

Defense Logistics Agency

Fiscal Year 2025 Historical Report



The Nation's Logistics Combat Support Agency

DLA History Program

Defense Logistics Agency

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Defense Logistics Agency

Message from the Director



On behalf of the Defense Logistics Agency (DLA), I am pleased to present the Annual Historical Report for Fiscal Year (FY) 2025. This report documents a year of significant adaptation, where DLA realigned its operations, workforce, and infrastructure to meet the demands of a dynamic security environment and shifting national priorities.

In a year defined by change, DLA honed its support to the Warfighter and proved its ability to excel. We framed our efforts under our Strategic Plan 2025-2030 – “DLA Transforms: A Call to Action”, ensuring our strategic objectives directly supported and were aligned with the Joint Force. Our teams provided critical logistics for key military operations, including fuel for Operation Rough Rider and essential parts for Operation Southern Guard. Furthermore, our rapid response following a ballistic missile attack on Israel underscored the indispensable role of logistics in modern warfare.

FY25 marked a major milestone in our pursuit of business process excellence. We achieved a landmark success when DLA earned an unmodified (clean) audit opinion on its National Defense Stockpile Transaction fund, affirming our commitment to sound financial stewardship. We also advanced our digital transformation, continuing the rollout of the Warehouse Management System and strategically employing 56 artificial intelligence models to enhance forecasting and optimize supply chains. To posture our team for the future, we made data acumen training a priority across the Agency, ensuring our people can leverage these powerful new capabilities to their full capacity.

This report also highlights our robust support to the Defense Industrial Base, demonstrated by several significant acquisition achievements. Key among them were a \$30 billion pharmaceutical prime vendor contract, a \$5 billion contract to support the Virginia-class submarine program, and a 20-year, \$50 billion follow-on contract for the Patriot Missile Defense System. These efforts, alongside our initiatives under the Department of War’s Comprehensive Review, center the Agency on its core mission: driving and sustaining the readiness and lethality of the Warfighter.

DLA’s strength lies in its global presence and dedicated workforce. The accomplishments detailed in this report are a direct result of their expertise and unwavering commitment. As the Nation’s Logistics Combat Support Agency, serving America’s Warfighters remains our highest priority.

Warfighter Always!

A handwritten signature in black ink, appearing to read 'Mark T. Simerly'.

MARK T. SIMERLY
LTG, USA
DLA Director

Defense Logistics Agency

Agency Historians

Fiscal Year 2025 Historical Report

DLA Historian	Dr. Colin Williams
DLA Troop Support	Mr. Christian DeLuca
DLA Land and Maritime	Ms. Stephanie Hauck
DLA Aviation	Ms. Amy Perry
DLA Energy	Ms. Michelle Groat
DLA Disposition Services	Mr. Jake Joy
DLA Distribution	Mr. Tom Zimmerman
DLA Human Resources	Mr. Adam Russell, Ms. Kate DeDobbelaere
DLA Logistics Operations	Mr. Calvin Fisher
DLA Information Operations	Mr. Bill Dasch, Ms. Jane Tavianini
DLA Acquisition	Ms. Kim Villarreal
DLA Finance	Ms. Natalie Hanrahan
DLA Joint Reserve Force	LCDR Dave Weinstein, Ms. Jess Sannito
DLA Inspector General	Mr. Andrew “Dutch” Duszynski
DLA Small Business Programs	Ms. Vicki Hahn, Mr. Kelvin Goodwine
DLA Enterprise Risk Management	Ms. Ebony Wright
DLA Safety and Occupational Health	MAJ Derek Monthei
DLA General Counsel	Dr. Robert Taft
DLA Chaplain	COL Thomas Brooks
DLA Intelligence	Ms. Linda Uehling
DLA Legislative Affairs	Ms. Erica Catterall
DLA Installation Management	Mr. Bill Carnegie
DLA Equal Employment Opportunity	Mr. Kenneth Montgomery
DLA Public Affairs	Dr. Colin Williams
DLA Transformation	Ms. Doug Perez

Defense Logistics Agency

Summary

Fiscal Year 2025 Historical Report

1. Introduction

The Defense Logistics Agency (DLA) is the nation's logistics combat support agency. Headquartered at Fort Belvoir, it conducted over \$50 billion in wholesale and retail sales in FY 2025. DLA provides end-to-end management of nine 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 as measured by number of employees. 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. The Office of the Director and all D staffs except DLA General Counsel and DLA Chaplain report to the director through the agency chief of staff.

