2022 Annual History Report

I am pleased to forward the J8 Annual History Report. The attached report includes several key events and significant accomplishments. The historical narrative portion highlights the great things that our J8 team is doing to support the Warfighter, support the Nation, provide financial transparency, modernize acquisition and supply chain management, and invest in our people.

I am looking forward to continuing our hard work and dedication in the year ahead.

HAGLER.JOHN. Digitally signed by
A.1229753637 HAGLER.JOHN.A.1229753637
Date: 2022.10.19 12:47:07 -04'00'

J. ARTHUR HAGLER
Director, DLA Finance
Chief Financial Officer

1. Introduction

The DLA Finance (J8) Director/Chief Financial Officer (CFO) serves as the principal financial advisor to the DLA Director and is the primary advocate for the agency when working with the Office of the Under Secretary of Defense (Comptroller) (OUSD(C)) and the Office of Management and Budget (OMB). J8 provides leadership and guidance to facilitate Department of Defense (DoD) financial management requirements. DLA Finance performs the full spectrum of financial management services for DLA's three funds, Defense Wide Working Capital Fund (DWWCF), general fund (GF), and National Defense Stockpile Transaction Fund (TF), to include programming, budgeting, execution, accounting, financial reporting, audit response and sustainment, process management, process health, financial policy, and human performance and strategic planning for its workforce. DLA Finance operates with integrity and accountability in a cost-conscious culture and maintains strong, agile relationships with its internal and external partners while upholding its fiduciary responsibility to the taxpayer.

a. Mission, Vision, Values

(1) DLA Finance (J8) enables DLA mission accomplishment through sound financial stewardship by providing financial management guidance, planning, advice, and analysis.

(2) DLA Finance seeks to deliver the right solution on time, every time.

(3) The DLA Finance (J8) values are:

(a) Integrity: honest and trustworthy, we follow through on what we promise

(b) Resiliency and Diversity: flexible, responsive, recoverable, and able to quickly adapt to changing business environments while achieving outstanding results

(c) Innovation: pioneer new ideas, devices, and methods

(d) Accountability: obligated and willing to accept responsibility

(e) Excellence: take pride in providing first-class solutions on time, every time.

b. Key Events

(1) DLA Finance was a key player in several agency efforts:

(a) J8 provided COVID-19 support to the Federal Emergency Management Agency (FEMA), Department of Health and Human Services (HHS), and other federal customers. As of September 30, 2022, it obligated \$2,000 million and sold \$2,128 million.

(b) J8 supported United States European Command (USEUCOM) and provided Presidential Drawdown Authority (PDA) support to Ukraine government.

(c) J8 participated in DLA enterprise resource planning (ERP) migration to cloud (M2C) testing.

(d) J8 supported the agency's digital business transformation.

(2) Hosted the USD (Comptroller)/Chief Financial Officer, the Honorable Michael McCord for a discussion on DLA's strategic lines of effort, support to the Warfighter, involvement in EUCOM and COVID-19 initiatives, finance metrics, and digital business transformation.

(3) Coordinated DLA's FY 2022 financial audit for all funds.

(4) DLA Finance (J88) facilitated the successful transition of the J8 robotic process automation program from contractor to the DLA enterprise. All operation and sustainment activities for 37 finance automations were transitioned.

(5) Navigated significant changes to the price of fuel. A roughly \$75 per barrel increase from the end of FY 2021 quickly depleted DLA Energy's obligation authority (OA). In addition to the Office of the Secretary of Defense (OSD) providing a graduated fuel price increase, Energy received over \$4 billion more in OA.

(6) DLA Energy received reprogramming actions of \$969 million in June and July, and DLA Energy received a \$701 million transfer to ensure solvency for the DWWCF.

(7) DLA Finance successfully participated in user acceptance testing (UAT), mock testing, and production cutover validation during the ERP migration-to-cloud.

(8) Staffed and gained approval for the G-Invoicing (G-Inv) general order establishing J8G within DLA Finance to lead the agency's G-Inv efforts.

c. Significant Accomplishments

(1) Managed over \$53 billion OA in three funds: Defense Wide Working Capital, general, and Transaction.

(2) DLA Finance (J88) and a contract partner expanded a Fund 11 business intelligence development to include Fund 12 and Fund 28 budgets in DLA Qlik. It also provided FY 2020, FY 2021, and FY 2022 data sets to ADVANA (DoD centralized data and analytics platform that provides DoD users with common business data, decision support analytics and data tools) for service reconciliation. DLA submitted its FY 2023 PB Fund-12 exhibit demonstrating anticipated customer orders matched customer budget submissions.

(3) DLA Energy paid an historically low interest on late vendor payments, with sixteen straight months under \$27 per million disbursed and an FY 22 average of \$5.23 per million.

(4) J8 leveraged technology in a virtual environment to maintain employee engagement.

(5) After analysis and coordination with MSC Comptrollers, DLA Finance successfully adjusted its information technology allocation methodology to allocate costs accurately across the enterprise.

(6) DLA Finance successfully transferred unliquidated obligation (ULO) management from J7 to J8. It updated policy/process documents to permit effective management of this program. It re-baselined action plans to adhere to audit roadmap timelines.

(7) The National Defense Stockpile (NDS) program received \$125 million in FY 2022 (P.L. 117-103), intended to last through FY 2024. This is the first appropriation received since the NDS program moved from General Services Administration (GSA) to DoD in 1988. To execute it, J8 established the requisite hierarchy in EBS. Additionally, DLA coordinated with OUSD(A&S) to request funds in response to Executive Order 14017, "America's Supply Chains." The president's FY 2023 budget included \$253.5 million in direct funding for the NDS.

(8) J8 collaborated with military services to execute a \$10 million, congressionally mandated Maternity Uniform Pilot Program.

(9) Good receipt (GR) posting (MIGO transaction code) robot was enhanced to upload the Proof of Delivery (POD) along with the GR to the Purchase Order (PO), saving approximately 234 hours of work per year.

(10) J8 completed the process map for DLA Land & Maritime demand process to include Acquisition, J8, Legal Counsel, and Defense Finance and Accounting Service (DFAS) processes and began making recommendations for improvement.

(11) During the Program Budget Review (PBR) 24, DLA Finance established funding for a permanent General Terms & Conditions (GT&C) Center of Excellence (CoE) staffed by nine civilians plus contractors. The CoE is to coordinate the thousands of GT&Cs needed between DLA and its trading partners. The GT&C COE is fully staffed and operational as of February 2022.

(12) DLA Finance awarded a GT&C tool contract with ServiceNow January 15, 2022.

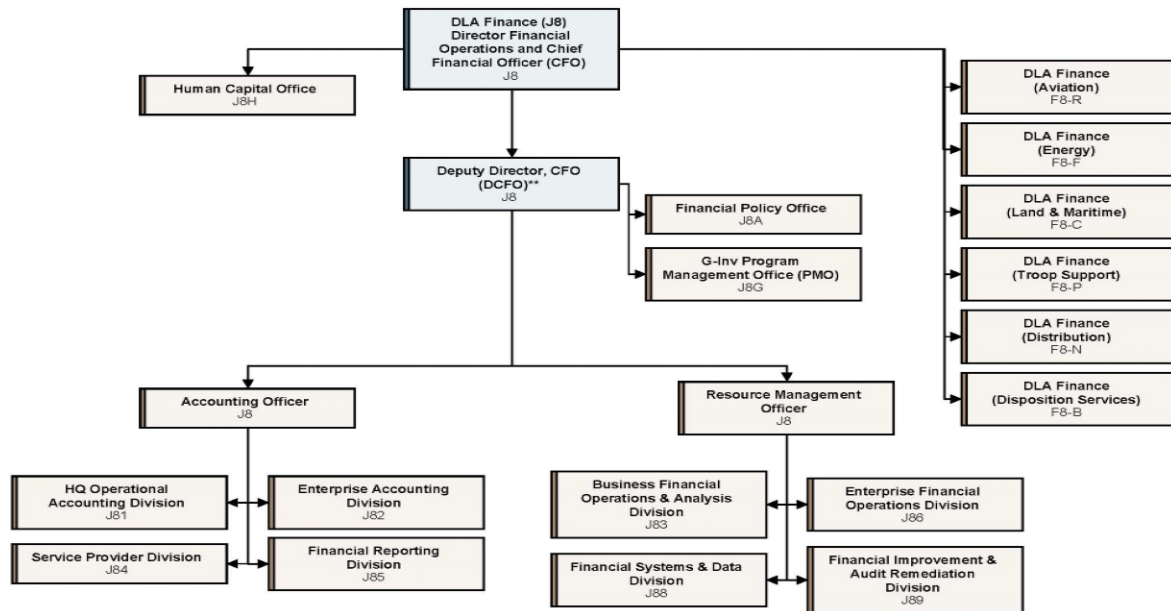
(13) The J8 risk management team continued the evaluation phase of the DLA risk management program. It initiated Activity #2, inventory internal control documentation, for a current state assessment for each J8 assessable and sub-assessable unit. The assessment is to obtain an understanding of the key supporting documentation related to each J8 assessable unit.

(14) DLA Finance implemented Qlik visualization to reduce manual processes and workload and standardize reports throughout the agency. The daily funds application tracks funds within DLA. It provides a complete view of the DLA's funds consumption and availability within each activity groups and allows one to see funds received from OUSD(C) with the breakdown of the amount issued to DLA activity group. The DWWCF Cash Balance application, built on ADVANA, allows leadership to view monthly actuals and projected cash balances within each DWWCF activity groups.

Partnering with J6's Analytics Center of Excellence (ACE), DLA Finance has been developing a formal statistical cash model that forecasts how changes in OA, demand, inventory levels, material availability, fuel costs, operating costs (labor and non-labor), and other variables will affect DWWCF cash balance. The ACE team delivered a minimum viable product that meets or exceeds the accuracy thresholds required.

2. Organization

a. Organization Structure Chart



** Dual Hat Resource Management Officer (RMO)

b. Explanation of Organizational Changes

General Order No. 06-22 DLA Finance (J8) established the DLA Government-Invoicing (G-Invoicing) Division (J8G); renamed Audit Response Branch (J892) to Audit Coordination and Liaison Branch; renamed DLA Finance Troop Support Clothing & Textile (C&T)/Industrial Hardware (IH) Division to C&T Division; transitioned ULO Management program from DLA Acquisition (J78) P2P Military Interdepartmental Purchase Request (MIPR) Project Management Office (PMO) to DLA Enterprise Financial Operations Division (J86); updated Mission and Functions for DLA Finance Energy and Financial Improvement and Audit Remediation (FIAR) Division (J89); and disestablished the Audit Task Force (ATF) and realigns personnel to the FIAR Division (J89).

3. Key Personnel

a. Key Personnel

The DLA Finance (J8) organization was headed by two Senior Executive Service officials: Mr. J. Arthur Hagler (July 21, 2019 – Present) and Mr. Shawn Lennon (June 5, 2022 – Present). These executives led an organization that (1) serves as lead on all DLA financial management matters, (2) maintains effective financial management and control for the DLA

enterprise, (3) assures DLA compliance with federal financial management laws and regulations and DoD financial regulations, (4) assures the availability of budgetary resources necessary to perform DLA's mission, (5) assures that agency funds are managed and controlled in accordance with federal laws and regulations and DoD financial regulations, (6) assures DLA's three agency financial reports are produced, (7) directs the administration of agency financial functions: management, operations, reporting, and compliance, (8) acts as the agency's financial management process owner, assuring that financial systems and processes are effective, efficient, and compliant with federal laws and regulations and DoD financial regulations, (9) determines financial mission resource requirements and efficient allocation of resources, and (10) manages and administers OMB Circular A-136 requirements for financial reporting.

b. Changes

There were leadership changes in several positions. Mr. Shawn Lennon joined DLA (J8) as the Deputy Director, CFO. Ms. Julia Jefferson was selected as the Director HQ Operational Accounting Division (J81). Mr. Joe Wilburn was selected as Director Business Financial Operations & Analysis Division (J83). Mr. Jason Buys was selected as the Comptroller DLA Aviation (J8R).

4. Total Personnel

DLA Finance has workforce across the continental United States (CONUS) with an authorized end strength of 750 positions. At the end of September 2022, DLA Finance had 693 employees on-board with a total of 681 FTEs and 230 contractor FTEs.

5. Historical Narrative

a. LOE 1: Warfighter Always

(1) Objective 1.1: Improve end-to-end readiness and cost-effectiveness in support of Combatant Commander Campaign Plans and Integrated Contingency Plans

(a) As of September 30, 2022, DLA provided \$212 million in support for Ukraine and European Command (EUCOM) operations. This figure includes DLA sales, supply chain support costs (includes FTE hours), and temporary duty (TDY) costs. The agency provided \$205.1 million total support for sales associated with Ukraine and EUCOM operations. It obligated \$255.1 million for support requested for Ukraine and EUCOM operations.

b. LOE 2: Support to the Nation

(1) Objective 2.1: Implement a deliberate, enterprise-wide approach to Whole of Government

(a) DLA Troop Support sales for COVID-19 were \$2.128 billion through September 2022. Most revenue came from HHS for items in the Medical supply chain, with COVID-19 test kits the biggest expenditure. DLA Finance ensured contract authority was

available and reimbursements were collected. Along with DLA Troop Support, it tracked, analyzed, and reported for both internal and external entities.

(b) DLA Finance addressed funding methods and advised on the receipt of inbound documents with Subsistence supply chain experts to provide water to Joint Base Pearl-Harbor Hickman customers after a fuel contaminate their regular supply.

c. LOE 3: Trusted Mission Partner

(1) Objective 3.2: Provide greater financial transparency to customers

(a) As part of DLA's effort to cultivate financial transparency, DLA Finance implemented a pilot to see if the information technology (IT) financial tools utilized by the agency could meet the military services' financial transparency requirements. Using DLA Distribution's Financial Web tool as baseline, DLA Finance and DLA Distribution trained Army, Navy, and Air Force customers on research and download transactional data.

In response to the feedback, DLA Finance informed customers of operating costs, inflation impacts, materiel prices, and cost recovery rates. The staff briefed at biannual service days, giving customers the opportunity to engage on financial topics relevant to their needs. DLA Finance supplemented these briefings with material on DLA operating costs, how DLA standard fuel prices are established, and how DLA budgets and builds rates.

(b) As of September 23, 2022, DLA Finance (J89) facilitated audits for TF, GF, and DWWCF. DLA responded to the IPA's 1,912 requests with 98% timeliness. In March 2022, it accelerated audit roadmaps for all three funds. Corrective action plans will produce unmodified opinions in FY 2024 for TF, FY2025 for GF, and FY 2028 for DWWCF.

(c) The CFO and Deputy CFO gave extremely valuable guidance for Programming, Planning, Budget and Execution (PPBE). The staff made maximum use of the budget increase requests, continuous process improvement (CPI), contract reviews, and the PBR processes. For this cycle, 44 budget increase requests were submitted and 21 approved.

(d) In order to support customer readiness, DLA needs to forecast how changes in OA, demand, inventory levels, material availability, fuel costs, operating costs (labor and non-labor), and other variables affect its cash balance. The agency currently forecasts using a bottom-up methodology that relies on submissions from field activities. Partnering with J6's Analytics Center of Excellence (ACE), DLA Finance has been developing a statistical cash model to supplement and possibly replace the bottom-up method. Despite turnover and urgent Eastern European missions, the ACE team has delivered a minimum viable product that exceeds the accuracy threshold. It expects to achieve initial operating capability by August. From that point, J8 will fine tune the model, improve its "what-if" capabilities, and evaluate it for live data.

(e) DLA Finance (J88) successfully coordinated with J6's M2C Project Team to conduct UAT, mock testing, and production cutover validation during DLA's EBS cloud migration. A total of 158 Finance EBS users/testers from J8 (Head Quarters and MSCs) and DFAS participated in three releases over six months (August 2021 – February 2022).

d. LOE 4: Modernized Acquisition and Supply Chain Management

(1) Objective 4.2: Improve the end-to-end post-award segment to enable collaborative customer support, increase responsiveness, and manage costs

(a) DLA HQ Accounting Operations worked with the MSC Financial & Accounting Analysis (F&AA) organizations, DFAS, and OUSD to improve financial metrics while laying the groundwork for improved financial reporting. The most notable achievements were realized in the O2C business cycle, where DLA reduced AR by 17%, largely by driving AR balances greater than two years old down by 82%. Reductions of 15% in balances less than 30 days old, coupled with a 13% reduction in balances 31-60 days old, also contributed to the overall reduction. Reductions in aged AR improved the fidelity of DLA's financial reporting, as smaller percentages of uncollected receivables decreased "cannot collect" payments.

(b) In addition to reductions in aged balances, the O2C business cycle implemented DLA's first ever Federal Allowance for Doubtful Accounts. This milestone represented another step toward Generally Accepted Accounting Principles (GAAP) compliance, increasing both auditability and fidelity. In other business cycles, P2P realized an AP balance decrease of 5%, paced by a 57% reduction in aged balances 31-60 days old, and complemented by a 21% reduction in balances between 181 days and one year old. Partnerships with DFAS, HQ accounting, and the MSCs continued to ensure focused efforts to reduce aged balances. Furthermore, aged AR and AP reduction targets were established for each MSC.

(c) Meanwhile, the Plan to Stock (P2S) cycle had DLA accountants from the Headquarters and MSCs supporting the fielding of the Warehouse Management System (WMS): new software suite that will subsume DLA's inventory management system. Through use-case testing, accountants highlighted GAAP inconsistencies that can be resolved prior to full operational fielding of the system. In conjunction with testing, the P2S team requested OUSD adjudicate inconsistencies in how accounting and logistics operations define "excess, obsolete and unserviceable (EOU)" inventory. Resolving this issue will align future reporting.

(d) Within the Fund Balance with Treasury (FBWT) business cycle, DLA worked with OUSD(C) and DFAS to resolve a beginning balance assertion. Additionally, DLA successfully met the 1% goal for unmatched/undistributed transactions for GF and TF outlined in the OUSD memo. Lastly, Acquire to Retire (A2R) successfully implemented an OUSD mandate that led to the transfer of 8,092 Real Property assets with a net book value of \$2.14 billion, and reconciled 7 aged GF projects which led to the correct posting of \$180.54 million.

(e) DLA Finance's P2P team demonstrated to OUSD(C) that its new program for tracking internal budgetary improvements, Dormant Account Review-Quarterly (DAR-Q), would result in a majority of false positives for DLA if implemented without modification. DAR-Q records are defined as dormant when they have no modifications or adjustments for 90 days. However, many of items DLA purchases have no activity for 90 days because they are 1) not in stock while DLA solicits bids (administrative lead time, or ALT) or 2) being manufactured by the vendor (production lead time, or PLT). DLA sampled 94,000 records with combined sales in excess of \$2.28 billion for OUSD(C). Of these records, 50% of the transactions and 56% of the dollar value were for items clearly within their ALT and/or PLT. This finding prompted OUSD to reconsider its criteria, which has potential DoD-wide benefit.

(f) J8 conducted DAR-Q for the first three quarters of FY 22 (quarter four pending availability). The population included undelivered orders and unfilled customer orders. A total of 28,239 dormant transactions were reviewed, totaling \$749.72 billion. The average value of each transaction was \$26,549.21. The average length of dormancy was 408 days.

e. LOE 5: Future of Work

(1) Objective 5.3: Build skillsets of the future

(a) J8's Human Capital Office (J8H) educated new employees through its onboarding program. J8H facilitated training, including the Introduction to DLA Finance J8 Organization and Environment course and courses on core job processes performed in EBS. DLA Finance required each employee have an individual development plan (IDP).

DLA Finance required that all employees obtain DoD FM certification or use other OUSD(C)-approved certificate, with 100% of staff certified within the required timeframe. DLA Finance also continued a mentor/protégé program, providing finance leaders enhanced competency, building collective knowledge, aiding recruitment, strengthening retention, fostering a cost-effective learning environment, and promoting inclusive management practices. DLA Finance continued the Fresh Focus Group to share knowledge and innovate resources for initiatives such as professional development, networking, and personnel retention.

Defense Logistics Agency

DLA Joint Reserve Force (J9) Fiscal Year 2022 Historical Report



**DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221**

IN REPLY
REFER TO

J-9
10 September 2022

MEMORANDUM FOR COMMAND HISTORIAN

SUBJECT: DLA Joint Reserve Force (J9) Fiscal Year 2022 History Report

I have reviewed the JRF's submission for chronicling Defense Logistics Agency history for fiscal year 2022 and would like to forward my endorsement.

You may contact me with any questions at 571-767-7277 or kristin.kremer@dla.mil.

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DIANE.1045857545

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Date: 2022.09.10 15:14:02 -0400

KRISTIN D. KREMER
Deputy Director
DLA Joint Reserve Force

Attachment: DLA Joint Reserve Force (J9) Fiscal Year 2022 History

1. Introduction

The Defense Logistics Agency Joint Reserve Force (J9) accomplishments in FY 2022 demonstrate just how critical reservists are to DLA. J9's achievements can be credited to flexibility, adaptability, and joint integration. Working together across services and in conjunction with our civilian partners meant skilled, trained, and ready personnel contributed to the agency's most important missions.

Joint Reserve Force missions for FY 2022 included OCONUS deployments to EUCOM and CENTCOM areas of operation, support to the Agency Synchronization Operations Center (ASOC) during the Afghanistan withdrawal, COVID-19 vaccine support, exercises such as QLLEX and COREX, bulk fuel and Alaskan pipeline operations, and steady-state operations.

The J9 was crucial to addressing emerging requirements around the globe. Reservists worked in every DLA Major Subordinate Command to ensure uninterrupted logistics support to the Warfighter. Under the direction of RADM Grafton Chase, J9 reaffirmed its place as an integral component of DLA.

2. Organization

The Joint Reserve Force (JRF) is a two-star directorate led by a Navy rear admiral (upper half) and supported by a full-time staff of DoD civilians and Army and Navy active-duty service members. Under the director and deputy director are three divisions – J91 (personnel), J93/7 (operations, training, and readiness), and J95/8 (joint plans, policy, and finance) – and special staff (special assistant to the director, public affairs, and judge advocate general). Reserve joint directorate chiefs (JDCs) serve as liaisons with Major Subordinate Commands and the DLA J3. They are located within their components but report to the J9 director. For FY 2022, the joint reserve force had JDCs with DLA Logistics Operations, DLA Aviation, DLA Disposition Services, DLA Distribution, DLA Energy, DLA Land & Maritime, and DLA Troop Support.

3. Total Personnel:

Authorized Funded Billets

Navy Reserve	326
Army Reserve	196
Air Force Reserve	127
<u>Marine Corps Reserve</u>	<u>14</u>
Total	663

Full-time Staff

Full-time Civilians	7
Navy Full-time Personnel	4
<u>Army Full-time Personnel</u>	<u>12</u>
Total	23

4. Historical Narrative

a. Overview

The Joint Reserve Force provides DLA with trained and deployment-ready reservists for contingency operations and mission support and delivers responsive capability and capacity in response to operational, surge, exercise, humanitarian, and planning requirements. In FY 2022, the JRF accomplished these tasks through worldwide operational support to DLA, OCONUS individual mobilizations, mission support to supply chains, support to regional commands, joint exercise and Defense Security Cooperation Agency (DSCA) support, and ASOC manning.

Throughout FY 2022, the JRF maintained readiness and continued operations under COVID-19. Key efforts included baselining force design, standardizing training, mission support, exercise engagements, and culture. Overall, the billet fill rate held steady at 89%, medical readiness met the DoD goal of 85%, and dental readiness exceeded the goal at 92%.

Key initiatives included assessing operational plans and current capability. Current status was defined through the DLA JRF general order and shortfalls addressed through the force modernization process. Additionally, the JRF implemented information technology initiatives for business process optimization such as the Globally Federated User Domain, Share-Point, and process mapping.

Our key milestone was the JRF Annual Leadership Review held June 10-12 at DLA Headquarters Fort Belvoir, VA. This in-person event brought together over 50 senior leaders from across the JRF to discuss the strategic way-ahead, training, and readiness. Highlights were opening comments by Mr. Brad Bunn (DLA vice director) and CSM Tomeka O’Neal (DLA senior enlisted advisor), a discussion with RADM Doug Noble (DLA J3) on current operational efforts, a presentation by Dr. Colin Williams titled “The History of Great Power Competition in Europe,” and a conversation with the Detachment 7 Commander, Col Coltrin, on leading the Air Force Individual Mobilization Augmentee program. Additionally, there was a no-host social with VADM Michelle C. Skubic (DLA director) and CSM O’Neal. The next two days focused on leadership ethics, technological initiatives, and training. MG Tripp Bowles (incoming JRF director) joined us for several of our JDC briefings. Overall, this event postured JRF leadership for success in FY23 and beyond.

b. DLA JRF Aviation

Under the direction of COL Robert Sulier, JRF Aviation continued working in collaboration with DLA directorates to establish better organizational integration. Alignment with mission and operational support remains a priority. JRF Aviation has 35 authorized billets. Current manning is 97%. JRF Aviation drilled in an all-virtual battle assembly (VBA) environment from October 2020 through April 2022 due to the COVID-19 pandemic. JRF Aviation began onsite battle assembly (OBA) in May 2022. The unit demonstrated adaptability in “strategic positioning” as a “joint reserve force” to maintain operational support and reintegrate quickly during our OBAs.

In FY 2022, JRF Aviation had a mission-oriented focus under the customer operations and supplier operations directorates with supporting divisions. JRF Aviation personnel identified an area for improvement in alignment under DLA Aviation’s audit, process compliance and risk

management directorate. Following identification, JRF Aviation created the Audit Readiness, Process Compliance and Risk Management (ARPC&RM) Division.

Within Customer Operations (CO) Division, JRF service members focused operational support on backorder drivers and aged backorder listings. Service members researched 260 national item identification numbers (NIIN) associated with systems for DLA Aviation Fusion OPS and major weapons systems associated with CH47/H60/KC-130/F-18/B-2 airframes that identified over 1,448 customer backorders with 20,120 unfilled quantities. The total value of backorders exceeds \$9,522,489.

Service members assigned to the Supplier Operations (SO) Division researched over 250 vendors to determine their status. Additional research informed the division's decision-making and identified impacts of the COVID-19 pandemic on supply chains. Over the year, the JRF updated post-award requests to account for delinquent accounts, saving over 100 hours for our full-time counterparts.

The ARPC&RM Division provided support through multiple projects, saving over 400 hours for our full-time counterparts. JRF Aviation service members established a clear mission objective to achieve and maintain stewardship through audit readiness and sustainment, process compliance, efficiency and audit integrity inclusive of all DLA business cycles and system interfaces.

Additionally, the JRF team helped update the Aviation Compliance and Surveillance Inventory List, which consolidated key information from Ernst and Young's (EY) Notice of Findings & Recommendations (NFRs), NFR Letters, EY's NFR Tracker, and DLA's corrective action plans (CAPs). The team continually reviewed the issuances workbook to update the document. This document enables the Aviation Audit, Process Compliance & Risk Management directorate to identify new and expired issuances with information such as organization/office, issuance type, publication date, future expiration date, procedural writer, and policy manager.

The JRF Aviation Cultural Committee continued collaborative discussions at every battle assembly. Following the strategy developed by the JTL and SEL, the Dennison Survey was released to service members. Following receipt of results, JRF Aviation established a culture action board to evaluate the results and identify areas of improvement, establishing actionable ways forward that focused on mission integration, improved communication, and clear goals for annual training objectives.

Throughout the year, JRF Aviation recognized individual service member achievements. The unit also hosted two retirement ceremonies while following all pandemic protocols. Both events utilized video streaming, establishing a new precedence for event accessibility.

c. DLA JRF Disposition Services

In July, DLA Disposition Services hosted the largest contingency operations readiness exercise to-date. COREX is the annual expeditionary exercise that simulates standing-up a new DLA Disposition Services site in an austere environment.

In addition to COREX 22, DLA Disposition Services supported exercises in the INDO-PACOM area of responsibility, contributing personnel to PACIFIC SENTRY 22 at Camp Smith, Hawaii, and Combined Command Post Training at Camp Humphreys, South Korea.

Team members from the DLA Disposition Services JRF deployed to Afghanistan to retire or destroy property in preparation for the withdrawal of American forces. Closer to home, the

team led several re-warehousing projects. Some JRF personnel had to move this year due to the closure of Hill AFB site.

d. DLA JRF Distribution

The DLA Distribution JRF continued to serve as a force multiplier for critical DLA missions and key component of DLA Distribution's expeditionary support capability. DLA Distribution accessed JRF resources through mobilization orders, active-duty operational support (ADOS) orders, and annual training (AT) and active duty for training (ADT). Throughout FY 22, DLA Distribution mobilized 17 JRF members in support of DLA missions, including DLA Support Team membership and CENTCOM Deployment Distribution Operations Center (CDDOC).

JRF members from EDSU Norfolk, EDSU Susquehanna, the Army Reserve Element (ARE), and non-organic personnel also executed orders in support of DLA operations in Kuwait, Djibouti, Qatar, Germany, Poland, and Italy.

Additionally, nine JRF members supported exercises throughout the year utilizing AT and ADT funds, including Keen Edge 22, CCPT 22-1, CCPT 22-2, and COREX, located in Hawaii, Korea, and FT Custer, respectively. Furthermore, JRF members manned the Hurricane Support Team with seven personnel from the Navy, Army, and Air Force, in Red River, Texas; New Cumberland, Pennsylvania; and Norfolk, Virginia.

DLA Distribution JRF members accomplished numerous missions in FY 2022. The DLA Distribution Norfolk Material Processing Center (MPC) was supported by 51 JRF members for 1,563 man-days. Personnel were requested for Norfolk's mission-essential operations in support of the MPC and a critical medical mission. Depots in Japan were supported by 11 JRF members in Sasebo, Okinawa, and Yokosuka for 1,332 man-days. Personnel were filled active-duty gaps in Sasebo and Okinawa. Their duties included receiving, stowing, processing, and coordinating Navy shipments, including high-priority mission critical parts to units afloat throughout the INDO-PACOM region. Additionally, a Navy Reserve yeoman backfilled a critical administrative billet for several months at DLA Distribution Yokosuka. DLA Distribution Pearl Harbor, Hawaii, was supported by 17 JRF members for 4,506 man-days. The JRF team supported DLA's wholesale and retail operations, providing critical manning for the FY 2023 wall-to-wall inventory, end of year closeouts, and Pearl Harbor bulk operations. JRF members also supported the bi-annual RIMPAC exercise during the summer. DLA Distribution Red River, Texas, was supported by 28 JRF members for 1,110 man-days. The JRF members supported re-warehousing (with an initial focus on track accountability) and Care of Stock in Storage (COSIS) inspections. DLA Distribution Sigonella was supported by 14 JRF members for 174 man-days. JRF support was urgently requested due to the surge of requirements resulting from exercises in theater and a significant increase in Naval presence in the AOR due to the war in Ukraine. DLA Distribution Tobyhanna, Pennsylvania, was supported by 44 JRF members for 527 man-days. The JRF was brought onboard to perform kind, count, and condition (KCC), MHE operations, consolidation, re-warehousing, and preservation, packaging, and packing and marking (PPP&M).

e. DLA JRF Energy

During Fiscal Year 2022, DLA JRF Energy completed eight in-person assemblies at Fort Belvoir, Virginia. Returning to in-person drills allowed Army personnel to complete three

diagnostic ACFTs and a Navy personnel a fitness test. LCDR Bender recognized Navy Personnel with awards for contributions to hurricane support operations. The majority of DLA JRF Energy support went to the Operations HQ at Fort Belvoir, VA. However, LNO support to the CENTCOM AOR, real world mission support for Eielson Supply chain in Alaska and exercises support like Pacific Sentry, QLLEX, CCPT 22-1, Keen Edge, and Ulchi Freedom Guardian, were also covered to support MSCs and Combatant Commanders.

In 2022 DLA Energy JRF accomplished the following:

(1) Tradewinds 2022 (TW 22) is an annual U.S. Southern Command (USSOUTHCOM) sponsored combined and joint exercise focused on building the capacity of U.S. forces and nations in the Caribbean to respond better to ground, air, sea, and cyber domain security threats. The multinational exercise took place in Belize and Mexico from May 7-20 2022. This exercise provided participating nations opportunities for joint, combined, and interagency training. More than 1,800 personnel from the United States and 21 partner nations participated in this 37th iteration of the exercise. DLA Energy supported TW 22 with ground fuel (8K gal diesel fuel contract) as well as assisted with exercise fuel planning to include USN/USCG vessel fueling at various Mexico ports.

(2) The DLA JRF Energy Americas East (AME) team participated in the Quartermaster Liquid Logistics Exercise 2022 (QLLEX-22) between June 14-22, 2022, enabling USAR fuel handlers, transporters, and laboratory specialists to train wartime skills and acquire experience with petroleum. QLLEX units executed real-world fuel delivery missions throughout the CONUS using military fuel tankers to transport bulk petroleum to DLA Energy customers.

(3) On November 2, 2021, the Texas Legislature honored SSG Calvin Williams (DLA JRF Energy - Americas East) by for his efforts during Hurricane Ida. This category 4 hurricane made landfall in Louisiana August 29, 2021, and caused over \$65 billion in damage. Texas State Representative Mr. Jacey Jetton introduced House Resolution #140, "Commending U.S. Army Reserve Staff Sergeant Calvin Williams for his service with Defense Logistics Agency Task Force Americas during Hurricane Ida response efforts." An award ceremony for SSG Williams was conducted at State Representative Jetton's office in downtown Houston, Texas. Leadership from the DLA Energy Americas HQs Staff and Americas East Region attended.

(4) One service member supported the Combined Command Post Training (CCPT) 22-1 Exercise. CCPT 22-1, conducted April 11-29, 2022, is a biennial, bilateral, U.S. Forces Korea and command-forces command post exercise. It featured multi-echelon planning and execution in defense of the Republic of Korea (ROK). Its ensured upper-echelon HQs could plan and conduct an effective defense of the ROK; built ally warfighting capability; and enhanced interoperability. Total participation was ~17,000; the event was first conducted in 1953. The service member supported the DLA Energy Korea by performing LNO duties at Camp Walker, ROK, and overseeing simulated contingency bulk fuel support.

(5) One service member supported the Keen Edge 22 Exercise which was a Tier I, CJCS-sponsored INDOPACOM event. Conducted January 23 – February 2, 2022, Keen Edge was a bilateral exercise with Japanese Joint Staff (JJS) and Joint Force Command (JFC) conducted in even years. The purpose was to ensure combined joint warfighting readiness, refine C2 procedures, exercise the joint targeting cycle, and improve interagency coordination and interoperability. The service member supported from the DLA Indo Pacific Synchronization Operations Center at Camp Smith, Hawaii.

(6) On service member volunteered to deploy to Camp Arifjan, Kuwait from April 17, 2021, to April 17, 2022. He was assigned to DLA Support Team Middle East (DST-ME) as a DLA Energy liaison officer and oversaw daily inventory levels, routine fuel support, and emergency re-supply operations to over fifteen defense fuel support points (DFSPs) and 22 direct delivery fuel sites. He was instrumental in educating on DLA Energy's capabilities. He helped resolve bulk fuel supply and delivery issues in support of Operation INHERENT RESOLVE, Operation FREEDOM'S SENTINEL and Operation SPARTAN SHIELD quickly.

f. DLA JRF Land & Maritime

DLA Land and Maritime's overall goal is to provide world-class support to U.S. military and other customers in a fiscally responsible manner while maintaining a sharp focus on the culture and developing associates. DLA Land and Maritime JRF's chief purpose is to serve as force multipliers. We provide a ready and available reserve force for DLA Land and Maritime's CONUS and OCONUS missions.

The JRF is comprised of 35 reserve and individual augmentee billets from the Army, Air Force, Navy, and Marine Corps. While there are no full-time personnel assigned to the JRF, the JRF is aptly supported by the personnel division at DLA Land and Maritime in Columbus, Ohio.

The JRF at Land and Maritime is a trained and ready force. It maintained a 85% personnel strength and 95% readiness (medical/dental/clearance) rate. The JRF supported a variety of projects this year including exercise support, PFI tours, accepting industrial hardware items, the Counterfeit Detective and Avoidance Program (CDAP)

g. DLA JRF J93 Logistics Operations

Under the direction of COL Erica L. Herzog, as the new Joint Directorate Chief, the J93 JDC has continuously supported DLA's operations and training through the reserve efforts of the ASOC, the Plans Executive Directorate (J35) and DLA's three regional commands (CENTCOM/SOCOM, INDO/PACOM, and EUCOM/AFRICOM). The J93 is authorized 75 billets and has increased its manning by 18% over the fiscal year. Current manning is 85%.

The ASOC is supported by 22 reservists, a mix of service members on Active Duty for Operations Support (ADOS) / Personnel Force Innovation (PFI) tours and traditional drilling reservists. Five reservists supported night shift operations during FY 2022. The night shift reservists stand the night battle captain shift. The senior watch officer was a reservist on ADOS orders. The weekend daytime shifts were manned by drilling reservists. They were the primary staff in the ASOC during weekend hours, keeping senior leadership informed of developing events and incidents that required immediate action. ASOC reservists do not deploy to support ASOC operations; however, they will deploy on J3 support teams or other DLA missions, as necessary. The JRF ASOC reservists are a critical part of DLA's crisis action teams (CATs). Drilling reservists typically come on orders, with short lead times to support CATs. This occurred multiple times during the year, to include the Afghanistan withdrawal, Operation ALLIES REFUGE/WELCOME and the Ukraine Crisis. They also supported natural disasters, primarily during hurricane season.

The J35, now known as the Plans Executive Directorate, realigned in May 2022, repositioning 21 reservists to align their MOS and civilian skillsets to five subordinate divisions. Our reservists are integrated with the active duty and civilian staff in the Mission Assurance

Division, Plans and Exercises Division, the Strategic Business Division, Strategic Plans and Futures Division, and J7 Pilot Program. Reserve members created a J-code/MSC master exercise tracker for J355 wargaming efforts, assisted internal controls efforts to ensure compliance with OMB Circular A-123 (Enterprise Risk Management), developed annexes for functional and geographic CCMDs, identified strategic acquisition capabilities to safeguard homeland resources and build plans for national defense, helped write the DLA Support Plan for NORTHCOM's CONPLAN for Defense Support of Civil Authorities (DSCA) operations, and completed three process maps for J72.

Fifteen reserve members supported DLA's three regional commands where they were integrated into operations at the front lines. At CENTCOM/SOCOM, one reservist deployed to Romania for a year, while the reserve team monitored and prepared summaries, reports, and briefings. The team identified over \$2,900 in maintenance, repair, and operations obligations worth ~\$24.9 million. It saved DLA ~\$500,000 worth of vital communications equipment by ensuring proper ordering procedures and funding streams were synchronized with stakeholders.

EUCOM/AFRICOM reservists remained on-call to support the Ukraine Crisis while supporting enduring mission requirements. The INDO/PACOM reserve team refined its OPLANs and supported the KEEN EDGE 2022 with Japan.

h. DLA JRF Troop Support

The DLA Troop Support Joint Reserve Force provided full calendar year daily weekday support to the cold chain mission at the Medical directorate and a Navy Reserve Sailor on ADOS orders provided cold chain support from May 9, 2022, through September 30, 2022. This mission was critical in today's COVID-19 environment when vaccines require strict temperature control. The team also inspected steel-toe combat boots, a crucial safety measure for a safety item; supported Industrial Hardware decommissioning at DLA Troop Support; and provided audit support across the enterprise.

In lieu of a traditional family readiness group winter holiday celebration, the DLA Troop Support JRF led a December 2021 community service coat drive benefiting Cradles to Crayons. Donations installation-wide at NSA Philadelphia and within the JRF resulted in 100+ new (tags-on) coats, hats, and gloves for local children.

A Navy Reserve Officer served 56 days in Germany as a DLA Strategic Communications Officer in support of humanitarian operations resulting from Russia's invasion of Ukraine.

In April 2022, DLA Troop Support JRF conducted an officer professional development/noncommissioned officer professional development staff ride to Valley Forge National Historical Park, with members briefing supply and logistics activities of the Continental Army during the 1777-1778 winter encampment.

Defense Logistics Agency

DLA Inspector General (DA) Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221

September 30, 2022

MEMORANDUM FOR COMMAND HISTORIAN

SUBJECT: DLA Office of the Inspector General (OIG) FY22 History Report

I have reviewed DLA OIG's submission for chronicling the FY22 DLA history and would like to forward my endorsement with this memo.

The POC for this action is Andrew J. Duszynski, Deputy IG for Operations, at 571-767-5417.

RIGBY.WILLIAM.A
LLEN.1155565132

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Date: 2022.09.30 11:08:18 -0400

WILLIAM A. RIGBY
Inspector General

1. Introduction.

a. Mission.

The DLA Office of the Inspector General (OIG) mission is to sustain Warfighter readiness and lethality by providing DLA leadership with facts, analysis, and recommendations through the five functions of Defense Inspectors General – teaching and training, assistance, audits, investigations, and inspections – to mitigate risk, improve processes, ensure compliance, and optimize resources in peace and war. While operating independently from DLA’s standard command structure, the DLA OIG assists the command to combat fraud, waste, abuse, and mismanagement (FWAM), which is a collaborative effort. Despite its independent status, DLA OIG relies on the support from mandated partnerships with the Defense Criminal Investigative Services (DCIS), Military Criminal Investigation Organizations (MCIO), DoD Office of the Inspector General (DoD OIG), as well as meaningful relationships with other DoD Inspectors General offices and their associated criminal investigative agencies. DLA OIG works closely with the DLA General Counsel to determine the best course of action for many matters.

b. Summary of key events and activities

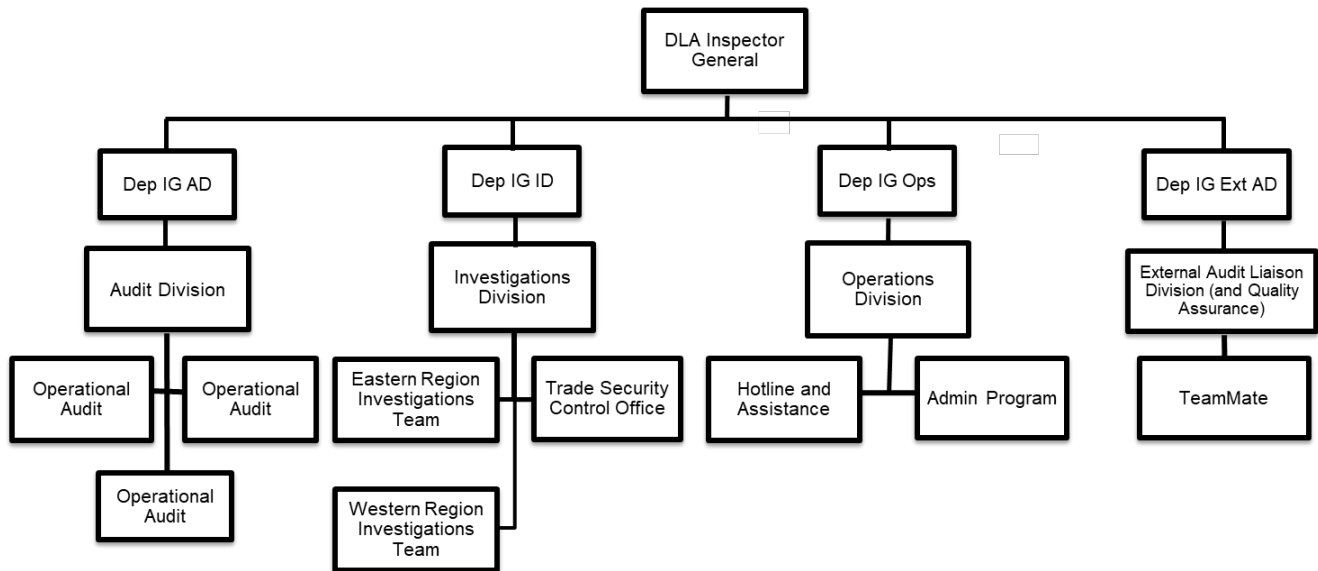
While the COVID-19 pandemic continued to affect operations across the agency, DLA OIG still provided robust support to the enterprise with administrative and hotline investigative cases, operational audits, and liaison efforts relating to external audits. The Investigations Division (ID) opened 168 cases and closed 180, with 183 open at the end of the FY. The Operations Division’s (OD) Hotline Program processed over 180 cases – a 20% decrease compared to FY21 – and closed 163. The Audit Division (AD) completed 4 planned projects and 1 inspection. The External Audit Division (Ext AD) supported 114 external audits and closed 50, including 27 from GAO, 17 from DoD OIG, and 6 from military service agencies. The lingering effects of COVID-19 significantly impacted the aforementioned functions.

2. Organization

The DLA OIG structure provided functional and regional support to the agency. Most DLA OIG investigators and auditors served operationalized positions away from DLA Headquarters (HQ) to support Major Subordinate Commands (MSC) and regional commands. A small staff at HQ provided oversight and administrative support, managed the DLA Hotline, and provided liaison for external audit activities.

3. Key personnel

For FY22, DLA OIG did not see any changes in key leadership. The DLA OIG Director, William Rigby, remained the DLA Inspector General and has served in this position since 2016. Likewise, DLA OIG’s four Division Chiefs remained the same – Steven Pigott for Audit Division (AD), Jerold Unruh for Investigations Division (ID), Andrew “Dutch” Duszynski for Operations Division (OD), and Andrew Hagenow for External Audit Liaison Division (Ext AD). DLA OIG did not change any first-line supervisors.

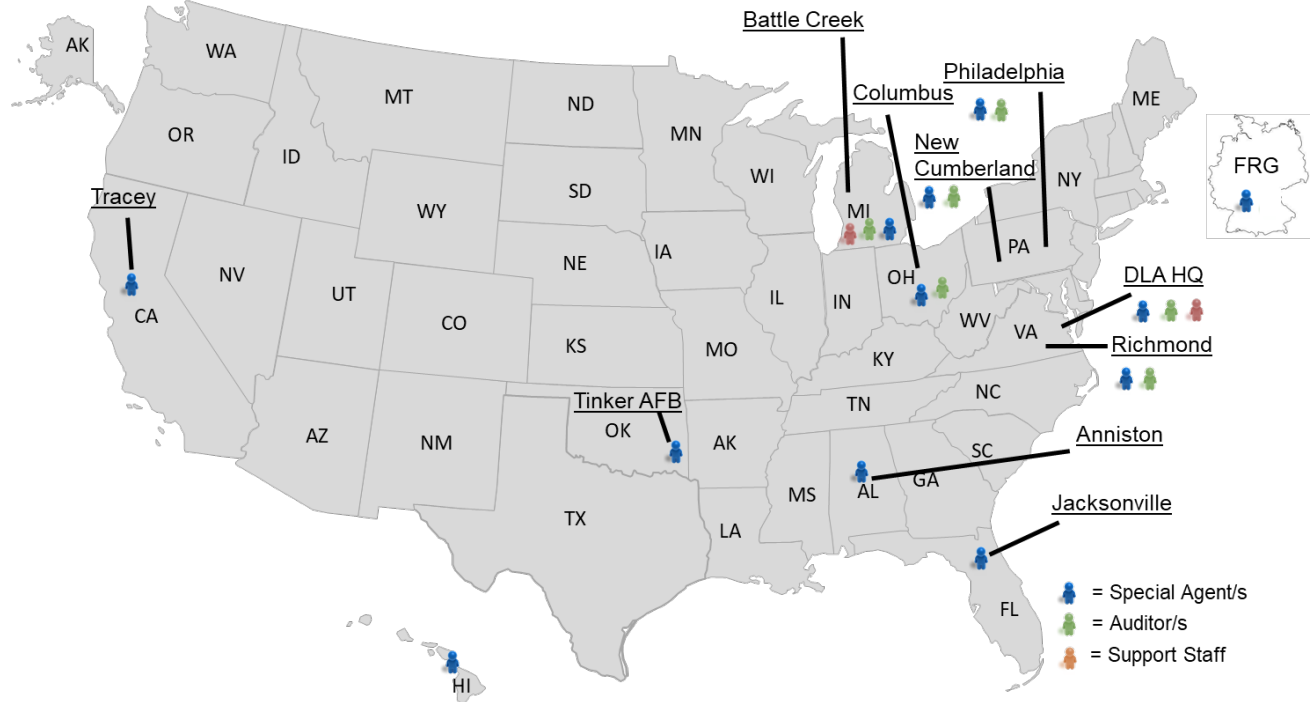


4. Total personnel

At peak strength, DLA OIG had 52 FTEs on hand out of 52 FTEs authorized. DLA OIG also had one military service member (O5) on hand with an authorization of one. OIG hired one auditor (GS-0511-13), four two criminal investigators (GS-1811-13), one Hotline investigator (GS-1810-12), one investigative analyst (GS-1805-09), and one administrative officer (GS-0341-12) in FY22. DLA OIG FY22 manning authorizations are below:

- a. GS-1811: 26 authorized; 22 on hand for most of FY22.
- b. GS-1810: 2 authorized; 2 on hand for most of FY22.
- c. GS-1805: 5 authorized; 5 on hand for FY22.
- d. GS-0511: 17 authorized; 16 on hand for most of FY22.
- e. GS-0301: 2 authorized; 2 on hand for FY22.
- f. GS-0341: 1 authorized; 1 on hand for FY22.
- g. GS-0343: 1 authorized; 1 on hand for FY22.
- h. Military O5: 1 authorized; 1 on hand for FY22.

DLA OIG had personnel DLA HQ and each MSC HQ, including DLA Aviation, Disposition Services, Distribution, Energy, Land and Maritime, and Troop Support; at the three Regional Commands in Kaiserslautern, Germany, Pearl Harbor, Hawaii, and Tampa, Florida; and at three of our major facilities in San Joaquin, California, Tinker AFB, Oklahoma, and Anniston, Alabama.



5. FY22 historical events and activities.

a. COVID-19 pandemic

The continuation of the COVID-19 pandemic challenged DLA OIG's daily operations in numerous ways. The DLA IG, William Rigby, estimated DLA OIG operated at 85% effectiveness in FY 2022 compared to pre-pandemic FYs. The Enterprise Hotline Program received approximately fifteen COVID-19-related complaints in FY 2021 (over 50 complaints in FY 2020), which decreased to 3 in FY 2022. The DLA IG continued to designate all investigators mission essential. Non-mission essential DLA OIG employees worked primarily in fulltime telework status.