c. Office of the Director

- (1) DLA Chief of Staff Business Management Office
- (2) DLA Enterprise Risk Management
- (3) DLA Safety and Occupational Health

d. "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)

e. "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 and Security (DI&S)
- (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)

f. Major Subordinate Commands include:

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

g. In addition to its formal structure, DLA also operated special task forces. On 6 February 2025, the chief-of-staff established the Task Force for New Administration Directives and Orders; the vice director signed its charter two weeks later. TF-NADO triaged and analyzed guidance from the White House. It lasted until November when DLA Transformation assumed its duties. The agency also established a red team to analyze how it might implement organizational and procedural efficiencies. Led by Mr. Shawn Lennon, the team prepared agency leaders for meetings with first the Pentagon's Department of Government Efficiency and then the deputy secretary of defense. It also identified waste in service contracts, produced a plan to flatten hierarchies, recommended divestures, and proposed the merger of subordinate units.

3. Key Personnel

a. The below chart depicts key leaders as of September 30, 2024.



b. Key Leadership Changes

(1) On Nov. 4, 2024, Dr. Charles “Chuck” V. Barber replaced Ms. Leigh Ann Massey as director of DLA Human Resources. Ms. Massey had been serving in an acting capacity since Oct. 18, 2024, when Dr. Caleb C. Foshee departed.

(2) On Dec. 1, 2024, Mr. Ian M. Kelly replaced Mr. Tod D. Mellman as director of DLA Installation Management. Mr. Mellan had been serving in an acting capacity since Mr. Donald Phillips left the agency on Oct. 15, 2024.

(3) On Jun. 6, 2025, Mr. Bruce Blank replaced Mr. David J. Opatz as DLA Transformation director. Mr. Opatz had been temporary assigned to the directorship after Ms. Aleeta D. Coleman began serving on the team devising ways the agency could reform itself.

(4) On Jun. 18, 2025, Army Brigadier General Sean P. Kelly replaced Army Brigadier General Landis C. Maddox as commander of DLA Troop Support.

(5) On Jun. 26, 2025, Mr. David J. Opatz replaced Mr. William A. Rigby as DLA inspector general.

(6) On Jul. 1, 2025, Army Colonel Edward Runyan replaced Army Colonel Michelle Agpalza as commander of DLA CENTCOM and SOCOM.

(7) On Jul. 11, 2025, Army Colonel Tracy Yates replaced Army Colonel Adrain (AJ) Sullivan as commander of DLA Europe-Africa.

(8) On Jul. 14, 2025, Mr. Tod D. Mellman replaced Ms. Anna Lyons as director of the DLA Safety Office. Ms. Lyons had been serving in an acting capacity since Mr. Adrain Kendrick retired in September 2025.

(9) On Jul. 22, 2025, Brigadier General Kevin L. Cotman replaced Navy Rear Admiral Michael A. York as commander of DLA Distribution.

(10) On Jul. 28, 2025, Navy Rear Admiral Julie Treanor replaced Mr. Kenneth Watson as commander of DLA Land and Maritime. Mr. Watson had been serving in an acting capacity since the Army assigned Brigadier General Gail E. Atkins as Assistant Deputy Chief of Staff for Logistics and Operations, United States Army Materiel Command.

(11) On Aug. 11, 2025, Air Force Brigadier General Patrick R. Launey replaced Mr. Steve Kinskie and commander of DLA Aviation. Mr. Kinskie had been serving in an acting capacity since the Air Force assigned Brigadier General Chad R. Ellsworth as Director of Logistics, Engineering and Force Protection in U.S. Air Forces Europe-Air Forces Africa.

(12) On Sep. 18, 2025, Army CSM Petra M. Casarez replaced Air Force CCM Alvin R. Dyer as DLA's Senior Enlisted Advisor.

4. Total Personnel

On September 30, 2025, DLA had 25,469 employees (24,298 civilians, 508 active-duty military, and 663 reservists).

5. Historical Narrative

FY 2025 has been a year of change for DLA. A new administration retained the prior administration's focus on China but shrank the federal workforce, prioritized homeland defense, and reorganized the military services. DLA embraced these changes as an opportunity to hone its warfighter support, supplying operations at home and abroad, registering timely contracting success, and proposing an aggressive response to the Defense Department's Comprehensive Review. While challenges remain, DLA can be credited with many accomplishments. In some instances, these accomplishments helped solve sticky problems long troubling Pentagon leaders.