DoD's restrictive travel policy and safety precautions continued to curtail official travel in FY 2022. Official travel in support of investigations alone dropped by 90% compared to pre-FY 2020 levels. Both investigators and auditors integrated alternate methods for interviews. DLA OIG ID collected physical and documentary evidence in person only when essential to prevent loss, damage, or the destruction of potential evidence. In those instances, agents used PPE and adhered to social distancing and hygiene protective measures.

On October 12, 2021, all DLA OIG employees acknowledged receiving the agency's memo titled, "NOTICE OF REQUIREMENT – MANDATORY CORONAVIRUS DISEASE 2019 VACCINATION," requiring all federal employees to receive a COVID-19 vaccination no later than November 22, 2021. Follow-on litigation in the U.S. court system placed a temporary injunction on adverse actions for non-compliance (and that decision was also appealed) and eventually DoD "paused" any potential adverse actions for non-compliance throughout FY 2022.

b. Operational Audits and Inspections Conducted in FY 2022

The DLA OIG Audit Division worked on the following operational audits and inspections in FY 2022:

- (1) Audit of Contract Teaming Arrangements, report number DLAOIG-FY22-01
- (2) Audit of Enterprise Help Desk, report number DLAOIG-FY22-02
- (3) Inspection of Transportation Discrepancy Report and Supply Discrepancy Report, report DLAOIG-INSP-22-2
- (4) Audit of Off-Boarding during 100 Percent Telework
- (5) Audit of DLA Distribution Inventory Adjustments, report number DLAOIG-FY22-03

c. Agency Management Reviews (AMR)

On November 3, 2021, DLA OIG held an in-person IG Open Door Session at the DLA HQ, Ft Belvoir, Virginia. Telephonic and virtual options were also available November 1-4, 2021, upon request. No DLA Strategic Materials employees opted to participate in the IG's Open Door Sessions. Due to DLA J3 transitioning the AMR Project Management Office to DLA Transformation, all remaining DLA AMRs were postponed until FY 2023.

d. Denison Culture Climate Survey

In November 2020, 86% of eligible DLA OIG employees participated in the Denison Culture Climate Survey. In coordination with the DLA IG, the DLA OIG culture champion completed the OIG FY 2021 Culture Action Plan as well as follow-on quarterly status updates. The plan addressed three director-mandated areas: strategic direction and intent, customer focus, and capability development. The plan also incorporated ways to maintain successes in the "consistency" focus area through cross-functional coordination and integration, while also exploring ways to improve DPMAP efforts (the latter is DLA OIG's lowest climate score).

e. DLA IG Town Halls

DLA IG hosted Town Halls in December 2021 and March 2022. Topics discussed during in December included DLA OIG support for DLA priorities and "holiday social" topics such as thankfulness testimonials and holiday recipe exchanges. March topics included DPMAP appraisal standards and milestones, DLA reentry, and culture action plan progress.

f. OIG Virtual Holiday Gathering

DLA IG hosted a virtual holiday gathering for all its employees December 14, 2020. Employees had an opportunity to commune and share successes. They also exchanged holiday recipes and holiday traditions. The DLA IG shared his holiday message including safety tips as well as assistance options for those experiencing difficulties.

g. DLA OIG Article for DLA Chief of Staff Newsletter

The DLA deputy IG for operations wrote a guest article on the enterprise hotline program for the December 2021 edition of the “CoS and Effect.” In addition to overviewing DLA OIG’s mission, he answered questions about the program, including: 1) Does DLA OIG investigate every hotline complaint?; 2) How long will it take for your hotline complaint to be processed?; 3) Did you know you can file hotline complaints anonymously?; 4) How is DLA OIG hotline program staffed?; and, 5) How do I file a complaint?

h. DLA Support Agreement with the Defense Technical Information Center (DTIC)

Along with representatives from DLA J1 and DLA’s SAPR Office, the DLA IG and his deputies provided an overview of our sexual assault prevention and response (SAPR) and investigations bilateral agreement with DTIC to the DTIC Administrator January 12, 2022. The brief highlighted a bilateral agreement – to which the DTIC Administrator agreed at the conclusion of the brief – that provides DTIC with DLA OIG investigative and DLA SAPR-related services upon request. Implementation of the agreement did not begin in FY22.

i. Carlisle Barracks, Pennsylvania, Workshop

On February 24, 2022, the Command Judge Advocate, U.S. Army War College, and Carlisle Barracks hosted a law enforcement workshop with invitations to service and DLA attorneys, law enforcement (LE) agencies, and DLA OIG. Two DLA OIG special agents (SA) participated.

j. DoD OIG Qualitative Assessment Review of DLA administrative investigations

On May 3, 2022, DLA OIG updated DoD OIG on open recommendations from its qualitative assessment of its administrative operations, including hotline, whistleblower reprisal, and senior office investigations. Most recommendations relied on a new case management system (CMS) to replace two legacy CMS systems. Three recommendations were closed. Four of the remaining seven could not be fully resolved until the new CMS is at initial operation capability, which DLA J6 projects will be March 2023. Three of these open recommendations require updates depend on a fully operational CMS.

k. Investigations Case Management System

The DLA Contract Support Office awarded DLA OIG’s new CMS contract to Cybermedia Technologies, Inc. (CTEC) in May 2021. The new CMS will replace two aging databases that fail to support investigative case file management fully as required by policy and law. The new CMS will be shared with the Enterprise Hotline Program, replacing that program’s legacy database.

1. Annual Training Summit Postponement

Due to the pandemic, the DLA IG pushed its annual training summit back to October 2022. DLA OIG returned FY 2021 funding allocated for this event to the Chief of Staff BMO.

Defense Logistics Agency

DLA Small Business Programs (DB) Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: DLA HISTORIAN

SUBJECT: DLA Small Business Programs (DB) Fiscal Year (FY) 2022 Historical Report

I have reviewed DB's submission for chronicling Defense Logistics Agency history for fiscal year 2022 and would like to forward my endorsement.

You may contact me with any questions at 571-767-0494 or Dwight.Deneal@dla.mil.

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DWIGHT D. DENEAL
Director
Office of Small
Business Programs

Attachment: DLA Small Business Programs FY 2022 Historical Report

1. Introduction.

In an October 27, 2021 memo, Secretary of Defense Lloyd J. Austin wrote “increasing opportunities for small businesses is one of my key priorities.” DoD and government-wide priorities (refer to OMB M-22-03) point to an enduring requirement that will expand the reach and mission of the DLA Office of Small Business Programs for years to come.

It is the policy of DLA to provide maximum practicable acquisition opportunities to small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns. Such concerns must also have the maximum practicable opportunity to participate as subcontractors in the contracts awarded by DLA, consistent with efficient contract performance.

The DLA Office of Small Business Programs (OSBP), known as DLA-DB, was established pursuant to the Small Business Act of 1953, as amended, and Department of Defense (DoD) Instruction 4205.01, “DoD Small Business Programs,” to aid, counsel, assist, and protect the interests of small businesses. DLA-DB provides small business advocacy and promotes small business utilization to strengthen the competency, capability, and commitment of the industrial base.

During FY 2022, DLA OSBP demonstrated unwavering commitment to maximizing the contributions of small business. DLA OSBP guidance and vision culminated in more than forty percent of eligible contract dollars awarded to small businesses. At \$15.2 billion, this amount was the highest ever.

Section 1241 of DoD Authorization Act for FY 1985 (Public Law 98–525) established the Procurement Technical Assistance Program (PTAP) to expand the businesses capable of participating in government contracts. The statute assigned administration of the program to DLA and authorized cooperative agreements with states, local governments, nonprofit organizations, and other eligible program participants. Under the PTAP, cooperative agreement recipients establish Procurement Technical Assistance Centers (PTACs) to assist businesses pursuing and performing contracts with DoD, other federal agencies, and state and local governments. On October 1, 2022, ninety-five PTACs operated under cooperative agreements with DLA OSBP.

2. Organization:

DLA OSBP was authorized thirteen FTEs for FY 2022, comprised primarily of GS-1102 personnel. Mr. Dwight D. Deneal continued to lead the team as DLA Small Business director.

Two of OSBP’s FTEs are stationed in Philadelphia, Pennsylvania, to support the DLA Contracting Services Office (DCSO). All other DB FTEs are stationed at DLA Headquarters in Fort Belvoir, Virginia, where seven primarily support PTAP. Four FTEs, including the OSBP director and deputy director, oversee operations at headquarters. Additionally, DLA’s six MSCs each have a small business office, but those personnel report through their chains of command and not to headquarters OSBP. Small business personnel at DCSO, which also supports DLA Strategic Materials’ contracts,

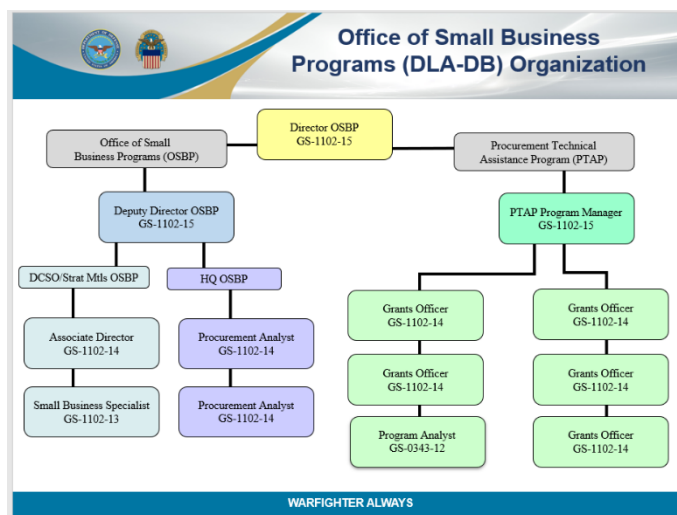
report through DLA-DB because these activities are components of DLA Acquisition (J7). This reporting structure maintains separation between the contracting and small business functions within DLA headquarters.

3. Key Personnel.

- a. Dwight D. Deneal, Director, OSBP (Dec 2019 – Present)
- b. Christopher Hall, Deputy Director, OSBP (May 2016 – Present)
- c. Sherry Savage, Program Manager, PTAP (Sept 2016 – Present)

4. Total Personnel.

DLA OSBP was staffed with ten full-time personnel at the end of FY 22, all civilians. Two of the GS-14 Grants Officer positions and the GS-12 Program Analyst position were vacant on September 30, 2022.



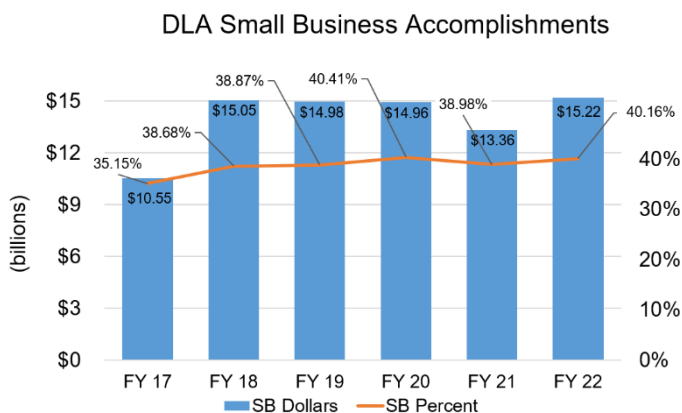
5. Historical Narrative.

a. DLA Small Business Performance

Small business represents a critical component of DLA’s diverse industrial base, which reduces risk in our supply chains and is essential to our ability to provide resilient and secure support to the Warfighter. DLA has about 10,000 suppliers and 80 percent of them are small businesses.

The Small Business Act established the 23% government-wide small business goal, which sets a target for the proportion of eligible contract dollars that federal agencies should obligate to contracts with small businesses. From there, the Small Business Administration (SBA) sets separate goals for agencies and departments as it attempts to position the government to meet the collective 23% goal – for FY2022, the DoD goal was 22.5%.

In similar fashion to what SBA does, the DoD sets separate goals for its components, such as DLA. The Department challenged DLA by setting our FY22 small business goal at 35.10 percent, which was higher than it has been in more than 10 years. The chart below shows goals and achievements since FY17.



DLA Small Business Accomplishments						
(dollars shown in billions)						
Fiscal Year Goal	FY22*	FY21	FY20	FY19	FY18	FY17
	35.10%	32.36%	32.36%	30.5%	30.5%	32%
Small Business	40.16%	38.98%	40.41%	38.87%	38.68%	35.15%
	\$15.22	\$13.36	\$14.96	\$14.98	\$15.05	\$10.55
SDB	6.44%	7.09%	6.67%	5.55%	5.33%	5.19%
	\$2.44	\$2.43	\$2.47	\$2.14	\$2.08	\$1.56
WOSB	4.00%	4.34%	4.42%	5.11%	4.74%	4.61%
	\$1.52	\$1.49	\$1.64	\$1.97	\$1.84	\$1.38
SDVOSB	2.52%	2.72%	3.02%	2.92%	3.38%	2.53%
	\$0.96	\$0.93	\$1.12	\$1.13	\$1.31	\$0.76
HUBZone	3.47%	3.82%	2.61%	2.21%	2.55%	2.08%
	\$1.31	\$1.31	\$0.96	\$0.85	\$0.99	\$0.62

Note: The data in this chart is for the purpose of assessing performance against our small business goals. Accordingly, the statistics herein apply special rules for the small business program, such as eligibility criteria for counting contracts as part of the calculation and double small business credit for contracts with certain vendors. For example, these figures count certain contracts twice and disregard other contracts altogether. You should not use this data to depict a comprehensive picture of all DLA contracts with small businesses.

* FY22 statistics are provisional and will change

For FY 2022, DLA met its small business goal for the tenth consecutive year, with contracts worth more than \$15 billion. We exceeded the 3 percent goal for the Historically Underutilized Business Zone (HUBZone) Program for second consecutive year. The HUBZone Program supports investment in underutilized communities, such as those with high unemployment. The value of DLA contracts with HUBZone small business concerns exceeded \$1.3 billion. During FY 2022, DLA OSBP provided targeted outreach to underserved individuals and communities, including vendors participating in the small business socioeconomic contracting programs. Our FY 2022 webinars attracted 220 small disadvantaged businesses, 175 woman-owned small businesses, 140 service-disabled veteran-owned small businesses and more than 100 HUBZone small business concerns.

b. The Procurement Technical Assistance Program (PTAP)

Within DLA, OSBP is responsible for implementing the PTAP. DB executes cooperative agreements with eligible program participants to PTACs that assist businesses in pursuing and performing under contracts with DoD, other federal agencies, and state and local governments. PTACs provide day-to-day assistance such as helping prepare bids/proposals, marketing, establishing or improving quality assurance and accounting systems, complying with cybersecurity requirements, and resolving payment problems. After more than thirty years, PTAP management will move from DLA to OUSD(A&S) in accordance with Section 852 of the National Defense Authorization Act for FY 2020. As a result, primary program oversight will come from OUSD(A&S) in FY 2023 with DLA in a supporting role, focused on cooperative agreements awarded in FY 2022 and prior years.

At the end of FY 2022, there were 95 PTACs assisting businesses in 49 states, Washington, D.C., Puerto Rico, Guam, the U.S. Virgin Islands, and regions established by the

Indian Affairs bureau of the U.S. Department of the Interior. For FY 2022, DLA OSBP obligated \$47.9 million for PTAC use. As a cost sharing program, \$23.7 million in non-federal funding was committed by the states and other local entities. PTACs provided more than 183,000 hours of one-on-one counseling to 62,266 businesses and 5,211 training and networking events.

c. DLA Strategic Plan (2021-2026) and the DLA OSBP Operating Plan.

DB continuously reviews its small business strategy to ensure it aligns with DoD priorities and the DLA Strategic Plan. The DLA OSBP operating plan describes four strategic focus areas, ensures DLA small business activities further national defense priorities, and build small business functional community alignment.

(1) Strategic Focus 1, “Support the Industrial Base,” aligns with DLA Strategic Plan LOE 4: Modernized Acquisition and Supply Chain Management.

DB initiatives include: 1.1, “Acquisition Planning,” which covers DB contributions to acquisition strategy, market research, and contracting processes to ensure small businesses receive maximum practicable opportunity to provide innovative, cost-competitive, and timely products and services; 1.2, “Expand Small Business Subcontracting,” which supports the DLA Small Business Subcontracting Program, including the development of small business participation strategies; 1.3, “Promote Small Business Participation in DLA Acquisitions,” which helps ensure DLA contract requirements are structured to facilitate competition and to increase participation by small businesses.

(2) Strategic Focus 2, “Strong Partnerships,” aligns with DLA Strategic Plan LOE 4: Modernized Acquisition and Supply Chain Management.

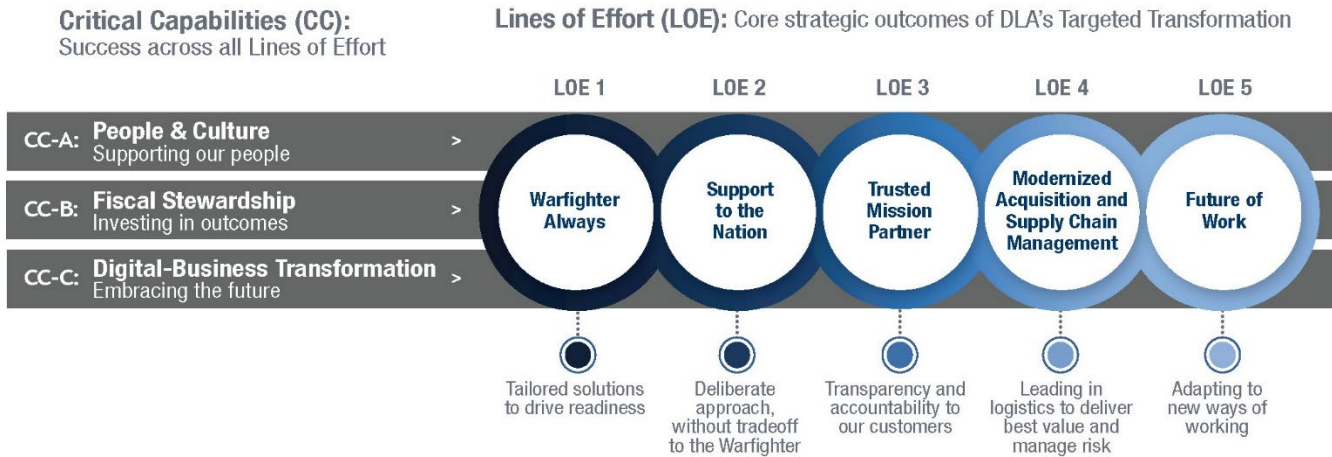
DB initiatives include: 2.1, “Strategic Industry Communication,” develops information for DLA’s thoughtful communication with industry; 2.2, “Collaborate with Industry Organizations,” justifies industry events, tradeshow and panel discussions; 2.3, “Small Business Engagement,” entails proactive engagement with the small business communities to increase their knowledge of – and comfort with – DLA; 2.4, “DoD and Interagency Relationships,” involves cooperation with DoD and interagency partners; 2.5., “Unified Small Business Team,” encompasses building a unified structure among DLA small business professionals, whether at the MSCs, other buying commands, or headquarters.

(3) Strategic Focus 3, “Skilled & Agile Workforce,” aligns with DLA Strategic Plan LOE 5: Future of Work & CC-A: People and Culture.

DB initiatives include: 3.1, “Investment in Small Business Professionals,” which comprises investment in the small business functional community at DLA, and 3.2, “Internal Direction, Training and Guidance,” which concerns the implementation of internal small business education and training for personnel, including DLA senior leaders whose duties and functions affect the small business program.

(4) Strategic Focus 4, “Stewardship and Accountability,” aligns with DLA Strategic Plan CC-B: Fiscal Stewardship.

DB initiatives include: 4.1, “Small Business Goals,” which includes analysis and evaluation of current and past performance data to gauge effectiveness and make improvements and 4.2, “Policy,” which is the evaluation and reform of DoD and DLA policy to ensure maximum practicable opportunity for small businesses to participate in our acquisitions, while balancing the DLA mission.



Defense Logistics Agency

DLA General Counsel (DG) Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221

October 17, 2022

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: DLA HISTORIAN

SUBJECT: DLA Office of General Counsel Historical Report

It is a great honor to be back at DLA, an organization for which I have the utmost respect. I came back to a talented legal team with a history of providing exceptional service that is known throughout DoD for its expertise and excellence. As you will read in the following pages, our legal mission supports the DLA enterprise on its achievement of the DLA Strategic Plan always ensuring a focus on force readiness while supporting a growing Whole of Government mission. The Office of General Counsel continues to deliver outstanding support to the DLA enterprise. We will meet future challenges while providing legal expertise for whatever lies ahead.

VETTER.RUTH.M
S.1237326560
RUTH M.S. VETTER
General Counsel
DLA

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1. Introduction

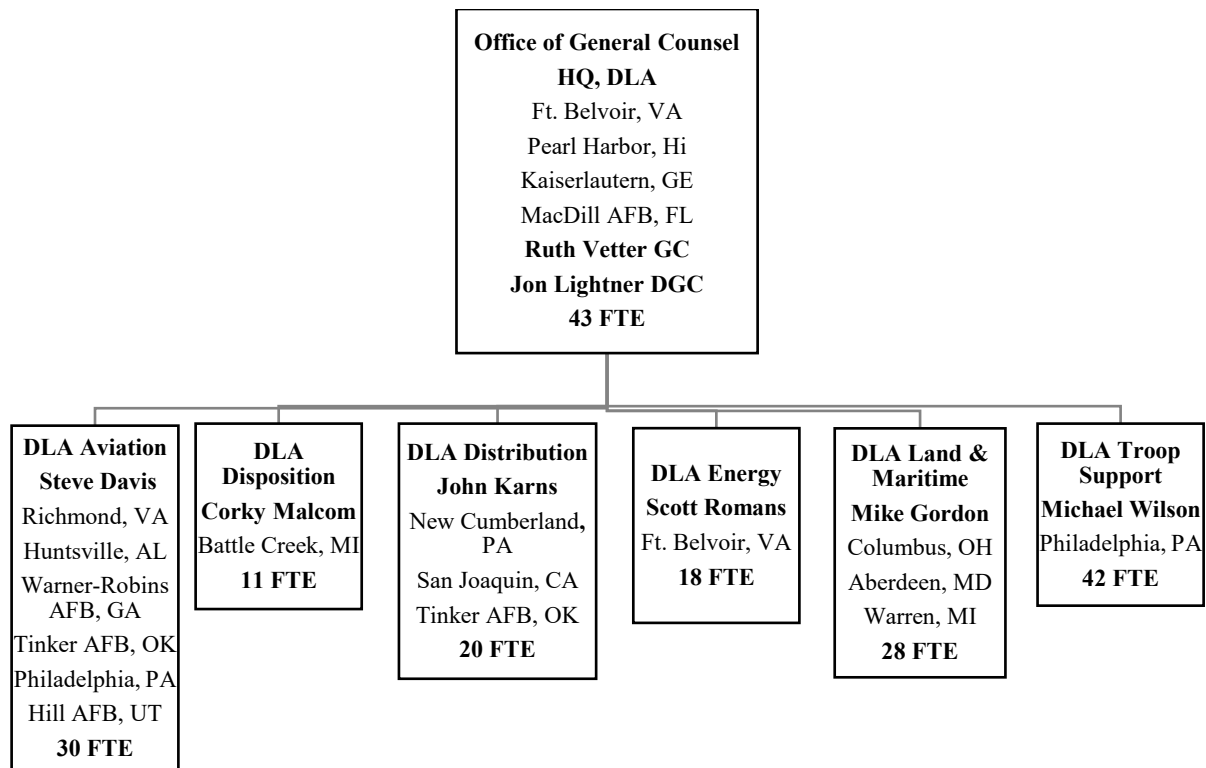
The Office of the DLA General Counsel is the exclusive provider of legal advice, counsel, and representation for the DLA enterprise. The headquarters office of the general counsel (DG) advises the DLA director, the vice director, J1, J3, J7, J8, J9, DLA Installation Support, and the director's staff on the full range of matters affecting the agency, while ensuring compliance with laws and regulations. As part of the legal enterprise, major subordinate command (MSC) legal offices provide full service support to their commands. The case numbers reported herein reflect their invaluable contributions.

The legal enterprise's mission is to deliver professional, candid and independent advice and support to the agency. As the largest general counsel in the fourth estate, we have a broad range of subject matter experts. Our legal enterprise consists of six major legal practices: international and operational law, administrative and civil law, ethics and standards of conduct, procurement fraud and business integrity, labor and employment law, and acquisition law. These practices areas are organized under four divisions at headquarters: international and operational law; administrative and civil law, which includes the ethics and standards of conduct program and procurement fraud and business integrity program; labor and employment law; and acquisition law. DG also oversees legal support in all practice areas at MSCs and activities. The timely and effective resolution of legal issues contributes significantly to the goals, lines of effort, and priorities of the agency's strategic plan.