First Quarter: Evolving Strategic Situation

First Quarter FY 2025 began with an event signaling change in how war is fought in the 21st century. On Oct. 1, 2024, Iran launched 180 ballistic missiles against Israel. In a display of technological superiority, Israeli and U.S. Navy air defenses shot down most of the projectiles. No Israeli lives were lost and no substantial damage was inflicted. The attack suggested that missile attack and defense could constitute a revolution in military affairs, with attendant consequences for U.S. logistics.

For DLA, FY 2025 began with mission assignments from FEMA. By the end of the first week in October, the agency had provided 300,000 gallons of fuel and 21 million meals to Hurricane

Helene victims in western North Carolina. Other events included DLA Logistics Operations negotiating a 10-year, \$600 million agreement with the State Department that converted 250 embassies into agency customers; DLA Disposition Services helping the Army's Surface Deployment and Distribution Command dispose of 300 rail cars; DLA Troop Support fulfilling the Defense Commissary Agency's urgent request for fresh fruits and vegetables on the Korean peninsula; and DLA Aviation awarding two contracts worth a combined \$90 million to replace ozone-depleting substances with compressed hydrofluorocarbon gases.

One confirmed responsibility accompanied these events. Following through on language from the 2005 Base Realignment and Closure commission, the deputy defense secretary ordered the Navy to transfer depot-level reparables to the agency. If results mirror those of other services, DLA will soon be saving the Navy money.

All DLA accomplishments increase the nation's warfighting readiness. Success in mitigating problems critical to national security deserve separate mention, however. DLA addressed the China problem set by participating in Global Thunder, an exercise led by U.S. Strategic Command under the Elite Constellation construct. Also China-themed was the agency's Distribution Expeditionary Capabilities Contract acquisition strategy, which seeks to provide rapidly deployable contractors. Another problem was hesitancy in adopting new sources. DLA Aviation overcame instinctive caution by awarding an additive manufacturing contract for a pylon bumper, the first known instance in which such a contract was competed.

Second Quarter: Shifting National Priorities under a New Administration

A week into the new administration, the newly formed Department of Governmental Efficiency sent all civilian employees a "Fork in the Road" email, the first in a series of efforts to thin the federal workforce. Follow-on efforts included firing probationary employees and incentivizing voluntary retirements. While reductions were taking place, the Defense Department launched combat operations. DLA had small but important roles in Operation Southern Guard, U.S. Southern Command's role in detaining undocumented immigrants, and Operation Rough Rider, a months-long air campaign against Houthi terrorists in Yemen. DLA Energy supplied fuel for Rough Rider and DLA Land and Maritime and DLA Aviation will provide parts for equipment needing to be repaired after the operation. All told, two carrier strike groups – over 10 percent of all Navy vessels – were involved in the operation.

While DLA responded to the administration's direction, it also made progress on its own efforts. Of note, DLA Energy increased preparedness in the high-north by signing an acquisition and cross-servicing agreement with the Norwegian Defence Logistics Organisation. The agreement was finalized the same day the container ship *Solon* collided with the *MV Stena Immaculate*, a Military Sealift Command tanker moving 220,000 barrels of DLA Energy-procured Jet A-1 through the North Sea. A DLA Energy backed contract-provided examiners with its own quality assurance experts to recover 92% of the *MV Stena Immaculate*'s cargo.

While fuel spills are concerning, so too are defense properties vulnerable to terrorist drones and missiles. For several years, DLA Distribution has been trying to reduce the exposure of its assets in the Middle East by moving its depot in Bahrain to western Saudi Arabia. Meanwhile, DLA

Energy reduced the Navy's exposure to Houthi missiles by signing an agreement with Jordan Petroleum Refinery to distribute JP5 at Aqaba, a port city on the northern shore of the Red Sea.

An additional problem for Pentagon leaders is DOD's inability to pass a financial audit. Many legacy management programs are too old to conduct modern accounting practices such as recording evidential matter. DLA has been investing labor and money into resolving deficiencies in its automation and procedures. It achieved success in February 2025 when Ernst & Young granted it a clean opinion on its Transaction fund.