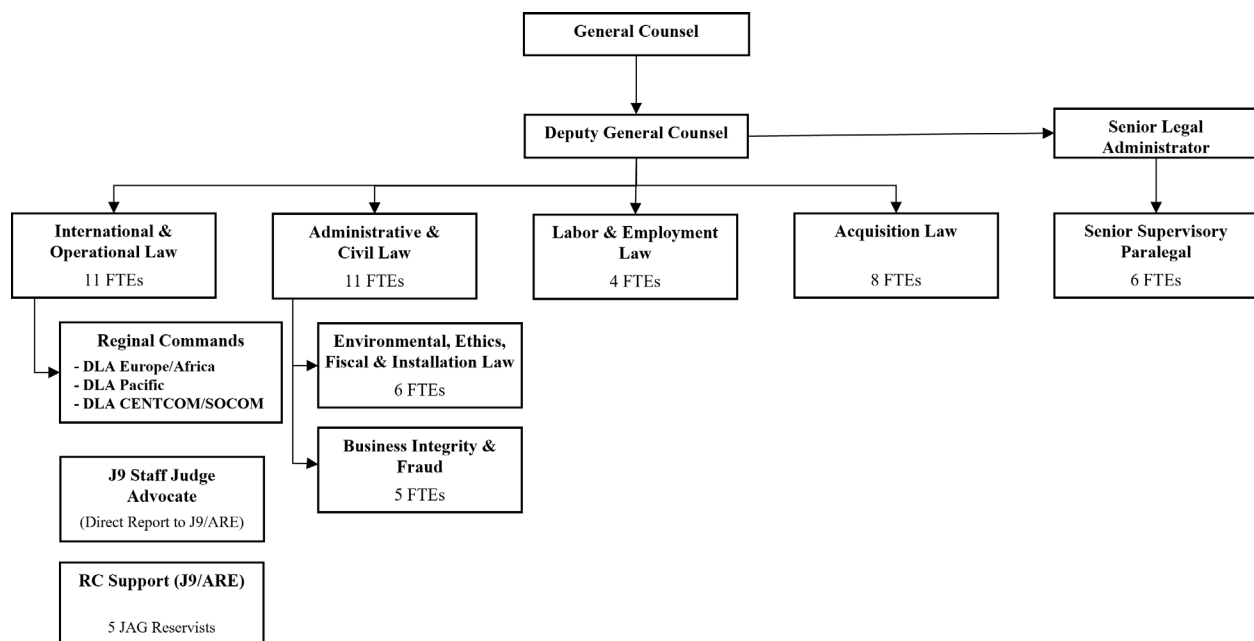
On March 14, 2022, Ms. Ruth M.S. Vetter assumed the duties of general counsel. Ms. Vetter is a DLA OGC alumnus who returned to DLA after most recently serving in the commercial sector. Her previous experience includes serving as an Army judge advocate, being detailed to the White House Office of Counsel as a deputy designated agency ethics official, and leading our administrative and international law division, when she also served as chief of overseas operations. Ms. Vetter left DLA OGC in 2015 when she was selected to the senior executive service and appointed director of DoD's standards of conduct office, where she served until 2018. She then joined the Boeing Company as senior director, ethics and business conduct for Boeing International and Government Operations then as the interim vice president, ethics.

2. Organization and Personnel

The following are organization charts of the DLA OGC Legal Enterprise and the HQ DLA OGC organization:



DEFENSE LOGISTICS AGENCY OGC HEADQUARTERS, FORT BELVOIR, VA



3. Historical Narrative

a. International & Operational Law Highlights

The legal enterprise's mission in this area is to support contingency operations by providing around-the-clock legal advice on planned and unplanned DLA logistic support. We proactively counsel the DLA Logistics Operations director (J3) and three DLA regional commands. To facilitate this support, DG has offices in Tampa, Florida; Hawaii; and Germany that assist regional commands supporting six geographic and functional combatant commands. We are the agency experts in operational and international law, military justice, and discipline. We also serve as legal advisors to the inspector general, DLA Public Affairs, and DLA Transformation. Our attorneys specialize in disaster-preparedness and overseas contingencies. We provide advice on local law, customs, international agreements, and federal employee and contractor rights in areas where humanitarian military operations take place.

Our directorate and the DLA regional command legal offices gave client-focused legal support to regional commanders. In FY 2022, we shifted focus from efforts to support the Afghanistan withdrawal and Operation ALLIES REFUGE to supporting agency efforts to counter Russian aggression in Ukraine. Our attorneys, along with the administrative and civil law team, provided advice on Red Hill bulk fuel issues. We continued to support whole of government efforts to fight the pandemic and FEMA's hurricane and fire recovery efforts.

b. Administrative & Civil Law Highlights

The mission of administrative and civil law is to provide timely and effective advice in the areas of environmental and safety, installation law, fiscal law, and general administrative law. Included in the division are three agency programs: the standards of conduct and employee ethics program, procurement fraud and business integrity program, and legislation program.

(1) Standard of Conduct and Employee Ethics

We implement the ethics program in accordance with the Office of Government Ethics (OGE) and Standards of Conduct Office program. The DLA GC serves as the designated agency ethics official. Throughout the enterprise, DLA attorneys provide mandatory ethics training, identify and train employees required to file financial disclosure statements, and collect and review financial disclosure statements for legal sufficiency and potential conflicts of interests – 5,400 in FY 2022. We advise on employee disqualification statements, divestitures, and post-employment restrictions. We report annually to OSD and OGE.

(2) Procurement Fraud and Business Integrity

In our fraud remedies program, we examine indications of contract fraud or other improper conduct by contractors and offerors. DLA attorneys refer matters that merit investigation to the appropriate investigative body, and monitor and report on DLA-wide efforts to prevent, detect, deter, and remedy procurement fraud and related irregularities. We coordinate administrative, civil, and criminal remedies. We execute the suspension and debarment program on behalf of the agency – our attorneys prepare suspension and debarment recommendations for

the suspending and debarring official (the director, general counsel) and may hold meetings, when requested, with parties facing suspension or debarment.

In FY 2022, the suspending and debarring official issued 1 suspension, 26 notices of proposed debarment, and 30 debarments for a total of 57 actions. We also entered into 5 administrative agreements (AA). AAs are an alternative to ineligibility actions. They provide that certain verifiable actions are taken in a prescribed timeframe, such as implementation of enhanced internal corporate governance practices and procedures and/or use of independent third-party monitors.

(3) Legislative Program

We draft and advocate for legislative changes that will enhance DLA mission accomplishment and analyze the impact of proposed legislation. In FY 2022 we advocated for the reinstatement of the stockpile biennial requirements report and the authorization of loan to the Department of Energy and military service of stockpile material, which were effected by sections 1064 and 1412, respectively, of Public Law 117-81 (FY 2022 NDAA). We provided comments on DoD and other federal agency proposals to DoD Office of Legislative Counsel and reviewed all agency congressional reporting requirements.

In FY 2022, our installation support attorneys at all DLA locations provided advice to the agency's sexual assault prevention and response program. They also advised on missions within the installations support directorate to include environmental, occupational health, safety, real property, security and emergency services and morale, welfare, and recreation programs. In a lawsuit by the Sierra Club challenging DLA contracts for incinerating firefighting foam with PFAS, a chemical linked to adverse health effects, attorneys from DLA Disposition Services and HQ DLA supported the Department of Justice in the ongoing defense.

Our fiscal law attorney participated in the meetings on the agency cash position; provided audit support in the agency's ongoing FIAR audit; advised on potential Anti-Deficiency Act matters, policies, and investigations; and identified issues with G-invoicing.

c. Labor & Employment Law Highlights

The mission of the labor & employment (L&E) law division is to provide guidance to the agency on workforce issues. We defend DLA before the Equal Employment Opportunity Commission (EEOC), Merit Systems Protection Board (MSPB), the Federal Labor Relations Authority (FLRA), arbitrators and to assist Department of Justice attorneys representing DLA in federal court. In FY 2022, as COVID-19 conditions improve around the country, L&E continues to advise on a myriad of COVID-19 related issues on workplace flexibilities, leave and benefit issues, and work on implementing the updated guidance on reentry to the physical workplace and the DLA Safety Plan. In FY 2022, DLA attorneys defended 212 EEOC cases, 65 MSPB cases, 59 federal court cases and handled 29 arbitrations and 18 unfair labor practice actions. We advise management officials on labor and employment matters to include disciplinary actions, policy issues, and Office of Special Counsel or Congressional inquiries.

We run the Agency's Alternative Dispute resolution (ADR) program, which has approximately 80 DLA mediators, 23 of whom are DG personnel. Our ADR program establishes procedures to resolve disputes at the earliest possible stage, thereby reducing the time, expense, delay, acrimony associated with adversarial dispute resolution processes. DLA uses ADR to

address disputes in EEO, workplace, labor, contracts, and FOIAs. In FY 2022, we continued to promote the benefits ADR.

d. Acquisition Law Highlights

The mission of the acquisition law division is to support billions of dollars of procurement for the military services and federal agencies, including fuel, construction and equipment, medical equipment and consumables, pharmaceuticals, subsistence, uniforms and clothing, weapons system repair and replacement parts, distribution services, disposition services, and contract actions for internal DLA support. We analyze new acquisition statutes, regulations, and policies and serve on the Defense Acquisition Regulation Council. DLA attorneys assist in the preparation and review of solicitation and contract documents for major acquisitions. They also serve on source selection panels and assist with contract negotiations.

We support the director, DLA Acquisition, and his staff in procurement policy and actions. Examples include justifications and approvals requiring senior procurement executive involvement, procurement oversight and review, participation on Red Teams, and special interest reviews and inquiries such as DoDIG audits and Congressional inquiries. We support the J3 director and his staff in procurement-related areas such as F-35 support, reform initiatives, and GSA/whole-of-government issues.

In FY 2022, we advised on DLA's newly released additive manufacturing implementation plan and the impact of COVID-19 on contractor claims. We also coordinated reviews of several subsistence prime vendor bridge contracts. We provided counsel on F-35 Joint Strike fighter issues and Army Pilot Program for Aviation Critical Safety Items. Our eDiscovery attorney served on DLA's Electronic information disclosure and discovery program, making significant improvements to DLA's litigation hold and storage capability. DLA's intellectual property capability advanced by providing subject-matter expertise on data rights, trademark, and litigation issues.

We run the contract litigation program that defends the agency in the following fora: General Accountability Office (GAO) protests, Armed Services Board of Contract Appeals and support Department of Justice attorneys in Federal courts cases, including the Court of Federal Claims. MSC legal offices serve as lead counsel in most cases, with active oversight from HQ attorneys. In FY 2022, cases involved more than \$640 million in dispute (including government claims). In all, DLA attorneys handled 91 protests, 78 ASBCA cases, and 25 Federal court cases, protecting and advancing the agency's interests.

Along with DLA Information Operations, DLA OGC began training users on e-discovery software for the agency-wide electronically stored information disclosure & discovery (ESIDD) program, which includes extensive volumes of ESI in eDiscovery, investigations, Freedom of Information Act and congressional requests.

Defense Logistics Agency

DLA Chaplain (DH) Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221

DLA-DH

1 October 2022

MEMORANDUM FOR DLA HEADQUARTERS, ATTN - Historian

SUBJECT: DLA Office of the Chaplain (DH) FY 22 Annual History Report

The Office of the Chaplain is authorized of two Service Members with a focus on delivering Title 10 requirements and managing the Federal Supply Code "9925" Ecclesiastic Supply -- all in support of the DLA Director's efforts to ensure a spiritually resilient workforce.

The DH NCO retired and no backfill was provided until September 2022. The Command Chaplain was reassigned to DA in May 2022 and remained vacant until July 2022. Pastoral support for DLA during these transitions were provided by the Fort Belvoir installation chaplain's office as well as the JTF-NCR/MDW Command Chaplain (Fort Lesley McNair). The overall support in managing the supply code for the Department of Defense (DoD) was covered by C&T out of Philadelphia. Chris Gaudio and his team continued to review contracts, and back orders which helped to adjust and resolve issues affecting War Fighters. DH was able to attend events both in DC and Florida that helped to identify supply issues important to the war fighter. DH conducts a weekly meeting with Clothing & Textiles Directorate and Subsistence in DLA Troop Support to address issues affecting the War Fighter. An After Action Review was conducted with Troop Support in the Spring revealing that 100% of orders for Easter and Passover were delivered on time. The Buddhist kit concept initiated by the Army continues to work through specific requirements to attain a kit, and DH is assisting the service. The Navy requested religious guidons as on hand inventory. This contract expired years ago and was not reinstituted. The short-term solution was individual buy, but the long-term solution is to build a contract. The Ecclesiastic Supply is important in achieving Title 10 religious Support requirements of the Warfighter, the Whole of Government, and improving the resiliency of the DoD.

The Office of the Chaplain concentrated on the Health of the Agency in a COVID environment. DH expertise with religion enabled necessary advisement to the Director, Staff, and Commanders concerning religious exemptions. DH advised leadership on matters of religion, morals, and morale. DH ensured a spiritually resilient workforce through daily care, support to promotions, retirements, and ceremonies across DLA, including DTRA and DCAA.

Chaplain Thomas A. Brooks PCS'd from Fort Knox, Kentucky where he served the United States Army Cadet Command (USACC) to the DLA July 2022. He integrated and continued these efforts. He also visited DLA Troop Support in August, spending extra time with the Religious Supply Specialists who enable the Ecclesiastical Supply program. In September, SFC Michael D. Hyer reported to the DLA, hailing from Fort Stewart, GA.

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THOMAS A. BROOKS
CHAPLAIN (COL) USA
Defense Logistics Agency

Defense Logistics Agency

DLA Intelligence (DI)

Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221

MEMORANDUM FOR DLA, ATTN: COMMAND HISTORIAN

October 17, 2022

SUBJECT: FY22 DLA Intelligence Historical Report

Fiscal Year 22 was a year which clearly depicted the motto of the 60th anniversary of DLA – Forged by History, Focused on the Future. In other words, it was another banner year for DLA Intelligence (DI). Our SMEs responded to customer questions, anticipated new OSD requirements, kept senior leaders informed of foreign threat entities and activities in all Combatant Commands (COCOMs) and Russia-Ukraine, protected classified and unclassified information by mitigating risk, and promoted security and intelligence awareness, enterprise-wide. As you read through the attached Historical Report, you will notice that our Intelligence and Security teams worked across the DLA Enterprise to provide DLA employees the information necessary to make secure, timely, and informed decisions in support of the DLA mission. DI looks forward to another great year as we strive to meet current and future challenges.

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STEPHANIE SAMERGEDES
Director, DLA Intelligence

1. Introduction.

DLA Intelligence (DI) serves as the de facto J2 of the Defense Logistics Agency. DI provides enterprise-wide policy, program, and operational support for the following programs: Intelligence; Counterintelligence (CI), to include cyber threat; Special Security Office (SSO); Special Program Activities; Personnel Security (PERSEC); Information Security (INFOSEC); Operations Security (OPSEC); Industrial Security; Foreign Disclosure (FD); and the Insider Threat Program (InTP). DI presents tailored intelligence to ensure DLA decision-makers are aware of sensitive international factors affecting current and potential support requirements, are informed of foreign intelligence entity collection targeting DLA equities, and have awareness of foreign threat activity occurring throughout DLA's footprint. DI ensures personnel have received adequate training, security clearances, and security awareness to ensure unclassified and classified information is protected from compromise and personnel are equipped to detect, deter, and mitigate risks to networks, personnel, facilities, and operations.

2. Organization.

DI Director Stephanie Samergedes		
Deputy / Intel Division (Adrain Clay)	Sensitive Support (Linda Uehling)	Security Division (Tim Sullivan)
Current Intelligence Counter-Intelligence Insider Threat CI Cyber		Personnel Security Information Security Operations Security Industrial Security Special Security Officer Foreign Disclosure Officer

3. Key Personnel.

Key DI personnel include the director, Stephanie Samergedes (March 2010-present); deputy/ Intelligence division chief, Adrain Clay (March 2010-present); Security division chief, Tim Sullivan (May 2015-present); and Sensitive Support programs chief, Linda Uehling (March 2010-present).

4. Total Personnel.

At the end of FY 2022, DI had 39 positions in 9 locations supporting DLA enterprise worldwide, plus 4 reimbursable PERSEC positions, 1 position operationally controlled (OPCON'd) from J6 to cover the CI cyber duties, and 4 military reservists.

5. Historical Narrative.

a. Managing DI Personnel and Customer Expectations

While DLA has been at max telework through much of the year, DI's classified mission required certain staff personnel to provide onsite services for DLA leaders and programs. With minimum staffing and unfunded mandates, DI personnel adapted to provide seamless support to customers both virtually and in-person.

It has been important for DI leadership to touch base with employees to ensure all was well, both personally and professionally. Every two to three months, Adrain Clay, my deputy, and I conducted "health and wellness (H&W) checks." These checks gave us the opportunity to meet virtually with employees to hear how they were doing and to thank them for their customer support. These checks are popular and making a difference with our culture.

In FY 2022, DI undertook three manpower initiatives. We included intelligence manpower requirements (two full-time reservists and one civilian intelligence specialist) in J3 integrated contingency plan discussions. During the FY 2024 business-case analysis process, we were approved for an additional intelligence specialist to satisfy the insatiable appetite among DLA and non-DLA customers for intelligence products. We also requested a security specialist to conduct open-source OPSEC research for the supply chains. In addition, we entered into discussions with the deputy at DLA Europe & Africa regarding the possibility of an individual mobilization augmentee at each regional command.

DI leveraged military reservists to assist with new OSD policy developments in PERSEC, such as continuous evaluation (CE). DI's four reimbursable personnel supported more than 7,800 reimbursable customers from six organizations. These reimbursable personnel conducted personnel security services in accordance with DoD and DLA regulations, specifically DoDM 5200.2, Personnel Security Program, and DLA Instruction 5200.02, Personnel Security Program. Services included pre-appointment security checks on civilian personnel selected for sensitive positions, granting interim security clearances, and processing serviced employees for the CE program.

DI focused on implementing its culture climate action plan. While we were meeting critical targets, our culture climate champion left for another job. Our new management analyst/executive officer will assume responsibilities in FY 2023. We have conducted H&W checks with employees, updated Health of Agency (HOA) briefs for those MSCs with requirements (DLA Troop Support and DLA Energy) regarding PERSEC and insider threat statistics, and maintained a small cadre of reservists for PERSEC support.

Our DI products have always been successful in transmitting intelligence and security information throughout the enterprise. How do I know? – by the number of requests for copies of said products. In addition to our classified products is one unclassified one – our quarterly DI newsletter. Many articles in this newsletter drive our security and intelligence-related messages home, being derived from experiences of DLA and DoD employees. As the majority of DLA employees have been under max telework for two or more years, they may have forgotten what needs protection and how to protect. Our articles remind personnel of what/how to protect and make them aware of various courses of action.

b. COVID-19 Pandemic Impacts

COVID-19 and max telework did not bring an end to threat collection. In fact, they had the opposite effect – more collection. Why travel to the U.S. when you can sit back, relax, and collect via computer? Good cyber security was still the best way to mitigate such collection. With almost the entire enterprise working from home, our networks and personnel were more

vulnerable. Bad actors had a field day with the pandemic. Employees were anxious, distracted, working with new/unfamiliar technologies, and accessing sensitive data outside secure work environments. Cyber remained the major threat in the U.S. per our intelligence community (IC) partners. During a September 2022 alignment group, the vice director had DI brief on the cyber threat so all leaders would be aware. The brief was well received.

Now that DLA employees are slowly reentering the workforce, the DI security team developed re-entry, i.e. refresher, training. This training focused on secure spaces, protection, destroying classified and sensitive documents, protecting the common access card, and more. We deployed this training to all MSC, regional command, and HQ personnel in both live and PowerPoint formats.

c. Current Intelligence Support

DI relied on near-daily communication with the IC, DLA political advisor, and joint logistics enterprise (JLEnt) to provide tailored intelligence on DLA equities overseas. The intelligence team participated in 125 global update briefs and another 125 daily intelligence summaries. It researched special requests from both DLA leaders and the broader JLEnt.

DI's intelligence division prepared leaders for missions as varied as the US withdrawal from Afghanistan and Russia/Ukraine crisis. DI specialists designed briefings for the later crisis that were easily understood, timely, and accurate. Feedback confirmed they helped leaders understand the pertinent geopolitical dynamics of their support to the Warfighter. We are now adding a focus on China and the Pacific. Other initiatives included preparing the DLA director for meetings with outside customers and supporting J3's planners.

DI publicized its support this FY. SMEs conducted an "Around the World Intel brief" to Air Force captains in the DLA/AF F35 career-broadening officer program and a DI orientation brief for material management contingency deployers. Briefs detailed what intelligence products were available and how to retrieve them. In September, the director briefed DI capabilities to senior leader orientation course participants.

DI continued its strong partnership with TRANSCOM by participating in the command's J2 community-of-interest meetings on Russia and Ukraine. I have been impressed with this "best practice." Where else could you get members of the IC within and outside DoD to discuss ongoing crises?

d. Counterintelligence (CI) Highlights

DI's CI program incorporated mandatory SECDEF guidance on Anomalous Health Incidents (AHI) into its debriefing program for foreign travelers. As a result, DI CI SMEs published an article in a DI Newsletter explaining these phenomena and their reporting requirements. They also had the chief of staff distribute an enterprise-wide announcement. DI CI analysts worked closely with Army CI to investigate potential AHIs involving DLA personnel.

The CI team managed all DLA CI functional services for 28,000+ employees, to include foreign travel pre-briefs/debriefs, foreign visitor vetting, and publishing the first DLA CI issuance. The CI team liaised with Army CI, the Defense Threat Reduction Agency (DTRA), Air Force Office of Special Investigations, Navy Criminal Investigative Service, FBI, and Defense Intelligence Agency in support of the director's supply chain security priorities: to leverage

capabilities as part of DLA CI incident assessments (inquiries) and to support counterpart investigations involving DLA equities.

DI developed initiatives for DLA's partners-in-protection plan. This effort included foreign travel reporting requirements in blog posts, making October cybersecurity month, and CI tips for cyber awareness. Due to a complete turnover in Army CI personnel, the CI team drafted an MOU with Army CI, which is currently in staffing.

e. Insider Threat (InT) Highlights

The InT Program is crucial to DI. Despite COVID-19 restrictions, InT experts maintained awareness and provided outreach. They also drafted a new issuance and updated the insider threat SOP.

The InT team liaised with the InT community to include DoD Insider Threat Management and Analysis Center (DITMAC), National Insider Threat Task Force, Air Force, Navy, DTRA, and DFAS InTPs, in quarterly meetings, during ongoing DLA InTP inquiries, and at DLA locations worldwide. The InT team also addressed a DoD IG audit of DITMAC and answered over twenty requests for information regarding DLA's InTP Policy, inquiries, and mitigation strategies. The InT team routinely briefed DI and senior leaders on program requirements through command briefs and training. Despite personnel changes, the team maintained its certified counter-insider threat professional-fundamentals and certified counter-insider threat professional-analysis certifications. The team also keep the chief of staff, as InTP senior designated official, aware of progress.

f. CI/Cyber Highlights

DI coordinated with J6 to lead the way in CI Cyber operations with its OPCON'd cyber program analyst. This analyst served as the agency SME on CI cyber. He provided timely leads to other analytical groups within the IC within 24 hours of receipt. His specialized skillset filled a gap in between threat intelligence and cyberspace awareness for DLA's Computer Emergency Response Team (CERT) and DLA as an agency by providing valuable input to specific threat assessments such as Operation Gladiator Shield. This individual filled a valuable role in defending against real world threat actors and adversaries.

DI's CI cyber analyst assisted numerous internal and external organizations in fulfilling their missions successfully. He assisted the Office of the Inspector General (OIG) and law enforcement in acquiring specific evidence on behalf of DLA and mitigating a known fraud against DLA. He continued working with OIG and the DLA fraud counsel to help secure DLA networks from account/access abuse, which could jeopardize DLA's long-term strategic goals.

Within the DLA CERT, DI's cyber analyst used his skills to identify future phishing campaigns and, in some cases, sent specific warnings to those being targeted. He helped DLA's red team (cyber threat emulation team) emulate accurate threat actions, using intel and understanding of the threat landscape to shape the emulation. He also prioritized CERT network defense and detection measures and briefed cyber threats during the morning GUBs.

g. Support to Sensitive Customers

DLA provided services and support to DoD and whole of government entities in furtherance of the requestor's classified and sensitive missions. In FY 2022, DI focused on clearing old customer receivables and meeting new audit processes and documentation requirements. DI partnered with DLA J8 and DLA Energy to educate customers on financial and fuel purchasing procedures to provide better services and ensure the required Economy Act was followed to the letter. DLA expanded the services provided these customers and ensured their mission was not affected by working on DLA's unclassified systems. DI briefed the special programs council in September 2022 on all activities to ensure leadership was aware of all support/requirements. Customers were happy with DLA support.

h. TS/SCI and JWICS Support

DI worked with the Defense Intelligence Agency (DIA), Ground Intelligence Support Activity (GISA), and National Security Agency (NSA) to transfer Joint Worldwide Intelligence Communications System (JWICS) IT support from the Army to DIA. Currently, DLA has five accredited secure compartmentalized information facilities (SCIFs) and one (at DLA Troop Support) in the final stages of construction. As we move forward, J6 is taking an increased role in JWICS support by appointing an information system security manager (ISSM) and three SCI-cleared personnel to provide touch labor. J3, with assistance from DI, monitored requests for JWICS accounts to manage costs associated with support from two providers as well as site costs to have the service provided to each SCIF in FY23 and beyond.

i. PERSEC highlights

There were two successful developments in PERSEC. The first was a contract for fingerprints, which was awarded on suggestion of the DLA director during a Health of the Agency brief. With the assistance of J7, DI now has a contract in place to conduct fingerprinting at over 1500 locations across the U.S., Guam, and Puerto Rico. Not only does this contract alleviate reoccurring outages to systems but also protected the agency from insider threats by allowing non-vetted individuals access to DLA spaces. This contract has worked as advertised. It is a WIN-WIN and allowed our PERSEC specialists to focus on other priorities. DI and DLA Human Resources Service have used this service over 2,695 times. Feedback has been extremely positive from both applicants and DI.