The Transaction fund pays for strategic materials. Strategic materials are non-abundant elements necessary for weapons manufacture. Given China's dominance in rare-earth mining and processing, DLA Strategic Materials received increased purchasing authority throughout the year so manufactures of critical military, industrial, and civilian equipment can continue production until new sources are found.

By Second Quarter, the agency was nominating business areas for improvement by artificial intelligence. DLA began considering AI to evaluate no-bid purchases in January and established AI priorities in March. To date, it has employed 56 models and registered dozens of employee-generated use cases. Most use cases center on improving forecasting, optimizing supply chains, and making DLA's General and Working Capital funds auditable. Lt. Gen. Simerly is readying the workforce for AI by mandating data acumen training.

Finally, DOD relies on DLA to energize a shrinking defense industrial base. Significant for Second Quarter was a \$3.02 billion industrial support prime vendor contract negotiated by DLA Aviation. This contract covers both hardware and material management and is intended to continue uninterrupted service to customers at three Air Force logistics complexes. While military services outspend DLA many times over, the agency has a profound effect on industry by competing most of its contracts and focusing on small businesses.

Third Quarter: Operations other than War

DLA helped the Defense Department secure the homeland, redesign the military, and support Israel during Third Quarter. President Trump signed National Security Presidential Memorandum 4 in early April, transferring land along America's southern border from the Department of Interior to DOD. The Army then became the latest service to undergo reorganization, with Defense Secretary Pete Hegseth announcing its new direction in May. Israel attacked Iran's nuclear program in June, initiating a 12-day war that ended after America launched its own attack. Operation Midnight Hammer destroyed three production sites. It involved over 100 aircraft, as well as missile delivery and defense systems.

DOD's internal focus shifted from employee reductions to targeted reforms in Third Quarter. Deputy Defense Secretary Stephen Feinberg's Apr. 7, 2025, "Workforce Acceleration & Recapitalization" memorandum affected DLA indirectly by prompting the Navy to eliminate reserve billets, including the more than 300 it has assigned to the agency. Neither DLA Headquarters nor DLA Joint Reserve Force was given the opportunity to reclaim the decision.

With developments such as the pending loss of Navy reservists altering assumptions made when writing DLA's 2024 strategic plan, Lt. Gen. Simerly assembled agency leaders for an offsite. At the end of the summit, the DLA Executive Board decided to retain the strategic plan's 19 objectives but consider consolidating them for FY 2026. The board also developed new key results to measure existing objectives and chose a set-the-globe, set-the-agency, set-the-supply-chains construct to frame the consolidation. DLA then announced its new conceptualization to vendors at the Supply Chain Alliance Symposium in Richmond, Virginia, from 10 to 12 June.

While the strategic plan incorporates operational responsibilities, DLA remains, at heart, an acquisition agency. That agency continued to register contracting success in Third Quarter. In early May, DLA Troop Support's medical supply chain awarded a \$30 billion, 10-year pharmaceutical prime vendor contract. Support is targeted for Defense Health Agency hospitals but service-run treatment facilities and whole-of-government partners will benefit as well. Later in the month, DLA Maritime Mechanicsburg awarded six small businesses a \$5 billion contract to provide parts for Virginia-class submarines. This contract has several possible extensions and could end up totaling as much as \$10 billion. The Virginia-class is one of the very few development projects Secretary Hegseth has exempted from workforce cuts.

While not receiving the same prioritization, the Patriot Missile Defense System is nonetheless important to today's warfare. With the Army looking to quadruple its Patriot acquisition and donate additional systems to Israel and Ukraine, DLA Land Aberdeen signed a 20-year, \$50 billion Captains of Industry follow-on contract with RTX Corporation. The Army as well as DLA will be able to buy off the agreement.

Two more renewals occurred Third Quarter, one acquisition-related and one training-related. After the Nuclear Regulatory Commission rejected Oko, Inc.'s plan to install a microreactor on Eielson Air Force Base, Alaska, two years ago, the company obtained additional data and is again under DLA Energy contract. Installation is expected to be complete by 2030. The training refresh was Pacific Sentry 2, another China-themed exercise.