The second development was the ability to implement the medical evaluation process through the Defense Counterintelligence and Security Agency (DCSA) consolidated adjudication service. DCSO assisted DI in completing the task order for an indefinite delivery/indefinite quantity contract that allows DI to schedule personnel who require assessments for security clearance eligibility under the DCSA CAS contract. This greatly benefitted DI as medical professionals under this effort have experience in reviewing/evaluating issues which may impact an employee's eligibility for access to classified and sensitive information. This is a big deal!

DI and DHRS SMEs met to discuss our recent article on mental health as it pertains to security clearance eligibility. All want to expand messaging to augment their efforts in eliminating the negative stigma sometimes attached to obtaining mental health counseling. DI has assisted in crafting messaging to support mental health awareness efforts.

More good news involved the temporary clearance process. DI PERSEC reviewed the process and was able to report that time to grant has been met for the first time in three years. DI lost many positions during the major headquarters activity reduction and those losses led to an almost doubling of the target set in DoD standards. Through the efforts of many, we reached the goal. The PERSEC team monitored these requests and shared them when requested by MSC, regional command, or J/D staff leadership. DI believes integrating DI workflow with J1's time-to-fill application will lead to greater successes once complete. This integration will eliminate Outlook e-mail and Adobe file sharing between offices.

The DI PERSEC team conducted several other initiatives this FY. DCSA is actively deploying a new system, National Background Investigation Services (NBIS), that will serve as the federal government's one-stop shop IT system for end-to-end personnel vetting. NBIS is designed to deliver robust data protection, enhance customer experience, and integrate data across DLA better. DI has included DLA Human Resources Services personnel in this transition as they utilize this vetting tool for suitability investigations. Live testing began August 2022.

Another PERSEC initiative was continuous evaluation/vetting (CE/V), which included military, civilian, and contractors for both DLA and DI's reimbursable community. DoD focused on the candidate population that had not been enrolled in CE/V previously and told the services and agencies to work those cases as the priority to ease the burden and get the Department close to meeting the mandate for Trusted Workforce 1.25, September 30, 2021. The CE working group continued enrollment under current conditions versus preventing services and agencies from deferring investigations for those individuals not enrolled by September 30. DI focused on enrolling the remaining personnel. DI obtained one reservist to assist with the initiative.

j. INFOSEC/OPSEC highlights

The Information Security Oversight Office (ISOO) recently conducted a review of select security classification guides. The review found DLA met the administrative and technical requirements of E.O. 13526 (Classified National Security Information) and 32 CFR Part 2001 (its implementing directive). We used comments received to clarify classification elements in this year's update to classification guidance.

We provided support as a member of the DLA DoDNet Compliance Working Group. J6 was tasked to validate the physical security of all communication rooms, closets, and other locations where network equipment was stored to ensure they were properly protected. My staff monitored the assessments and helped validate current spaces. When deficiencies were noted, we provided guidance on how to achieve compliance, and, in many cases, documented certification of the facility. This project will continue for the foreseeable future.

We submitted the annual report on controlled unclassified information (CUI) to the ISOO. This report documented DLA efforts to implement CUI. We were fully compliant in budget, training, policy, physical safeguarding, and self-inspections. DLA J6 is still working to modify business systems to meet the CUI requirements but we are on a positive path. The DoD CIO has the lead for the IT portion of the implementation plan but has yet to define requirements for the Department.

The Security Division supported DLA virtually with INFOSEC, industrial security, and OPSEC oversight and assistance. It supported the relaunch of the Agency Management Review (AMR) program by participating virtually during DLA Strategic Materials AMR.

FY 2022 presented multiple opportunities for DI to increase communication and heighten awareness of OPSEC. DI responded to mandatory telework by reminding personnel of the need to practice proper information security in a remote environment. DI passed information over a variety of media, utilizing the director's blog, DLA Today, and emails to staff and leadership. DI conducted many live sessions via MS Teams and other collaboration tools to educate the work force. Overall, DI conducted no less than 100 offerings and trained several thousand personnel. It also developed a CUI reference library and posted training material and aids to this location.

DI continued to represent the agency at DoD-level working groups. Membership in the Defense Information Security Advisory Board and CUI Working Group allowed DI to shape and reinforce security policy across the department. DI personnel once again were part of the DoD Security Conference Steering Committee charged with developing the annual DoD security conference.

DLA Installation Management and DI teamed up to organize a security symposium in September via WebRTC, available to all security personnel within DLA (100 attended). Topics included cyber threat, Trusted Workforce 2.0, risk management, domestic threat, and leadership. This was the inaugural security symposium for DLA. It was a great success.

Along with mission partners from J6 and DLA Installation Management, DI began codifying a process to monitor the creation of secure spaces to work with classified national security information. A standard operating procedure will establish responsibilities and create a repeatable process that can strengthen communications between organizations and improve installation timelines.

k. Foreign Disclosure (FD) Highlights

DI served as the designated disclosure authority and appointed a new DLA foreign disclosure officer (FDO). The FDO served as the point of contact for all DLA-owned information release requests to foreign entities to ensure compliance with DoD policies on protecting and disclosing classified and CUI to foreign nationals, while the CI SME conducted CI vetting of NON-US PERSON foreign visitors to DLA facilities and provided appropriate CI support, as required, and briefed DLA Contact Officers before each foreign visit.

The FDO has forged a strong partnership with the J3's DLA Foreign Visit Office. The fruits of this partnership included an extensive overhaul of DLA Instruction 5230.01, "DLA Foreign Visit and Foreign Disclosure Program," to ensure it delivered clear and concise direction on processing foreign visit and disclosure review requests. Another significant accomplishment was creating a new DLA form (DLA 1996, "Foreign Disclosure Review Request"). The new form streamlined the FD review process and minimized back and forth communications.

l. Industrial Security Highlights

DI, in partnership with DLA Training (J1), developed/launched a training module with a target audience of program staff, contracting officers, contracting officer representatives, and product specialists. The training, deployed in DLA's Learning Management System (LMS), will educate students on the proper completion of a DD Form 254, Contract Security Specification, and proper industrial security processes and procedures. This training will close a knowledge gap for personnel executing classified contracts, creating more efficiency in the acquisition process.

m. Intelligence Training Highlights

The Intelligence Division focused routine awareness training efforts on new MSC/regional command leaders for both the CI and InT Programs. The programs also ensured 100% of all new DLA employees at the McNamara HQC received awareness training during bi-monthly onboarding of new employee briefings.

6. Summary

FY 2022 was a challenging year for DI. Even as a customer-focused organization unable to meet face-to-face due to maximum telework and COVID-19 concerns, DI supported its customers in both intelligence and security mission areas. Many DI employees were rewarded for their efforts. As always, DI continued to provide outstanding support to the customer. I was pleased to announce that Shayne Nakamoto, our security specialist supporting DLA Europe & Africa won the Senior Security Professional of the Year for 2022. He was recognized for his outstanding work in implementing security programs for the Command and his support of DLA CENTCOM Forward. This agency-level award recognizes performance, dedication, and innovation in all aspects of work. Shane set the benchmarks for security professionals across the agency to emulate. His award is the second in a row from DI and the second from a DI security specialist supporting DLA Europe & Africa. Congratulations, Shane.

Defense Logistics Agency

DLA Legislative Affairs (DL) Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221


August 29, 2022

MEMORANDUM FOR COMMAND HISTORIAN

SUBJECT: Office of Legislative Affairs (DL) Fiscal Year 2022 History

I have reviewed DL's submission which chronicles the Defense Logistics Agency's congressional and legislative history for fiscal year 2022. Please accept this as my endorsement.

You may contact me with any questions at 571-767-5264 or john.muller@dla.

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Date: 2022.08.29 10:39:47
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JOHN K. MULLER
Director
Legislative Affairs

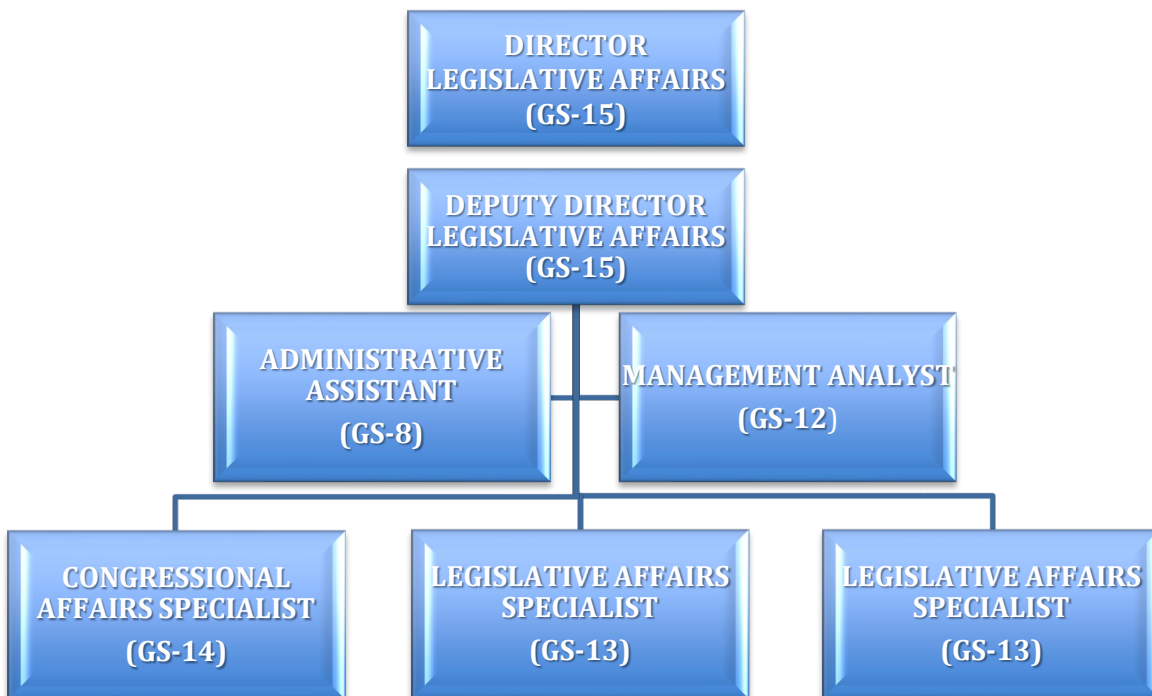
Attachment: DLA Office of Legislative Affairs (DL) FY 2022 History

1. DL Mission and Activities

The mission of the Defense Logistics Agency's Office of Legislation Affairs (DL) is to provide advice and assistance to the director, vice director, executive board, and major subordinate commands (MSC) on all matters regarding Congress; the White House; and national, state, and local political activities bearing on the mission of the agency or its operations. The vision of the office is continued proactive engagement with members of Congress, congressional committees, and congressional staffs to gain support for DLA's mission, programs, and initiatives.

DL provides full spectrum support to DLA headquarters and the MSCs. Each legislative specialist is responsible for congressional actions related to his or her portfolio. Support includes congressional inquiries, Hill engagements (meetings/briefings), and hearing preparation. Congressional support is centralized within DL. The MSCs, except DLA Troop Support, have no assigned legislative affairs specialists. However, there are designated legislative points of contact at each MSC in either general counsel offices or the command support group.

2. DL Staffing



DL is comprised of seven full time employees. Two GS-13 legislative affairs specialists are tasked with direct legislative activity; one GS-14 senior legislative affairs specialist is lead for the legislative team and also provides direct activity. One GS-12 management analyst provides information management and database support. The administrative assistant, director, and deputy director round out the team. The director and his deputy provide direct support to the DLA director, vice director, chief of staff, MSC commanders, J-code directors, and D-staff directors.

The legislative affairs specialists directly support the legislative director and deputy, and their director's staff group, MSC, J-code, and D-staff customers.

The GS-08 FTE was eliminated in the 2013 Office of the Secretary of Defense (OSD) efficiencies initiative. The position is an over hire and is currently funded by J8. The position will not be refilled when the current employee separates from DLA.

DL is currently led by Mr. John K. Muller, Director (GS-15). His deputy is Dr. Cordell C. Francis Jr.

a. Change of DL Director

In 2020, DL saw the retirement of its long-time legislative director and welcomed a new director. On May 31, 2020, Robert T. Wimple Jr., USAF, Colonel (Ret.) retired from federal civil service after 17 years as DLA director of legislative affairs. In February 2003, then Colonel Wimple completed his service in the Office of the Assistant Secretary of Defense for Legislative Affairs and was assigned to DLA as director, legislative affairs. On June 1, 2007, Colonel Wimple retired from the United States Air Force after 30 years and 8 months of active-duty military service. Colonel Wimple subsequently became the first civilian director of legislative affairs. On March 31, 2020, he retired from DLA after twelve years and three months of civilian service.

On September 28, 2020, DL welcomed a new director, Marta McLellan Ross, who came to the agency from the U.S. Agency for Global Media. On April 1, 2021, Ms. Ross departed DLA for a position with National Public Radio.

On April 25, 2021, DL welcomed another new director, Mr. Roger Pena. Mr. Pena came from the OSD Chief Management Office. On July 2, 2021, he departed DLA for a senior position in the Army G4.

On December 20, 2021, Mr. John Muller joined DL as its director. He is a retired Army colonel with 33 years of service. Prior to DLA, he served as the senior director of development for defense and national security at the Center for Strategic and International Studies where he led fundraising efforts in a core work area. He has also served as a professional staff member on the House Armed Services Committee. As the Readiness Subcommittee lead, he oversaw more than \$208 billion in DoD programs. While in uniform, he served in senior positions in the Department of the Army, the Army National Guard, NATO International Security Assistance Force – Afghanistan, and the Office of the Chairman of the Joint Chiefs of Staff. John graduated from Florida Southern College with a bachelor of science in business administration, received a master's degree in public administration from American University, and completed a Secretary of Defense senior service college corporate fellowship.

Dr. Cordell Francis served as the acting director during each vacancy period.

b. DL Staff Changes

DLA Legislative Affairs's small staff experience three retirements this FY. On June 18, 2021, one of DL's GS-13 legislative affairs specialists began terminal leave. She retired on June 31, 2021, after a successful 35-year career in federal service with more than a decade of service to DLA Legislative Affairs. On June 27, 2021, DL's GS-12 management analyst retired after a

successful 36-year career in federal service with more than a decade in DLA Legislative Affairs. On January 31, 2022, DL's GS-14 congressional affairs specialist retired after a successful 35.5-year career in federal service at DLA.

Each retiree was backfilled by exceptional personnel new to DLA. The GS-14 congressional affairs specialist arrived on March 28, 2022. She is a retired military police officer in the U.S. Army with over 22 years of service. She recently served as legislative director with the Department of Veterans Affairs, an executive officer and military strategist for the Secretary of the Army and a congressional defense fellow in the office of the late Congressman Elijah Cummings. She has legislative experience with a variety of issues such as women's health, mental and behavioral health, and veterans' homelessness. She is a 2020 TEDx Alum, showcasing advocacy for suicide prevention, awareness, and support for suicide survivors. She earned a PhD in organizational leadership from Regent University, an executive masters from Georgetown University, and a master's in education from Old Dominion University.

3. OSD Efficiencies Initiative

On January 13, 2013, based on an OSD efficiencies initiative, the DL deputy director, Dr. Cordell Francis, is dual-assigned as special assistant to the assistant secretary of defense for legislative affairs. The agreement between OSD (LA) and DLA assigned the deputy to OSD (LA) three out of every five days. As of 2019, DLA and OSD terminated the timesharing agreement, although there is still a direct connection and regular communication between DLA Legislative Affairs and OASD Legislative Affairs.

4. Fiscal Year (FY) 22 Budget

ITEM	ACTUALS (As of Aug 2022)
Labor	\$1,483,711
Travel	\$2,000
Training	\$6,500
Supplies/Equipment - Congressional Directories	\$8,000
Contracts - DACS-RM (\$100,000 initial) - Congressional Quarterly (\$41,000)	\$141,000

Most of DL's budget is labor, followed by a contract for document automation and content services – records management (DACS-RM) and a subscription to Congressional Quarterly (CQ). DACS-RM was approved and funded by the chief of staff business management office in FY 2022 and the initial build costs \$100,000 with \$50,000 annually each subsequent year for maintenance. The CQ contract is shared with J8, J3, J7, and DG. DL was also approved for \$8,000 to purchase access to online directories for federal, congressional, and staff directories.

5. Congressional Engagements

a. CY 2022 DL Engagements (Jan 1 through Aug 3, 2022)

- (1) 152 verbal
- (2) 46 written
- (3) 53 Hill engagements (briefings / meetings / teleconferences / reports / notifications)
- (4) 6 administrative
- (5) 206 contract announcements

b. CY 2021 DL Engagements (Jan 1 through Dec 31, 2021)

- (1) 221 verbal
- (2) 51 written
- (3) 86 – Hill engagements (briefings / meetings / teleconferences / reports / notifications)
- (4) 21 administrative
- (5) 1,264 contract announcements

6. FY 2022 Legislative Proposals

DLA offered six proposals (two resubmissions) for the FY 2022 legislative call. The new proposals included one national defense stockpile (NDS) proposal, one joint logistics information service proposal, and two DLA Distribution proposals. They would:

- a. Authorize acquisitions and disposal for the NDS (2 proposals).
- b. Authorize DOD to exclude advance billings for national emergency or contingency operations.
- c. Extend the authority for the United States to provide reciprocal cataloging services and data to certain non-North Atlantic Treaty Organization (NATO) members of the NATO Allied Committee 135 (AC/135) (14 Countries).
- d. Establish a statutory requirement for the use of DLA-operated storage and distribution facilities collocated with organic depot maintenance locations.
- e. Update and make permanent the pilot program for distribution support and services for weapon systems contractors authorized by Section 883 of the National Defense Authorization Act for Fiscal Year 2017.

7. FY 2022 National Defense Authorization Act (NDAA)

On December 27, 2021, S. 1605, the Fiscal Year 2022 National Defense Authorization Act (NDAA) became Public Law 117-81. The bill provided \$777.7 billion in funding for national defense. Within this topline, the legislation authorized \$740.0 billion for DoD and \$27.8 billion for national security programs in the Department of Energy. The legislation, like the president's budget request, did not include a separate overseas contingency operations request – war-related costs are included in the base budget.

The bill included the DLA-specific provisions below. One section had significant impact to DLA. Section 352 permanently designated U.S. Transportation Command (TRANSCOM) as the element responsible for DoD's bulk fuel management and delivery on a global basis. As a result, OSD, DLA, and TRANSCOM began developing a plan for compliance.

- a. Sec. 318: Inspection of piping and support infrastructure at Red Hill Bulk Fuel Storage Facility, Hawaii.

- b. Sec. 352: Global Bulk Fuel Management and Delivery.

- c. Sec. 843: Assuring integrity of overseas fuel supplies.

- d. Sec. 844: Assessment of requirements for certain items to address supply chain vulnerabilities.

- e. Sec. 1064. Continuation of certain DoD reporting requirements.

- f. Sec. 1070. Study and report on DoD excess personal property program.

- g. Sec. 1411. Acquisition of strategic and critical materials from the national technology and industrial base.

- h. *Sec. 1412. Authorization to loan materials in National Defense Stockpile.

**DLA is not mentioned specifically in this section; however, it pertains directly to DLA Strategic Materials.*

8. FY 2022 DoD Appropriations Act

On March 15, 2022, H.R. 2471, the Consolidated Appropriations Act became Public Law 117-103. The legislation included the DoD Appropriations Act, 2022, Division C, which provides \$728.5 billion for the department and related activities. That amount was \$32.5 billion more than FY 2021.

The bill recommends reductions to hundreds of terminated or underperforming defense programs. Examples include the \$3.3 billion Afghan Security Forces Fund, rescission of \$700 million in prior-year funds, and rescission of \$3.3 billion in unobligated prior-year funds from a variety of programs. Savings, along with increased allocation provided by the bill, were redirected to military capabilities directed involved with (1) countering China and investing in the Indo-Pacific (2) artificial intelligence, cyber, and microelectronics (3) space (4) infrastructure and public shipyards.

In addition to the priority areas above, the bill increases several programs of DLA interest, to include:

- a. \$300 million for the Ukraine Security Assistance Initiative, including new authorities to respond to Russian aggression.

- b. \$276.4 million for the Defense Environmental Restoration Program, in addition to the \$1.03 billion in requested funding.

- c. \$255.3 million for PFAS-related environmental remediation activities, AFFF removal and the CDC multi-site health study in addition to the \$67 million in requested funding.

d. \$97 million to accelerate implementation of the Independent Review Commission's recommendations to address sexual assault and harassment in DoD, fully funding executable spending for the remainder of the FY.

e. \$54.5 million for the Special Victims' Counsel and sexual assault prevention.

f. \$686.4 million for families affected by the most recent fuel spill at the Red Hill Bulk Fuel Storage Facility in Hawaii, as well as continue remediation and recovery, including environmental restoration efforts, and to conduct activities in compliance with State of Hawaii Department of Health Order 21-UST-EA-02.

For the first time since fiscal year 2010, the bill contains no funds for overseas contingency operations, consistent with the budget request.

9. Congressional Reporting Requirements

DLA wrote and provided input to the following congressional reporting requirements:

Due Date/ Days Late	Subject	US Code/Public Law/Report	Section/Page	Type Report
09/30/25	Pilot program for temporary issuance of maternity-related uniform items	P.L. 116-283 2021	Sec. 361	Fixed
02/15/23	Acquisition and development of strategic raw materials: Reports to Congress	50 USC 98 h-2(a) SECDEF		Annually
12/27/22	Study and report on Department of Defense excess personal property program	P.L. 117-81 2022	Sec. 1070(b)	Fixed
10/01/22	Warstopper Program	RPT 117-118 2022	Pg. 186	Fixed
05/26/22	Restrictions on transfer of items to law enforcement	P.L. 116-260 2021	Pg. 2134	Quarterly
04/20/22	Report on expenses incurred for in-flight refueling of Saudi coalition aircraft conducting missions relating to civil war in Yemen	P.L. 116-92 2020 SECDEF	Sec. 1275(a)	Monthly
03/01/22	Advanced materials processing briefing	RPT 117-39 2022	Pg. 120	Fixed
03/01/22	Recycling rare earth materials	RPT 117-39 2022	Pg. 134	Fixed
03/01/22	Authorization to loan materials in National Defense Stockpile	RPT 117-39 2022	Pg. 274	Fixed

10. Congressional Items of Interest

a. DLA Troop Support

(1) Reliance on Foreign Sources in the Medical Supply Chain

Several Members of Congress have expressed concern regarding medical personal protective equipment, pharmaceuticals, and medical equipment utilized by the military services, specifically potential national security risks posed by reliance on Chinese-sourced active pharmaceutical ingredients (APIs).

(2) Hot Weather Combat Uniform for Women (IHWCUF)

Congress has inquired about a solicitation for IHWCUF. DLA Troop Support is working on an acquisition and projects additional IHWCU-F will be available during the 2nd quarter of FY23.

b. DLA Disposition Services

(1) Law Enforcement Support Office (LESO) / Executive Order 14074

On July 19, 2022, the Secretary of Defense received a letter signed by 22 members of Congress requesting an update on Section 12 of Executive Order 14074. Appropriations staff also requested information after the EO was signed in June. DLA expects full implementation by January 1, 2023.

(2) Aqueous Film-Forming Foam (AFFF) containing Polyfluoroalkyl Substances (PFAS)

The Department of Defense uses many products containing PFAS. The substance is harmful to the environment and difficult to destroy. They FY 2023 Defense Appropriations and Authorizations bills each contain prohibitions and guidance regarding use, remediation, and incineration of the products.

c. DLA Energy

(1) INDOPACOM Fuel Study

In May 2021, DLA Energy briefed HASC professional staff members (PSMs) on the Institute of Defense Analysis's INDOPACOM fuel study and DLA Energy's role sourcing unified combatant command (CCMD) fuel requirements during major conflicts and in contested environments. PSMs wanted better to understand roles and responsibilities between CCMDs, the military services, and DLA in intra-theater movement of fuel, especially, during the last tactical mile, and intra-theater connectors relative to fuel distribution. DLA Energy discussed DLA's views on the fuel study, and DLA's role in bulk fuel management in the INDOPACOM theater,

including coordinating operational plans and fulfilling requirements. DLA Energy also explained its relationships with CCMDs and the military services in this space.

(2) Global Bulk Fuel Management

Sec. 352 of FY 2022 NDAA designated TRANSCOM the element responsible for DoD's bulk fuel management and delivery on a global basis as of January 1, 2023. On August 24, 2022, TRANSCOM, OSD, and DLA briefed the House Armed Services Committee on the status of TRANSCOM's bulk fuel management strategy.

(3) Red Hill Leak, Clean Up, Strategy, Spend Plan, Defueling, Closure

The deputy defense secretary is the Department lead. The spend plan is being finalized by the Office of the Under Secretary of Defense (Comptroller) and will be delivered to the appropriate committees on August 31, 2022. The spend plan is organized into four lines of effort (LOE): LOE 0: community response, LOE 1: defueling, LOE 2: tank closure and LOE 3: dispersing. A joint task force (JTF) is being stood up to manage efforts. DLA will support the Red Hill JTF and leverage the Defense-wide Working Capital Fund (DWWCF) as appropriate. The Navy will work with the EPA and Hawaii Department of Health to determine an appropriate assessment and follow-on remediation.

(4) Reimbursement for inflight refueling sales

This has been a high-visibility issue involving DLA, OSD, and Air Force. DLA Energy has responded to data calls regarding sales and reimbursements for countries including UAE. DLA is providing recurring monthly reports on the status of inflight refueling reimbursements from the Saudi-led Coalition.

(5) Federal Helium Reserve

DLA Energy has responded to recent congressional inquiries about the sale of the Federal Helium Reserve and the impact on the defense industrial base. DLA Energy is concerned the sale of the Federal Helium Reserve may adversely impact our ability to support demand and requirements.

d. DLA Aviation

(1) TransDigm

There is congressional interest in reverse engineering in the wake of TransDigm's overpricing to DLA. Congressional oversight committees have engaged DoD regularly to determine if TransDigm has reimbursed the government. To date, DLA has not received a reimbursement. Similarly, the House and Senate Armed Services Committees have included legislation regarding the disclosure of pricing data in the FY 2023 NDAA so the government can determine fair and reasonable pricing. There was concern that companies like TransDigm would sell to the government using a third-party representative so as to avoid disclosure. The

authorization committees are aware of the legislative loophole and are working to resolve the matter in conference.

e. DLA Small Business Programs, DB

On January 25, 2022, the DLA director signed the Memorandum of Understanding with OUSD(A&S) Office of Small Business Programs transitioning the responsibilities for the Procurement Technical Assistance Program from DLA to the Under Secretary of Defense for Acquisition and Sustainment. USD(A&S) signed the delegation memo August 16, 2022.

f. DLA Acquisition, J7

Impact of removal of accelerated payment to businesses – DLA responded to several Congressional inquiries concerning DLA’s change from a 15-day payment schedule to net 30 days. To manage the health of the DWWCF more effectively, DLA changed its payment terms to the stated contract term (i.e., net 30 days).

g. DLA Logistics Operations, J3

(1) Contested Logistics

The HASC and SASC are focused on preparing for future conflicts, including contested logistics scenarios. In 2020, the HASC held multiple briefings with the military services, CCMDs, and DLA. DLA responded to inquiries from the HASC. Members of the HASC Readiness Subcommittee expressed concerns about the sustainability of operations in a Pacific conflict.

(2) Ukraine Support

The military services and the Defense Security Cooperation Agency are supporting Ukraine defend itself against Russia’s recent aggression. DLA has received numerous congressional queries regarding our support to this effort. To date, most of DoD’s support provided has been accomplished via the use of presidential drawdown authority (PDA). The PDA is not well suited to supporting the sustainment needs of Ukrainian forces. Neither PDA nor the recently enacted Ukraine Supplemental provides DLA the legal authority, funding, or obligation authority necessary to meet the known sustainment needs for the equipment provided to Ukraine by the military services. As a result, DoD/DLA is exploring an explicit authority that will resolve the funding and obligation authority issues currently limiting flexibility in anticipation of future demand.

(3) COVID-19 Support

DLA’s role and congressional interest is decreasing but the agency continues to support the Department of Health and Human Services in its response to the COVID-19 pandemic. DLA currently procures masks, gowns, vaccines and over-the-counter test kits in support of federal and state responses.

(4) 2% Zadroga Tax

The Zadroga tax is an excise tax imposed on certain foreign procurements pursuant to the James Zadroga 9/11 Health and Compensation Act of 2010, P.L. 111-347. Specifically, the law added section 5000C to the Internal Revenue Code (Code) which requires agencies to withhold a 2 percent tax on payments made by the U.S. government to foreign entities pursuant to certain contracts. The intent of the tax was to generate revenue for medical treatment and financial compensation for thousands of first responders and survivors who have become sick from exposure to toxins at the Pentagon and Ground Zero in New York and Shanksville, Pennsylvania. However, there is concern this tax could impair overseas readiness by compromising existing contracts. DoD is considering the matter and may offer the HASC and SASC legislative proposals.

(5) Afghanistan Retrograde

There was significant congressional interest in the disposition of equipment after U.S. forces withdrew from Afghanistan on August 30, 2021. DoD retrograded equipment and supplies in support of the U.S. withdrawal. DLA Disposition Services provided input to an OSD report submitted in accordance with the reporting requirements of section 2205 of Public Law 117-43 (the “Extending Government Funding and Delivering Emergency Assistance Act,” September 30, 2021). The report regarded the disposition of U.S. property, equipment, and supplies, including property, equipment, and supplies provided to the Afghanistan National Security Forces.

h. DLA Information Operations, J6

(1) Commercial and Government Entity (CAGE) codes

DLA had a notable increase in congressional inquiries related to CAGE code registrations in July 2022. On April 4, 2022, GSA discontinued its contract with Dunn and Bradstreet. Consequently, all currently registered business entities are required to re-register with SAM.gov and CAGE, which led to an increase in customer support resolution times. Since the change, GSA has been processing an average of 40,000-50,000 transactions per day and DLA CAGE processed anywhere between 5,000-9,000 transactions per day.

Defense Logistics Agency

DLA Installation Management (DM) Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221

MEMORANDUM FOR DEFENSE LOGISTICS AGENCY HISTORIAN

SUBJECT: DLA Installation Management Historical Report for Fiscal Year 2022

The DM Fiscal Year (FY) 2022 historical record outlines the actions taken over the course of the fiscal year to improve and sustain the effectiveness and efficiency of services provided to our customers, civilian and military, internal and external to DLA. It also provides achievements to key operating goals, initiatives, metrics, and tools used to regularly monitor our performance.

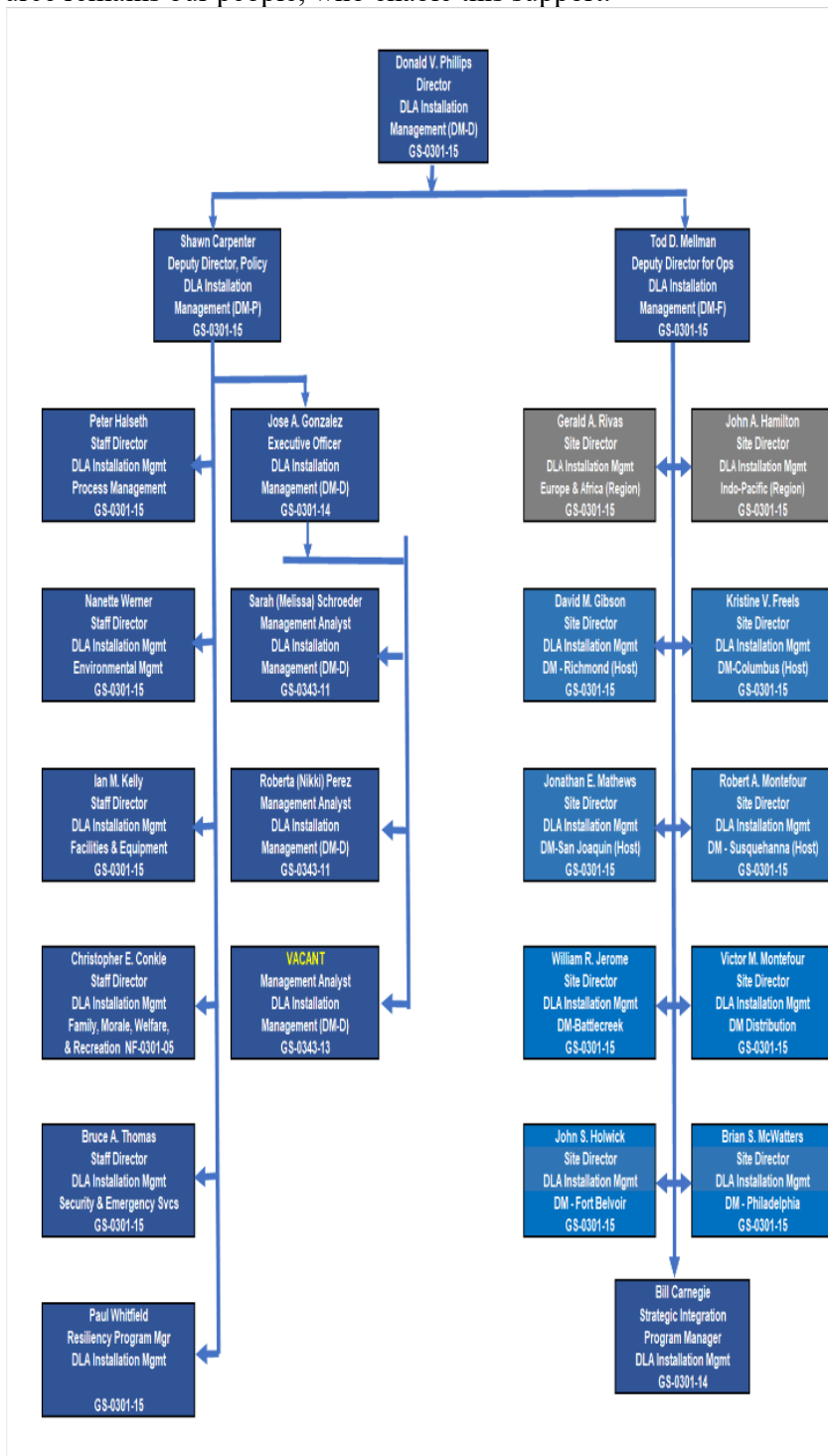
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DONALD V. PHILLIPS
Director
DLA Installation Management

1. Introduction

The DM historical record outlines actions taken during FY 2022 to improve the effectiveness and efficiency of services provided to our customers, civilian and military, internal and external. It also provides key operating goals, initiatives, metrics, and tools used to monitor our performance. Our greatest resource remains our people, who enable this support.



DM provides worldwide policy, program, and operational support in the areas of:

- a. Process Management
- b. Environmental Management
- c. Facilities and Equipment
- d. Family and Morale, Welfare, and Recreation (FMWR)
- e. Security and Emergency Services

2. Organization

a. DM Mission

DLA Installation Management enables DLA to support the Warfighter by providing security and emergency services, process management, environmental management, facilities and equipment, and FMWR support to DLA activities and external customers.

b. DM Vision

A positive, ethical, and adaptive team that provides outstanding support to internal and external customers while caring for its people.

c. DM Values

Our values are DLA's foundation. They provide our guiding principles as we accomplish our mission, pursue our vision, and strive to support our DLA customers and Warfighters: Leadership, Professionalism, and Technical Knowledge through Dedication to Duty, Integrity, Ethics, Honor, Courage, and Loyalty.

3. Line of Effort (LOE) 1: Warfighter Always

a. Objective 1.1: Improve Readiness and Cost Effectiveness within Campaign and Contingency Plans

(1) Initiative 1.1.1: For each supply chain and logistics service, support development of standardized data, planning factors, tools, and logistics and supply activity processes.

Optimized FY 2022 military construction (MilCon) project selection, as evidenced by 100 percent program approvals from the Office of the Secretary of Defense (OSD) and Congressional subcommittees, place the entire project list in the National Defense Authorization and MilCon Appropriations Acts.

(2) Initiative 1.1.3: Develop a command and control (C2) strategy to align senior leaders to combatant commander campaign plan operations, activities and investments, and integrated contingency plan execution.

DLA Indo-Pacific's controlled space and Indo-Pacific synchronization Operations center at Joint Base Pearl Harbor-Hickam - Completed DD Form 1391 through Naval Facilities Engineering Command Hawaii.

b. Objective 1.2 Partnership with Customers

(1) Initiative 1.2.1: Identify alternative solutions to help improve support for both wholesale and retail customers of an identified low/sporadic demand population where collaborative or forecasting may not be the best solution.

(a) Executed FY 2022 budget to 97.4% while demonstrating continued fiscal responsibility throughout the FY due to ongoing COVID-19 related conservation measures and other cost reduction measures including ALT 104 (detailed below).

(b) Published Portfolio of Services, DLA Instruction 4001.01 on July 6, 2022

4. LOE 2 Support to the Nation

a. Objective 2.1: Implement Whole of Government Support

(1) Initiative 2.1.4: Implement new organizational structure to best support the nation.

Ongoing policy development and execution in response to climate change and sustainability executive orders (EOs). In 2022, DM worked with J3 and DLA Energy to respond to DoD and administration requirements for climate change. Four current and pending EOs have DLA equities, including:

(a) EO 14008, January 27, 2021, "Tackling the Climate Crisis at Home and Abroad"

(b) EO 14017, February 24, 2021 "America's Supply Chains"

(c) EO May 20, 2021 (no number), "Climate Related Financial Risk"

(d) EO 14057, "Catalyzing Clean Energy Industries and Jobs through Federal Sustainability

The FY 2022 climate enterprise budget increase (EBI) allocates \$194 million for climate change initiatives in compliance with EOs 14008 and 14057 for the president's budget review 2024-2028. Projects include zero emission vehicles (ZEVs), solar photovoltaics and battery storage, which will eliminate DLA's electric bill within ten years.

5. LOE 3 Trusted Mission Partner

a. Objective 3.2 Financial Transparency

(1) Initiative 3.2.2: Align the level of detail and required changes to financial architecture baseline to enable customer-centric transparency.

(a) In FY 2022, DM continued to support the acquire-to-retire and environmental liabilities management business cycles as DLA entered its sixth year of financial audit. DM assisted where DLA had made significant progress in attaining a stable and sustainable audit readiness. Although DLA was issued a disclaimer for FY 2022, the goal is to work toward closing corrective action plans for all three funds (General Fund FY 2024 (modified), FY 2025 (unmodified), Transaction Fund FY 2025 and Defense-wide Working Capital Fund (DWWCF) FY 2028 unmodified opinions in several key programs.

(b) DM FY 2022 funding levels achieved a 97.4% overall obligation rate for both labor and non-labor streams totaling \$779.2 million. The non-labor stream includes DWCF and Sustainment, Restoration, and Modernization programs.

6. LOE 5 Future of Work

a. Objective 5.1 Virtual Work Modeling

(1) Initiative 5.1.1: Collaborate with Human Resources (J1) on seamless personnel work model issues relevant to administrative space requirements.

(a) DM / J1 co-led an enterprise working group and offered different work model approaches.

(b) Developed administrative space categories and published criteria for dedicated, shared, and hoteling requirements.

b. Objective 5.2 Facility Footprint

(2) Initiative 5.2.1: Assess DLA (Continental United States (CONUS)) facilities footprint to maximize space utilization

(a) Performed in-depth analysis of DLA administrative space within 37 DLA facilities to include square-footage, utilization rates, and utility costs analysis.

(b) Published DLA Instruction 5305.05 outlining the roles and responsibilities for administrative space management.

7. CC-A People and Culture

a. A.1 Supporting Our People

(1) CC-A1.4: Sustain Our People

(a) In FY 2022, DM ingrained its commitment to the workforce with each culture climate initiative, making intentional and accountable efforts to promote diversity and inclusion in all aspects of the DM portfolio by examining current policies and hiring practices. DM gathered its senior leadership in the first in-person offsite in 5 years, focusing on team-building in an inclusive setting and expanding efforts to support diversity of experience, ideas, and backgrounds.

(b) Implemented “all hands” town halls and “chats with the boss” on a quarterly basis as DM sites executed their own programs.

b. A.2 Culture

(1) CC-A2.3: Build Connections

In FY 2022, DM continued to execute a culture action plan focusing on mission, adaptability, involvement, and consistency to promote understanding, awareness, and employee engagement. Through DM all hands, social engagements, internal focus groups, and professional development, DM continues to promote teamwork, collaboration, and camaraderie.

8. CC-B Fiscal Stewardship

a. CC-B.1 Auditability

(1) CC-B1.4: Achieve modified audit opinion

(a) Linked to LOE 3.2, financial transparency, DM has responsibility for two major programs: property, plant, and equipment (PP&E) and environmental liabilities management (ELM), both which are under audit in the three major funds and dependent on external organizations.

(b) Implemented a risk and internal control administration program to enhance audit processes per OMB-A123, Management of Internal Controls Program.

b. CC-B.2: Cost Visibility and Cash Management

(1) Close Out and DM Optimization

As a part of the review DLA was required to provide a decision memo with a potential implementation plan and associated savings for transferring installation management functions at four DLA sites to the Army. DM formed a comprehensive Joint IPT with Army Installation Management Command and Army Materiel Command which identified annual cost savings of \$48 million in existing DLA facilities sustainment, contracts, leases, and personnel/labor – with DLA retaining the sites as the course of action for execution.

To save \$48 million by FY 2026, DM will:

- (a) Reduce facilities sustainment \$36.87 million per year for five years
- (b) Reduce contracts \$1.34 million per year for five years
- (c) Reduce personnel/labor \$2.68 million per year for five years
- (d) Reduce facility leases \$2.73 million per year for five years
- (e) Reduce FMWR O&M \$2.90 million per year for five years

On April 7, 2022, OSD’s response to DLA’s efforts was “returned without action/closed.” On June 23, 2022, Under Secretary of Defense (Acquisition & Sustainment)

returned a DLA follow-on memo as “returned without action,” ensuring successful closure and no further action by DLA. A formal memorandum of record was generated August 2, 2022.

9. CC-C Digital Business Transformation

a. CC-C3.1: Cyber-Security Policy & Oversight

(1) Approved for EBI funding at \$129,948,000 which includes 36 full-time equivalents (16 for DM, 17 for J6, and 3 for J7) per EO 14028, “Improving the Nation's Cyber-Security.”

b. DM at Defense Supply Center-Columbus accomplishments:

(1) Bldg. B-20 light emitting diode (LED) driver replacement program is ongoing. We have replaced over 1,000 LED drivers this FY.

(2) The B-20 lighting control system is operational again. Through phased schedule changes, lighting load has been reduced by 35% year over year.

(3) DSCC partitioned off several acres of unused parking during COVID-19. This reduced direct maintenance costs such as snow removal.

(4) DSCC is using historical meter data from the building control system to refine energy conservation measures.

(5) DSCC and Columbus Water replaced selected infrastructure to enable more efficient water usage.

c. DM at Distribution Depot, San Joaquin accomplishments:

(1) 971 light fixtures in 14 small buildings were retrofitted at a cost of \$ 517,000 with estimated energy savings of 50,000 kilo-watts-hertz per year. This year's energy savings is equivalent to removing 7.6 gasoline powered cars from the road for one year.

(2) Installation of photovoltaic (PV) array on Bldgs. 57-58 at a cost of \$4,750,000, generating up 2,200 mega-watts-hertz (MWH) per year in clean energy.

d. DM at Defense Supply Center-Richmond accomplishments:

At Bellwood Manor, the heating, ventilation, and air conditioning (HVAC) system was upgraded, the lighting systems were retrofit, and energy and water efficient components were installed in the dining/meeting portion of the building.

e. DM at Distribution Depot, Susquehanna accomplishments:

(1) Solar project parking lot 640 ~500KW carport – Charleston

(2) Solar project parking lot 626 ~500KW carport – Charleston

(3) Eastern Distribution Center (EDC) electrical design – Charleston

(4) Kicked off the Massachusetts Institute of Technology (MIT) Lincoln Labs comprehensive electrical study of solar, microgrid, electric fleet vehicles technologies

(5) Lighting retrofit project at Buildings 103, 104, 105, 210, 211 - Mechanicsburg

- (6) Replaced the natural gas service laterals and commissioned various buildings – Mechanicsburg, PA
- (7) Renewed option year 1 of the controls service contract

f. DM at DLA Distribution accomplishments:

- (1) Distribution Depot, Oklahoma City, Oklahoma (DDOO): LED lighting retrofit including interior fixtures for 5 buildings and exterior fixtures for 18 buildings.
- (2) DDOO: HVAC replacement for Building 506.
- (3) Distribution Depot, Cherry Point, North Carolina: MOD to FY21 Lighting and HVAC project. MOD served to add additional LED lighting retrofit scope.
- (4) Distribution Depot, Red River, Texas (DDRT): LED lighting retrofit including interior fixtures for 12 buildings and exterior fixtures for 49 buildings.
- (5) DDRT: Ground-mount solar photovoltaic (PV) array. 800 KW capacity with projected energy savings of 1,284 MWH.

10. CC-C3.4: User Awareness

a. Operational Technology (OT) Cyber-Security EBI funding allocated and FTE Support

(1) Grew DLA's technical capabilities in OT. The OT program was approved for labor and non-labor resources beginning in FY 2024. Labor resourcing will provide functional experts in facility related control systems and electronic security systems to help ensure DLA facilities comply with the latest unified facilities criteria. Non-labor resources will provide greater ability to mitigate OT deficiencies across the enterprise.

(2) In addition, DLAI 4163.03, Life Cycle Management of Facility Related Control Systems (FRCS) was April 6, 2022. The DLAI clarifies the processes and stakeholder responsibilities. It provides a foundation for managing FRCS in the agency and encourages greater involvement from the major subordinate commands (MSCs).

b. DLA uses the risk management framework which is the DoD process for applying cybersecurity to IT, including control systems. As a product of this effort, the OT risk matrix was implemented. MSCs can identify operational impact and DLA Information Operations, Information Assurance (J61) can identify cyber risk. DM and DLA Information Operations, Enterprise Capabilities (J62B) continue to work with DLA Acquisition (J7) to ensure contracts have the appropriate compliance language.

c. The OT executive board meets monthly and is co-chaired by the chief of staff and chief information officer. Monthly OT issues are discussed to determine optimal solutions.

d. Ground water monitoring system at DSCR has been revised to manual operation/observation only, thus eliminating previous cyber connections.

e. Automated material handling equipment pillar completed projects:

(1) Replaced programmable logic controllers at the Eastern Distribution Center, Susquehanna, Pennsylvania. Contract awarded in 2019 and completed the end of May 2022.

(2) Installed vertical lift modules (VLMs) at Anniston, Alabama. Contract awarded September 2021 and completed March 2022.

(3) Installed VLMs at Jacksonville, Florida. Contract awarded March 2021 and completed August 2022.

f. Other Completed Projects

(1) Purchased computer numeric control router and software for distribution for Depot Warner Robins, Georgia

(b) 3D Scanning – DLA Technology Accelerator

11. Cyber-Security

a. The following initiative have reduced cyber risk:

(1) Electronic security system (ESS) at Hill AFB, Utah, maintenance contract option year 1 - includes OT cyber-security patching and updates.

(2) ESS at Philadelphia, Pennsylvania, maintenance contract - includes OT cyber-security patching and updates.

(3) ESS at Norfolk, Virginia, upgrade operating system and Lenel version.

(4) DLA Distribution, AMHE factory talk view upgraded from version 9 to version 12.

(5) Columbus, Ohio, HVAC mechanical maintenance contract- includes OT cyber- security patching and updates.

(6) Camp Carroll, Korea, OT cyber-security review of new warehouse (FY 2017 MilCon)

(7) New Cumberland, Pennsylvania, utility management controls system contract to include OT cyber-security patch and updates.

12. Climate Resiliency Initiatives

a. Optimize DLA's vehicle fleet to comply with fleet requirements

DM Facilities and Equipment, Installations and Sustainment (DM-IS) continues to assess the DLA fleet management program to identify opportunities for optimization through organizational realignments, reorganizations, and mission changes. The fleet management team anticipates contract support in FY 2023 with four option years to accomplish a vehicle allocation methodology survey.

(1) DM-IS has modified our previous reviews of agency fleet data to support new directives on electrification of our fleet.

(2) The FY 2022 General Services Administration (GSA) leased vehicle cycle reviewed all eligible light duty vehicle replacements with ZEVs: battery electric vehicles, plug-in hybrid electric vehicles, hydrogen powered fuel cell electric vehicles. The selection process will focus on ZEVs first, then hybrid vehicles, low greenhouse gasoline, alternative fuel, and gasoline/diesel if no other option complies with EOs 14008 and 14057.

(3) DM-IS implemented telematics on the DLA CONUS, GSA-leased vehicles as they are replaced to comply with EO 14057. The GSA-leased vehicle payment process for European locations has been streamlined and resembles the CONUS GSA process.

13. Per-and Polyflouroalkyl Substances (PFAS)

PFAS are a large chemical class of man-made compounds found in many industrial and consumer products, including nonstick cookware and microwave popcorn bags. In DoD applications, the chemicals have been found in aqueous firefighting foam (AFFF) to rapidly extinguish fuel fires. Although successful in protecting against catastrophic loss of life and property, it is now known that the release of PFAS can contaminate private and public water systems.

The secretary of defense created a PFAS task force to manage growing concerns over these substances. The task force provides an aggressive, holistic approach to find and fund an effective substitute, implement cleanup, make lasting policy change, and coordinate across federal agencies. DLA worked with the Deputy Assistant Secretary of Defense (Environment & Energy Resilience) and services on OSD committees for the Resource Conservation and Recovery Act (RCRA), cleanup (defense environmental restoration program), Safe Drinking Water Act, and Clean Water Act. These committees drafted numerous policies addressing task force priorities.

In FY 2022, DLA, as chair of the RCRA Steering Committee, continued to provide guidance and facilitate support to DLA's customers in the proper disposal of PFAS waste. Under DLA's chairmanship, the committee drafted DoD's PFAS disposal policy for the PFAS task force and interagency review, which will continue to evolve in response to Environmental Protection Agency guidance and emerging legislation. DLA notified agricultural operations in proximity to DLA sites impacted by PFAS in accordance with Section 335 of the FY 2021 National Defense Authorization Act and supported DoD Inspector General and Government Accountability Office audits. DLA anticipates broad engagement in support of the task force's efforts.

14. Conclusion

As FY 2022 drew to a close, we continued navigating the challenges confronted by DLA in executing missions while navigating a persistent pandemic. Lessons learned continued to show the versatility, agility, and dedication of the DM workforce, many who remained on site throughout. Reentry is going well in terms of support to our team and MSC customers.

Starting in FY 2023, DM will receive the previously mentioned budget increases of approximately \$330 million in labor and non-labor funding to address enterprise "must do" taskers regarding climate resiliency, electrification, and cybersecurity. We will adjust our priorities and functions to direct new resources to new missions, maintaining linkage to the initiatives and objectives of the agency's strategic plan.

Defense Logistics Agency

DLA Equal Employment Opportunity (DO) Fiscal Year 2022 Historical Report



DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221

MEMORANDUM FOR DEFENSE LOGISTICS AGENCY COMMAND HISTORIAN

SUBJECT: DLA Equal Employment Opportunity Diversity and Inclusion (EEODI) 2022
Annual History Report

The DLA EEODI 2022 Annual History Report is approved and is being submitted with my endorsement along with the following attachments:

- White House Domestic Policy Council (DPC) issued implementation guidance for Executive Order (EO) 14035 – Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce
- Policy Statement on Equal Employment Opportunity (EEO) letter
- Statement on Prevention of Sexual harassment (POSH) and Sexual Assault Prevention and Response (SAPR)
- Policy statement on Reasonable Accommodation for Person with Disabilities
- Policy statement on Diversity and Inclusion

We hope that as people read these pages, they will see a workforce ready, willing, and able to do all it can to exceed the DLA Director's goals for the DLA Strategic and Companion Plans.

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JANICE SAMUEL
Director
DLA Equal Employment Opportunity
Diversity and Inclusion Office

Attachments:

1. Introduction

a. Mission

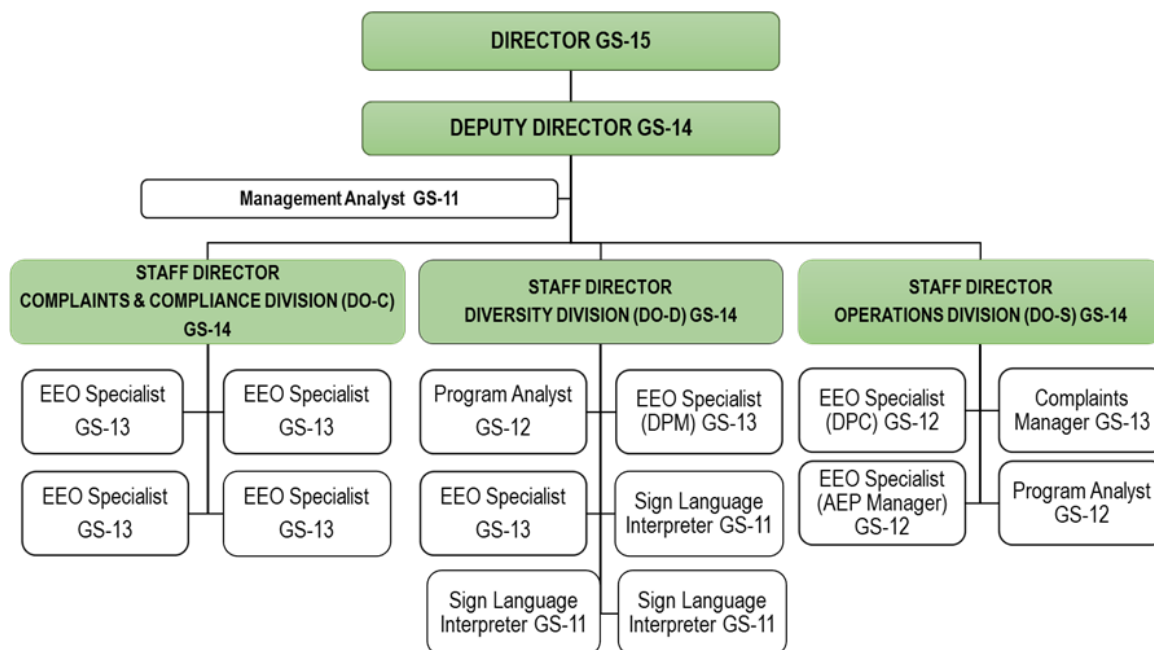
The key mission of the DLA EEODI office is to advise and assist the DLA Director, leadership, and workforce on all matters of the EEO Program and to champion a culture that fosters diversity, equity, inclusion and accessibility (DEIA), as well as empower individuals and organizational growth. The office seeks to promote a workplace free from harassment and unlawful discrimination based on race, color, religion, sex, national origin, age, physical or mental disability or reprisal for personnel engaging in EEO protected activity.

b. Vision

The vision is simple but profound, to be the premiere DLA EEODI Office in the Department of Defense.

2. Organization / Key Personnel / Total Personnel

DO began a reorganization in 2021; we are still implementing that plan today. We have increased from 17 to 20 positions and made several significant hires, to include the diversity and inclusion staff director. We lost this position in 2018 and gained it back in 2022 due to the agency's new charge of ensuring DEIA across the enterprise. DO now consists of the director, the deputy director, one management analyst (a change from administrative assistant), three staff directors (increase of one), nine EEO Specialists (increase of two), two program analysts, and three interpreters.



3. Historical Narrative

a. Post COVID-19 Reentrance of DLA Workforce

DLA adopted a maximum telework posture following the March 2020 national emergency declaration related to COVID-19. In April 2020, Office of Management and Budget (OMB) guidance established a framework for agencies to plan for the reentry of employees. DLA used this process to develop a phased approach.

In January 2021, the new administration established the safer federal workforce task force to provide guidance. The task force directed agencies to submit plans addressing model workplace safety principles. DLA established its own COVID-19 working group to develop and monitor plans, make decisions regarding safety procedures and exceptions, and coordinate with external groups, including the task force. The EEO office was an integral part of that team.

DLA EEO has been participating in all phases of the reentry plan. We have also been at the forefront of COVID-19 vaccination exemption requests, COVID-19 testing exemption requests, and all other COVID-19-based reasonable accommodation (RA) requests. Disability Program Coordinators (DPCs) at MSCs have been ensuring we provide optimal service to our customers.

b. Technology

DoD's GSA Fed Relay contract supporting the deaf and hard of hearing expired February 13, 2022. The department migrated most program capabilities to the Federal Communications Commission (FCC) Telecommunications Relay Service (TRS). DLA transitioned its employees and appointed a relay official to maintain registrations and assist employees registering for services. The FCC's TRS program provides the following services:

- (1) Captioned Telephone Service
- (2) Internet Protocol Captioned Telephone Service
- (3) Internet Protocol Relay Service
- (4) Speech-to-Speech Relay Service
- (5) TTY Relay Service
- (6) Video Relay Service

DLA EEO is programed to go live with a new RA management system by the end of calendar year 2022. Entellitrak Reasonable Accommodation (ETK RA) will automate RA request processing for all DLA employees through a workflow-based system that tracks events, creates notices, and sends encrypted emails. Employees will request an accommodation through ETK E-File and DPCs will process the request within ETK RA. The system allows DPCs to process, track, and report on RA data. It will also store data, documents, and records containing personally identifiable information or personal health information in accordance with DLA records management policy.

c. Diversity Initiatives

(1) Workforce Recruitment Program (WRP)

In FY 2022, DLA hired nine WRP participants and two were noncompetitively converted to permanent, totaling 11 hires: DLA Distribution (4-temporary, one permanent), DLA Disposition Services (3-temporary 1-permanent), DLA Troop Support (1-temporary) and HQDLA (1-temporary).

RAs were provided through the computer/electronic accommodations program, J6 decision-makers, and MSC DPCs. DLA responded to all RA requests, with 96% met in a timely manner. It averaged 12 days to grant requests and 27 days to provide accommodations.

DLA won the SECDEF award for the best mid-sized component for achievement in the employment of individuals with disabilities for 2022. DLA EEODI office will be recognized at a pre-broadcasted virtual DoD Disability Awards ceremony on Thursday, October 20, 2022. DLA has won this prestigious award for the 21st time and six times in a row, more than any other DoD component.

A charter approved by DLA leadership in FY 2021 was revisited in FY 2022 to authorize a diversity and inclusion committee and appoint representatives from each MSC and D/J code.

Yearly, the EEO office performs a self-assessment to eliminate barriers preventing equal employment opportunities in the workplace. DLA provided its assessment with agency collaboration on time. FY 2021 alleged issues are shown in the chart below.

(2) Outreach

DLA has active partnerships with DoD agencies (e.g. Diversity Management Operations Center and the Office for Diversity, Equity, and Inclusion in Office of the Under Secretary of Defense for Personnel & Readiness); external federal agencies (e.g. the Office of Employment Policy under the Department of Labor, the Diversity and Inclusion division of the U.S. Office of Personnel Management); affinity groups (e.g. Blacks in Government, Federal Asian Pacific-Islander American Council, League of United Latino American Council; and advocacy groups (e.g. National Industries of the Blind, Gallaudet University, Ability One). DLA's collaboration helps us innovate at speed and scale to solve problems. We will continue to adapt strategies to reflect the rapidly changing competitive environment in which we operate.

(3) Anti-Harassment Program

The Labor and Employee Relations office in DLA Human Resources (J1) has continued to refine the agency's anti-harassment program and is tracking total management inquiries into harassment cases without an EEO basis. Cases in FY 2021 increased in number but decreased in time taken to resolve:

- (a) In FY 2019, seven cases with investigations averaged three months.
- (b) In FY 2020, five cases with investigations averaged less than three months.
- (c) In FY 2021, twenty-one cases with investigations averaged less than two months.

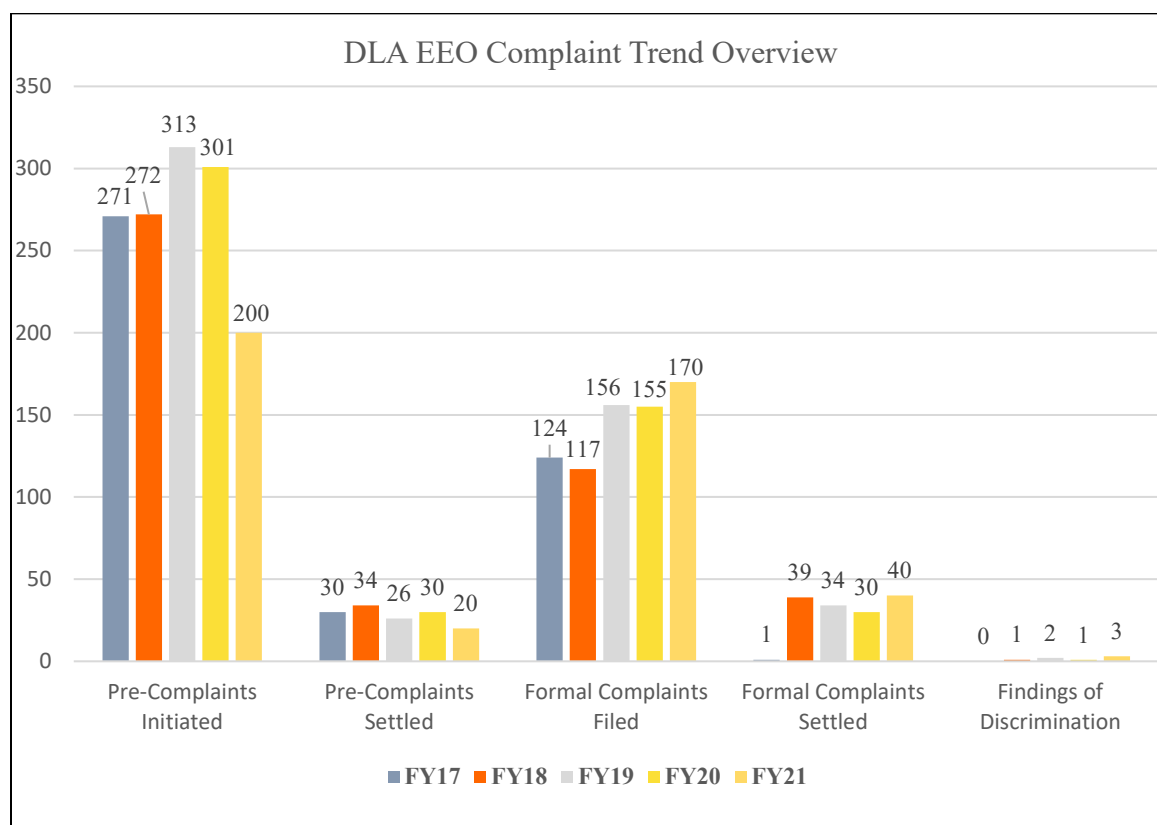
For complaints of harassment with an EEO basis, the EEO office performs management inquiries during the pre-complaint process. The DLA EEO office continues to partner with J1 to implement changes. The EEO office uses a template for its specialists to report claims initiated through the anti-harassment program manager in the Labor and Employee Relations office via the HR anti-harassment mailbox.

(4) Agency Management Reviews (AMR)

DO conducted AMRs at selected MSC EEO offices to ensure compliance or identify and correct deficiencies. Reviews were conducted at DLA Aviation and DLA Land and Maritime.

(5) EEO Complaints

Pre-complaints have been trending downward by 4%. Formal complaints decreased slightly by 0.6% and settlements remained the same at both informal and formal stages. DLA averaged 32 days to accept or dismiss formal complaints of discrimination.



(a) Untimely Final Agency Decisions (FADs)

Last FY, there were 75 EEO complaints awaiting FADs, 28 (37%) were issued untimely decisions, with two (7%) decisions issued timely within 60 days of the request. In FY 2021, a Tiger Team was disestablished due to staffing shortages. EO approach to

improving includes hiring a new FAD writer, who is currently in training, and hiring a retired annuitant, who is an experienced FAD writer. In a seven-month period the FAD team averaged four merit FADs per month. A total of 41 merit FADs were issued in FY 2021 with seven decisions (17%) issued timely within 60 days.

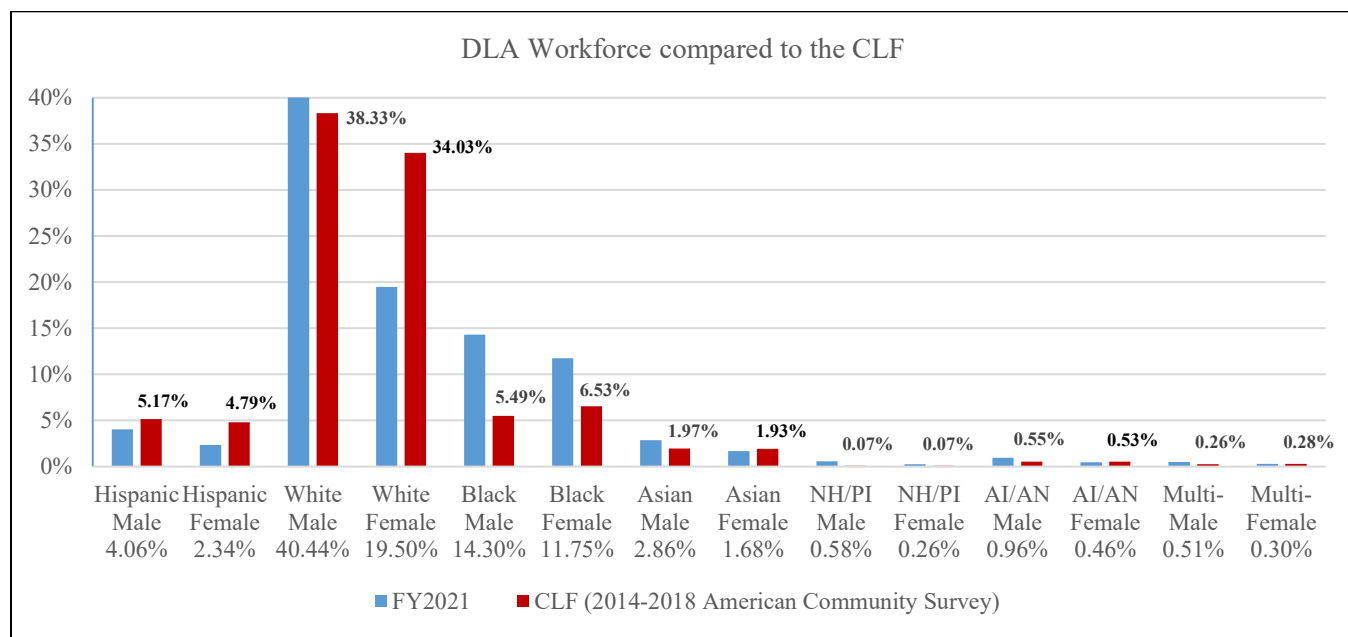
(b) Untimely Investigations

During FY 2020, DLA did not complete investigations within applicable timeframes. In 1st Quarter, FY 2021, training on the process and requirements for requesting EEO evidentiary data were provided to the seven EEO offices. Complaint data was reviewed monthly and the completion of timely EEO investigations improved. Of 108 completed investigations, 76 (70%) were timely and 32 (30%) were untimely. At the end of FY 2021, a new investigator contract was awarded.

(c) Trigger Analysis

During FY 2021, the DLA workforce decreased by 2.42% to 24,437 employees. DLA had few opportunities to improve workforce demographics while hiring 2,260 new employees, which is 9.25% of the workforce at 2.34% higher than 6.91% in FY 2020. At the beginning of FY 2021, DLA had under-representation compared to the civilian labor force (CLF) in women overall, Hispanic men and women, white women, Asian women, and American Indian or Alaskan Native women.

By the end of the year, employees in all women groups decreased relative to our overall workforce as follows: Hispanic women by 0.04% to 2.34%, White women by 0.63% to 19.50%, Black women by 0.17% to 11.75%, Hawaiian women by 0.02% to 0.26%, American Indian women by 0.03% to 0.46% and Multi women from 0.02% to 0.30%. Overall females decreased by 0.83% to 36.30%, or 11.86% lower than the 48.16% CLF.



(d) Ongoing Barrier Analysis

For FY 2022, DO is on the glide path to establish fully the Diversity and Inclusion Committee after DLA senior leadership approved the D&I Charter. HQ DLA will coordinate the appointments of committee members to form a viable committee which will perform targeted analyses on identified triggers affecting underrepresented or discriminated groups in the workplace.

4. Conclusion

COVID-19 remains challenging upon re-entry; however, DLA EEODI remains diligent and focused on the workforce. The ability of our government to meet the complex needs of our nation and the American people rests strongly on the dedication of its people. Federal agencies must position themselves to attract, develop, and retain a top-quality and diverse workforce. DLA EEODI is committed to enforcing best practices throughout the agency. The agency's ability to attract, develop, and retain a diverse, skilled, and agile workforce is vital to our continued success as a nation. To develop a competitive, highly qualified workforce, federal agencies such as DLA must fully utilize and embrace all workers' talent, without regard to race, color, religion, national origin, sex, age, sexual orientation, or disability.

Defense Logistics Agency

DLA Public Affairs (DP) Fiscal Year 2022 Historical Report



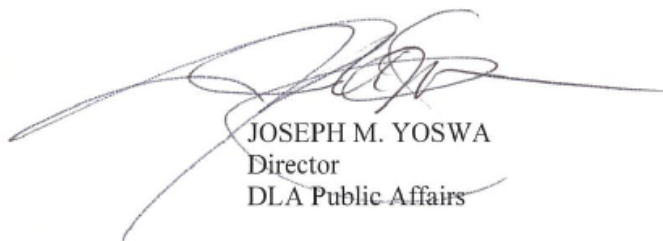
DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221

October 15, 2022

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: DLA HISTORIAN

SUBJECT: DLA Public Affairs Historical Report

I couldn't be more proud of DLA Public Affairs this year. Collectively, the fourteen of us both performed and improved. Our performance is easy to measure: 116 articles written or edited, 2,800 social media posts, 80 original video productions, 235 media engagements (queries answered, stories pitched, interviews coordinated, speaking requests facilitated), and 463 contract awards announced. As important, we pursued projects to improve how we accomplished missions, in particular website redesign, video production optimization, and social media staff expansion. Details are in the report. Enjoy the read!



JOSEPH M. YOSWA
Director
DLA Public Affairs

1. Introduction:

DLA Public Affairs is the voice of the agency. It informs audiences through electronic communication, press engagements, command information, and public outreach. It also executes the DLA History Program, which provides institutional memory through research, publications, and the Annual Historical Report.

2. Organization:

DLA Public Affairs consists of two GS-15s supervisors, four sections (video production, plans/media engagement, news/web, historical office), and an administrative assistant.

3. Key Personnel:

DLA Public Affairs is led by the two GS-15s: the director, Joe Yoswa (April 2014 - present), and his deputy, Pat Mackin (May 2014 – present).

4. Total Personnel:

DLA Public Affairs has fourteen DoD civilians in five federal job series.

5. Historical Narrative:

Little good can be credited to COVID-19. For DLA Public Affairs, one of the few benefits has been increased communication. The staff director began holding daily meetings with headquarters and subordinate command public affairs personnel once offices were forced to telework. Even though the group was already tight, the sessions increased synchronization. The director liked the result so much he continued meetings after coronavirus restrictions lessened, sustaining the staff's high performance throughout the year.

There are two components to high performance: executing daily tasks and investing in the future. DLA Public Affairs invested in four future-oriented projects over the year. The DLA Website Redesign was a carryover from FY 2021. Its goal was to make dla.mil as intuitive as possible. Whereas the site used to be organized by agency structure, it is now oriented to customer need. User satisfaction is at an all-time high.

DLA Public Affairs is also looking to optimize video production. The staff's audiovisual team needs to ingest, tag, store, and archive more than 128 gigabytes of data. The bandwidth required for this processing is far greater than what DISA/DLA can provide. DP responded by coordinating with J6 to contract out this asset and file transfer capability.

A third initiative expands the social media staff. Social media provide key outreach for the agency. Even so, staffing reductions have left DP only one employee to research, assemble, edit, and post material. While this individual is highly capable, there is a limit to how much she can do. The staff director addressed this situation by approving two contracts for next year. One will

review current social media efforts, analyze capabilities, and develop a comprehensive and focused strategy. The second contract will implement that strategy.

DP was able to resource its fourth improvement internally. With reductions in most agency PA offices, the staff director decided to provide editing services. For the new rating period, he asked his lead editor to coach interested personnel. Reaction has been mixed, but writing has improved.

While projects improve future performance, DP's daily tasks maintain the agency's reputation. The most significant challenge for DP's news/web team has been responding to fuel spillage and water contamination from the Red Hill fuel storage facility in Hawaii, a topic of interest to the Secretary of Defense. While the Navy has the lead on resolution, reality is a number of entities, to include DLA, are involved. With a general officer recently appointed to oversee defueling and closure of the facility, coordination should become more streamlined. Even so, questions about how the Indo-Pacific will provision fuel remain to be addressed. Fortunately, DP's regular coordination with DLA Energy, Joint Task Force-Red Hill public affairs, and legislative affairs seems to have kept issues under control.

Another reputation-enhancing story was COVID-19 response. As it has for the last two years, DLA Public Affairs covered the agency's efforts to mitigate the coronavirus. The biggest story this year was DLA Distribution's transshipment of at-home antigen test kits. The command's public affairs office wrote several articles on the mission that DP pitched to as many outlets as possible. The communication with the greatest reach was "DLA Packs, Ships COVID-19 Tests for White House Mission," which appeared in National Defense Transportation Assortation's newsletter and *Combat & Casualty Care* magazine and on DLA Today, dla.mil, and defense.gov.

Headquarters promoted other articles as well. Five were picked up by defense.gov: "DLA contracting strategies offer tailored, flexible solutions" on Oct. 27, "DoD logistics touches American lives" on Nov. 2, "Defense Logistics Agency Ships Vaccines for Children Overseas" on Nov. 5, "New Back to Basics framework emphasizes career-long learning for acquisition staff" on Jan. 31, and "R&D Program Yields New Sources for Obsolete Parts, Raw Materials" on May 18. The fact that these articles were published outside the agency testifies both to the skill of agency writers and general interest in DLA's capabilities.

DLA Public Affairs used media outlets for more than articles. The staff facilitated interviews and speaking engagements with media companies, trade associations, and other professional organizations. Its plans/media engagement team has long helped DLA Information Operations publicize progress on automation and data management. This year, it coached J6's leaders through interviews with Federal News Network, FedScoop, Nextgov, and other platforms. DP also prepared the deputy DLA chief of staff for an interview with the Daily Scoop podcast and a DLA Acquisition official for a conversation on robotic process automation.

The DLA Public Affairs utility employee was the office's visual information specialist. This individual had his hand in almost every project produced by the staff. For the first months of the year, he developed the multimedia portion of the DLA Galley, to include designing content for five touchscreen monitors, overseeing their set up, and scheduling their maintenance. In March, he worked with the historian on a trifold for the senior-leader museum tour. Later, he produced a

Menu of Services foldout in pursuance of the strategic plan. Finally, he created visuals for a DLA Aviation exhibit. These projects were in addition to composing graphics for DLA articles.

The video production team's entire output is projects. This two-person crew released a 60th anniversary documentary that Armed Forces Network advertised twice during the Super Bowl. It produced the 54th annual awards celebration, a recognition of forty-plus employees by senior and departmental leaders. Due to the pandemic, the team converted the live event into a pre-recorded production every employee could watch at his or her convenience. The team also composed videos for DLA Energy, DLA Industrial Plant Equipment Services, DLA Land and Maritime, and DLA Aviation. The DLA Land and Maritime and DLA Aviation videos aired at supplier conferences. Other projects included additions to the team's "Logistics on Location" series as well as coverage of research and development projects, DLA Document Services, and DLA Disposition Service's 50th anniversary.

With DLA celebrating an anniversary of its own, the agency historian continued interpreting the organization's past for internal and external audiences. In addition to articles and social media posts, he spoke about DLA at an academic conference and delivered a lecture to the J9 Annual Leadership Review. His key accomplishment for the year was seeing the FY 2021 Historical Report through to completion.

While the above projects all had a lead, none was accomplished without the help of others. Public affairs is a communal endeavor and the headquarters staff, though small, includes five complementary job series. Experienced both in their jobs and working together, staff members continued their pandemic-level coordination. Productivity and quality were the result.

Defense Logistics Agency

DLA Transformation (DT) Fiscal Year 2022 Historical Report



**DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221**

November 8, 2022

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: DLA HISTORIAN

SUBJECT: DLA Transformation (DT) Historical Report

The 2022 DT History Report provides an overview of DLA's operating landscape and draws upon examples and lessons learned from some of the challenges DT experienced throughout the year. The report also demonstrates DT's resiliency against these challenges and management opportunities for closing capability gaps. DT continues to build and sustain capabilities needed to ensure we are positioned to perform at the highest level.

I would like to acknowledge and thank all the DT individuals for their invaluable work and contributions to and support of the Agency's mission and the completion of this report.

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ALEETA D. COLEMAN
Director
DLA Transformation

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1. Introduction

DLA Transformation (DT) has focused its efforts on core mission functions, products, and services to optimize transformational efforts and business operations across the agency. DT has consistently delivered while working through manning shortages and key personnel transitions. To refresh our core functions, we first needed to focus inward and reshape each enterprise program to meet changing global challenges. In December 2021, retirements drove our manning levels below 50% which required expediting position description reviews and recertifications. The entire team leaned into opportunities to improve continually key programs to ensure we deliver impactful capabilities across the agency. We embraced our desire to ***EVOLVE*** to remain relevant in support of the Warfighter.

Enhance Capabilities by Expanding our Knowledge
Value Added with Validated Results
Ownership of our Vision, Values and Mission
Leverage Partnerships and Relationships
Versatile and Agile Approaches
Empower Others to Succeed

DT persevered through challenges and obstacles with hybrid (virtual/in-person) working environments, a global pandemic, and political/environmental challenges impacting DLA's mission. The exceptional team in DT will continue to lead the way in FY 2023. We are the agency synchronizers on every front.

2. Organization

DLA Transformation consists of two divisions (Strategy, Policy, & Governance and Enterprise Process Management), an executive officer, and three GS-15s.

3. Key Personnel

DLA Transformation is led by Ms. Aleeta D. Coleman (September 2020 – present). DT has two division chiefs, Ms. Heather Vickers (acting role April 2021 – October 2021; permanent role October 2021 – present) and Mr. Dennis King (November 2021 – present). DT also has an executive officer, Ms. Sabrina Dewalt (January 2022 – present).

4. Total Personnel

DLA Transformation has 20 DoD civilians in multiple federal job series.

5. Historical Narrative

a. Strategy, Policy, and Governance (SPG) Division

The SPG division is comprised of three major pillars that facilitate and enable senior leader decision making. First, Strategy continued to develop, support, and manage the agency's

strategic Plan in 2021. The Strategy team honed key relationships across the agency and aligned the strategic plan with new Defense Department leadership. These key leadership roles brought new vision and changes to the undersecretary of defense for acquisition and sustainment (USD(A&S)) and assistant secretary of defense for sustainment (ASD(S)) strategic plans, to

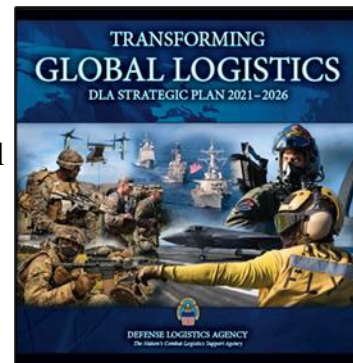


which DLA needed to be aligned. The Policy branch is comprised of Issuances, Forms, and Enterprise Organizational Alignment (EOA) programs. The Issuances program employed effective quality and control of key instructions, manuals, standard operating procedures, etc. and ensured these documents were current and readily available. The Forms program developed vital agency forms needed to enable operations globally. The EOA program continues to improve effective communication with internal and external customers, stakeholders, users, auditors, and partners to ensure mission completeness. Finally, the third pillar, Governance, also improved existing processes to enable governance at the highest levels in the agency. It conducted the first full

charter review in seven years, reviewing all Level 1-3 governance boards and identifying areas for improvement or updating. Streamlining processes has vastly improved the management of the 23 Governance boards to include executive boards and alignment groups, facilitating decision making across DLA.

(1) Strategy

The strategy team continued to manage the [DLA Strategic Plan 2021 - 2026](#), working with the eight lines of effort (LOE) and critical capability (CC) owners to align the strategic plan to the changing political and operating environment, especially in regards to the pandemic. With new Secretary of Defense, Deputy Secretary of Defense, and A&S leadership, the Strategy team reviewed the FY 2022 National Defense Authorization Act, 2022 National Defense Strategy, 2022 A&S strategic plan, and participated in the current ASD(S)'s Logistics & Materiel Readiness (L&MR) Strategic Plan review.



For each of these efforts, the Strategy team coordinated across all J/D-Codes and Major Subordinate Commands (MSCs) to assess impacts, validate alignment, and ensure significant efforts were aligned to the defense secretary and USD(A&S) priorities. In addition, the Strategy team reviewed nine joint doctrine publications as part of J3's support to the joint staff's doctrine development process. In support of A&S's 2022 offsite, the Strategy team provided an alignment map to show how DLA's strategy is nested with the A&S plan at the LOE/CC level as well as a narrative assessment with detail on the A&S priorities and goals.

In line with the initiatives above, the newly appointed ASD(S) conducted an offsite with senior leadership and DLA to review the L&MR Strategic Plan. Currently, DLA is assigned office of primary responsibility (OPR) for Goal 4, "Transform global logistics to deliver readiness and lethality" and office of coordinating responsibility (OCR) for Goal 1, "Deliver sustainable logistics to support DoD mission requirements." The objectives in DLA's Strategic Plan for LOE 1, "Warfighter Always," and LOE 4, "Modernized Acquisition and Supply Chain Management," formed the basis for L&MR's Plan Goal 4. The DT Strategy team continues to

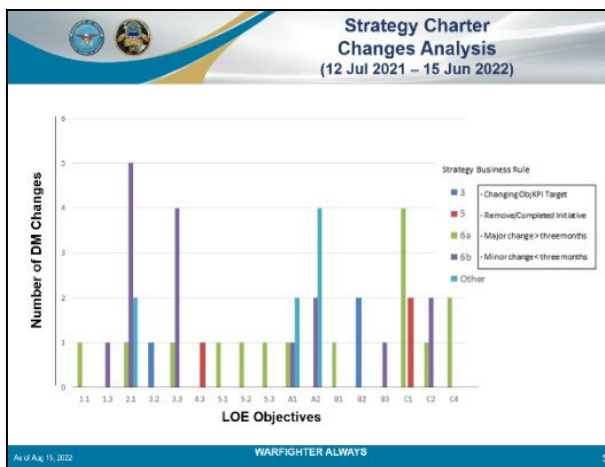
work closely with DLA J3 Logistics Operations and J7 Acquisition (who are OPR/OCR for DLA under the L&MR Goals 1 and 4) to ensure key performance indicator (KPI) metrics are aligned between DLA's and L&MR's strategic plans.

(a) Strategic Execution Tool

In 2021, DT introduced the strategy execution tool as a centralized means to plan, track, and monitor agency progress against the strategic plan at the initiative level. In 2022, the Strategy team developed KPI tracking capability within the tool to consolidate KPI information across all objectives for better management and performance monitoring. The team conducted 23 LOE/CC objective owner reviews to assist with KPI management and reporting on 78 initiatives. Additionally, an internal DT initiative to develop a KPI training aide was completed, and training provided to all objective and initiative OPRs. The training was intended to reinforce KPI development and assist in the management and reporting of KPIs, while accounting for personnel turnover. The strategy team implemented additional changes to the tool to increase functionality, improve use, and to provide better management visibility.

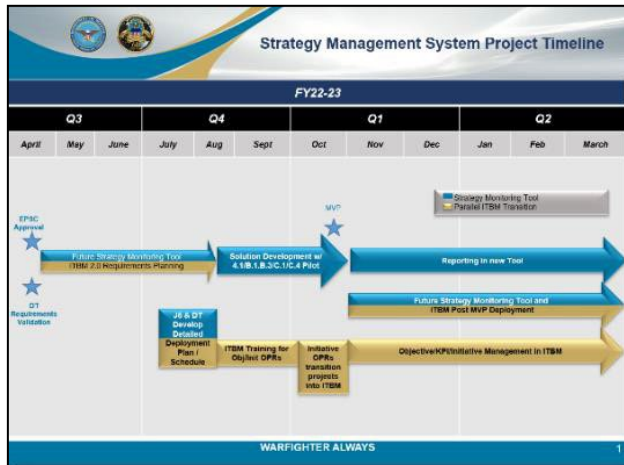
(b) Strategy Action Plan

DT reviewed and analyzed modifications to the agency Strategy Action plan between July 2021- June 2022. The assessment covered all 23 objectives and 78 supporting initiatives at the milestone level to confirm adherence to established business rules. The assessment revealed over 55 changes were made to objective or initiative charters, with 34 being significant milestone or KPI changes -- 18 requiring DLA vice director approval and the remaining requiring LOE/CC SES approval. The assessment also confirmed LOE/CC objective owners are using business rules as intended and changes are being facilitated and effectively managed by the DT Strategy team.



(c) Strategy Execution Tools

The DT Strategy execution tool (MS Excel based) and strategy map monitoring tool (MS PowerPoint based) provided an immediate, interim solution to standardizing strategic plan objective-level reporting and KPI management across the enterprise. Understanding the restrictions with the interim solution and the need for IT alignment, it was determined that the Strategy execution and monitoring tool would be integrated within the Business Capability Management (BCM) initiative (C4.1). This initiative leverages module(s)



within an existing agency platform for project management by creating an auditable end-to-end capability with enterprise account management for all 23 strategic objectives, 78 initiatives and over 90 KPIs. DT is working closely with the J6 team to develop a new automated strategy monitoring tool called the strategy management system, which will sunset the use of Microsoft Excel/PowerPoint based tools to enhance senior leader reporting, KPI tracking/monitoring, and user experience.

(d) Strategy Performance Monitoring & Reporting

DT processed and published to the DLA dashboard over 60 DLA strategy map updates for use across the agency. These weekly updates provided a snapshot of all 90+ LOE/CC KPI, 23 objectives, and 78 initiatives (68 active) with drill-down capability to the milestone and task level. The outputs from the tool were used by LOE/CC owners (SES) and objective and initiative OPRs during their bi-weekly and weekly synchronization meetings.

(e) KPI Placemat

To improve KPI visibility and enhance senior leader awareness, DT developed a new KPI “placemat” view for the strategy monitoring tool. This placemat consolidated KPI information across all objectives while enhancing leadership’s ability to view and understand the status of each metric. This product is produced weekly and is now a key part of LOE/CC reviews.

(f) Agency Financial Report (AFR)

DT provided input to DLA’s 2022 AFR which informs the president, congress, and the American people on DLA’s finances and operations. The strategy team provides input to Section 1 “Management’s Discussion and Analysis” of the AFR.

(g) Dynamic Operating Plans (DOP) and Performance Reviews

DT oversees the coordination across J/D codes and MSCs to ensure annual reviews of their respective DOPs. The team has reviewed FY 2023 proposed DOP submissions for compliance, continuity, and record. Similar to FY 2022, DT will manage approved DOPs.

(2) Governance

DT executed executive-level governance forums and facilitated collaboration, enabling DLA to progress toward its strategic goals. DT developed agenda items and content for

21 senior leader governance forums (4 executive boards, 16 alignment groups, and 2 senior leader offsites). DLA's strategic plan performance was discussed at these forums.

(a) DLA Director-chaired Strategy Council

Six strategy council forums were conducted during executive boards to review the status of DLA's strategy and provide "deep dives" on select LOEs/CCs. Two sessions were dedicated for MSCs providing updates on their accomplishments and continued alignment.

Ten DLA vice director-chaired strategy steering committee sessions were conducted during alignment group. These sessions tracked program status, approved changes to strategic objectives/initiatives, and reviewed DLA strategic priorities.

(b) DT Director-led Strategy Council Preparation

The strategy team conducted 16 strategy council preparation sessions with the DT director. These sessions involved in-depth reviews of at-risk/off-track objectives and initiatives, flagged obstacles to progress that needed elevation if not resolved, and reviewed "get-well" plans.

(c) Agency-wide Strategy Working Group

The strategy team led 22 strategy working group sessions comprised of members from all J/D codes, MSCs, and objective/initiative OPRs. These sessions reviewed strategy execution and performance status, synchronized/prepared for higher-level governance forum briefings, addressed strategy execution and monitoring tool concerns, and provided a forum to resolve strategy related topics.

(d) Other Governance Forums

DT participated as voting members at several key Level 2 & 3 governance meetings (EOPC, D-BX, AEIC, CJAR, etc.). Additionally, it hosted the strategy management working group (GS-15/O6 Level 3) for the 55+ LOE/CC objective OPRs in synchronizing strategy management and execution across the agency.

(e) Senior Leader Offsite, 15-16 March 2022

DT planned, coordinated, and executed a two-day senior leader offsite to enable discussions-engagements on how the agency has evolved to face global challenges and adapted to the DLA Strategic Plan 2021-2026. The agenda included a keynote address by Andrew Hunter, assistant secretary of the Air Force for acquisition, technology, and logistics, performing the duties of USD (A&S). Seven sessions were dedicated to LOEs in the strategic plan, professional senior leadership development breakouts, and a tour of the National Museum of the United States Army. The sessions were augmented by over 20 guest speakers and panelists from DoD, whole of government (WoG) customers, and industry partners.

This offsite brought the enterprise's executive leadership together for strategic discussions and engagements with OSD, WOG, and industry partners. At the

conclusion, DLA leaders focused on how better to align to the current strategic and operating environment with current and future agency efforts. Over 40 key takeaways were captured that served as topics for future breakout sessions.

(f) Strategic Integration

Strategy and Governance teams conducted multiple projects and taskings to enable J/D codes and MSCs to operate across the agency. These initiatives were time-sensitive and required coordination with internal and external stakeholders, other DoD agencies, and staff.

(g) Engagement with the Defense Health Agency (DHA)

In July 2021, DHA requested DLA's assistance as it accepted over 400 DoD military treatment facilities (MTFs). Given DLA's size and reach, DHA's leadership wanted a better understanding of how DLA was structured. To support this request, the DT governance team planned a senior leader roundtable for November 8, 2022. The team facilitated five formal engagements, multiple informal engagements, and an all-day senior leader engagement at DLA headquarters. This engagement was a complete success, yielding inter-organizational follow-on engagements, forging relationships, and assisting DHA.

(h) DT COVID-19 Reporting

DT continued to serve as the COVID-19 administrator for the DLA chief of staff, the senior accountability representative for the 19 organizations in the McNamara Headquarters Complex, and within the National Capital Region (NCR). DT collaborated with DLA J1 COVID-19 coordination team and the J3 ASOC to submit 24 on-site reports daily and a weekly rollup of DLA employees and contractors. These reports facilitated senior-leader decision-making and changes to health protection conditions (HPCON).

b. Policy

There are three functions of the Policy branch: DLA Issuances program management office (PMO), DLA Forms PMO, and the Enterprise Organization Alignment program.

(1) DLA Issuance Program

DT continued to lead the agency's issuance program which manages policy with guidance, tools, and training. DT maintained over 101 issuances in FY 2022: 4 directive-type memorandums; 26 instructions; 16 manuals; and 55 standard operating procedures and joint service publication reviews. Additionally, DT enforced strict adherence to the design and management of organizational and issuance elements and supported the agency's plain-language program. These actions helped DT drive change.

(2) DLA Forms Program

The DLA forms program helped the agency maintain mission-essential forms. These forms gather information in a consistent, controlled, and repeatable way, and are prescriptive to a specific DoD or DLA policy. DLA official forms are business tools that serve as internal controls for enterprise managers. In FY 2022, the DLA forms office designed and redesigned 23 MSC forms; 27 DLA Headquarters forms; and 13 DLA-sponsored DoD forms. By the end of FY 2022, the program was maintaining approximately 525 agency forms.

(3) Enterprise Organizational Alignment (EOA) Program

The EOA program moved back to the DT-Policy Management & Oversight branch of the Strategy, Policy, and Governance division in accordance with General Orders 14-17 and 05-17. Governed by DLA 5010.05, the EOA program establishes policy, assigns responsibilities, and provides procedures to plan, coordinate, approve, and implement organizational alignment (OA) changes to maintain the organizational structures best suited to meet the agency's mission, needs, goals, and objectives. In FY 2022, the EOA program reviewed, coordinated, and gained approval for nine general orders.

(4) Enterprise Process Management (EPM) Division

The EPM division managed a diverse portfolio focused on delivering benefit to the agency through improving processes, establishing parameters for agreements, codifying process documentation, establishing the groundwork for evaluating success, and supporting auditability. During the FY 2022 president's budget review process for FY 2024/2025, the EPM division requested four full-time employees, who will begin in early FY 2023.

(5) Agency Management Review (AMR) Program

The AMR program evaluates DLA's compliance with laws, regulations, policies, and procedures. It provides an objective analysis to assist management in identifying vulnerability areas, improving program performance, and isolating trends by establishing corrective action plans. The AMR program was transferred from DLA Logistics Operations to DT in June 2022. An aggressive redesign effort is underway to increase efficiency, transparency, and accountability for a February 2023 restart.

(6) DLA Agreements Program

The DLA Agreements program establishes policy, assigns responsibilities, and provides procedures to plan, write, negotiate, coordinate, sign, store, and maintain agreements. The program offers guidance to organizational support agreement managers, DoD, and federal and nonfederal trading partners. It participated in an agile approach to implement software for writing and managing FS Form 7600A general terms and conditions, necessary for participation in the U.S. Treasury's G-Invoicing system. The team participated in user-acceptance testing which revised software delivery. The next phase captures DT-focused requirements such as non-reimbursable agreements, agreements repository, automation of metrics, and auditability requirements. It began September 2022.

In FY 2022, the DLA Agreements program created, developed, and published tools to assist the agreements community with policy, processes, and procedures. It released three issuances and developed job aids for reimbursable, non-reimbursable, and host-tenant support, as well as several checklists, templates, clause guides, and “cheat” sheets.

The Agreements program launched an interactive customer enduring experience help desk as customer interactive function on the Agreements SharePoint site by creating and capturing frequently asked questions (FAQs) related to agreements writing, policy, or metrics. Answers to previous FAQs have been populated into the help desk and are searchable using an online form. Customers may also submit new questions using the online form.

To help manage DLA agreements, the team created a self-monitoring and oversight process. Two tools developed from this process are the Agreements Strategic Roadmap and the internal program review. The agreements strategic roadmap documents the Agreements program goals, accomplishments, and best practices. Included is the alignment of each project to the LOE and CC of the director’s strategic plan. The roadmap is a living document and will be updated at the end of each FY to capture the previous year’s accomplishments and lessons. The internal program review is a self-assessment of the policies, processes, and procedures that the Agreements program develops. During this self-assessment, we validate that policies and procedures do not conflict with each other, are in-line with higher-level policies, and actions are being carried out in accordance with policy.

(7) DLA Continuous Process Improvement Program

The DLA Headquarters continuous process improvement (CPI) PMO establishes policy, assigns responsibilities, and provides procedures to increase the effectiveness and efficiency of DLA operations. CPI methods promote a deliberate data-oriented approach to improving efficiency, effectiveness, reliability, quality, and productivity. Through these improvements, CPI projects achieve savings; avoid costs; improves efficiency, ensures effectiveness, enhances quality, increases safety, establishes auditability; and reduces risk. In FY 2022, the CPI PMO shifted its focus to creating a culture of problem solvers. This shift leverages empowers all employees to use CPI methods to make improvements and increase compliance. The CPI training program held 9 classes and trained 299 students from across the agency. In addition to best-in-class CPI training, we sponsored classes in advanced team facilitation, project oversight, project sponsorship, and executive championship. In conjunction with the EPM program, the CPI PMO created the enterprise process improvement council (EPIC), a Level III governance body that works with process integrators to manage enterprise CPI projects. The EPIC publishes CPI management metrics to inform leadership and support project execution.

CPI PMO fostered growth among DLA employees by sponsoring a CPI rotation assignment. At the close of FY 2021, we said goodbye to five rotation participants and welcomed two new ones. All CPI rotation participants completed over five weeks of training. They actively managed CPI projects targeted for completion by December 2022. With coaching and execution assistance from CPI PMO, over 31 projects were completed across the agency.

(8) DLA Enterprise Process Management (EPM) Program

The revamped EPM program was launched February 2022. It leveraged agency stakeholders in a way that supported efficient and effective execution with minimal to no duplication of effort. Relationships were built with process owners, process cycle integrators, process integration, ERM, enterprise data management, enterprise architecture, supply chain security, J/D codes, and MSCs to understand requirements and remove roadblocks. Highlights include

- (a) establishing end-to-end (E2E) documentation/templates to better define processes in the agency
- (b) reestablished enterprise business cycle owner connections
- (c) enhanced EPM SharePoint site
- (d) provided workshops for process owners
- (e) performed analysis identifying training and communication gaps
- (f) created an integration council to help senior leaders make time-efficient recommendations/approvals

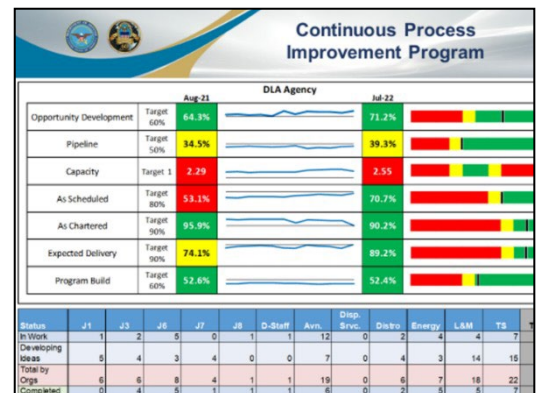
(9) Internal Review (IR) Program

The IR program provided MSCs oversight for policy, guidance, information sharing, lessons learned, and best practices. IRs evaluate a subject matter. They are less detailed than an audit, but the analysis is useful when the organization needs assertions about operations, programs, or financial statements. DLA IR offices are an integral element of a command's management review function. They provide MSC commanders and J/D code directors nonpartisan assessments. IR offices improve the stewardship of resources and promote the effectiveness and efficiency of local programs. IR program policy has been refreshed with a new DLA instruction to allow greater autonomy and flexibility at the MSC level. A center of excellence has been created to establish an environment fostering collaboration and communication in accomplishing agency missions, goals, and objectives.

(10) Enterprise Risk and Internal Controls Administrator

DT serves as the D-Staff Enterprise Risk and Internal Controls Administrator. In this role, we oversee, communicate, and coordinate with the agency ERM program management office to ensure implementation of the D-code assessable unit (AU) initiative. The initiative supports the GAO Green book requirements; OMB Circular A-123 controls, and other regulations. Below are some completed efforts:

- (a) Segmented and prioritized programs, functions, organizations, and processes to meet relevant mission objectives.



(b) Drafted plans, developed presentations, communicated objectives, coordinated discussions, developed senior executive briefings for 9 D-Codes and 2 staff directorates.

(c) The agency CoS approved 10 assessable units for FY 2022.

(d) Held briefings to inform D-codes how to complete AU crosswalk templates and questionnaires.

(e) Created, communicated, coordinated, and briefed the CoS D-code portfolio FY 2022 statement of assurance strategy and timeline.

(11) DT Internal Program Reviews on Agency Programs

DT launched Program Review 2.0 to ensure programs operate at optimal levels. DT Program Review 2.0 follows standards for internal controls in federal government guidance. Managers leverage the internal control process to achieve mission objectives. The focus is on efficient and effective operations; adherence to laws, policies, and regulations; and ensuring effective reporting. This internal DT effort directly supports the agency's ERM, AMR, and IR programs, ensuring DT remains accountable and auditable.

6. Conclusion

FY 2022 was a great year not only to commemorate DLA's 60th anniversary but also to renew a culture of hard work and dedication. Through resourcing struggles, environmental challenges, and balancing the "new normal," DT achieved unparalleled success. As DLA begins FY 2023, DT will remain engaged in improving decision-making and making meaningful change.