Fourth Quarter: Fulfilling Promises

The last three months of FY 2025 provided DLA an opportunity to make progress on efforts begun earlier in the year. Despite America's support for Ukraine fluctuating throughout the quarter, DLA continued providing items as needed through the security cooperation arms of military services. Similarly, the agency was not overly tasked by the ongoing southern border mission, the National Guard's deployment to the District of Columbia, or Navy and Marine Corps deployments to international waters off Venezuela.

DLA used this relative stability to prepare for the future. Unlike the decades it took to start procuring consumables for the F-35 Lightning II, the agency began working with Air Force Materiel Command on how it can be a trusted partner on the Next Generation Air Dominance aircraft. Another initiative was Technical Data Management Transformation, which will help hardware supply chains translate vague engineering data into precise language that can be used in bids to industry. Progress was also made on DLA Troop Support's effort to standardize military uniforms for mass procurement during conflict.

Another area in which DLA registered progress, albeit less than expected, was transitioning from the Distribution Standard System to the Warehouse Management System. DSS is a program DLA technicians wrote in the early 1990s using common business-orientated language. WMS is off-the-shelf software that complies with modern distribution and accounting practices and integrates seamlessly with Enterprise Business Systems. Conversions are complex endeavors involving training material handlers on new procedures and suspending work temporarily during actual installation. A hiring freeze hindered progress in the latter half of the year. Even so, the agency completed implementation at overseas centers such as DLA Distribution Korea and DLA Distribution Europe. The two strategic distribution platforms in the U.S., DLA Distribution San Joaquin in California and DLA Distribution Susquehanna in Pennsylvania, will receive the technology in early FY 2026.

DLA also made progress on modernization. The Pentagon's Cost Assessment and Program Evaluation office accepted the agency's Global Resiliency Initiative as long as payments are made through Warstopper and other established allocations. A few days later, Lt. Gen. Simerly laid out how DLA will meet Deputy Defense Secretary Feinberg's cost-saving and performance goals. Almost every subordinate command will be affected, with DLA Land and Maritime and DLA Aviation merging; DLA Distribution shuttering no fewer than five distribution centers; and DLA Energy either reducing fuel points or finding enough savings elsewhere to shave 4% off storage and delivery costs.

Other organizational change will depend on available recipients and the willingness of Pentagon leaders to direct transfers. DLA Disposition Services could shed DLA Document Services, non-core Hazardous Waste Management Services, and the Law Enforcement Support Office. Likewise, DLA Troop Support could divest itself of provision missions such as blankets for homeless shelters, fire protection equipment for the U.S. Forest Service, and leasable generators for FEMA. In addition, DLA could return industrial site missions to the services and transfer DLA Aviation's Industrial Plant Equipment Center to another part of the Defense Department.

Transformation centers the agency on its core missions. Nothing DLA does is more central than acquisition. Completing more than 11,000 contract actions a day, the agency ensures America's warfighters have the commodities, repair parts, and logistics services they need to win wars.

Although most contract actions are automatic, they all start with agreements negotiated with industry. DLA registered progress on six major acquisition projects during Fourth Quarter. In early July, DLA Troop Support's clothing and textile supply chain awarded three contracts for the modular scalable vest. The MSV will replace the Improved Outer Tactical Vest worn by Army ground combat units. While the contracts are expected to cost \$450 million, advances in soldier protection, comfort, and mobility are hard to associate with a monetary value.

Two more DLA Troop Support supply chains achieved significant acquisition success during the quarter. The command's subsistence supply chain entered into agreements for the close combat ration, a less-bulky version of the traditional meal, ready-to-eat, and freeze-dried meals, a lightweight option ideal for Marines on Okinawa. Okinawa is also the intended recipient of a new construction and equipment product. As part of the Defense Department's focus on the

Pacific theater, acquisition professionals in the supply chain began obtaining port damage repair kits for the island and other locations via a \$90 million contract. Construction and equipment also fulfilled orders for unmanned aerial vehicle parts and parts for systems to shoot down UAVs. Orders increased in FY 2025 and are expected to increase again in FY 2026.

With the readiness of Air Force fleets watched by many, DLA Aviation's contract with CFM International helped alleviate concerns. CFM provides parts for the F108 engine, used on the P-8A Poseidon, KC-135 StratoTanker, C-40 Clipper, and E-6B Mercury. The contract covers 968 consumables, 90 depot-level reparable, upgrade kits, and engineering support. It can be extended to 10 years and has a maximum value of more than \$2.8 billion.

Although operations dominate the headlines, senior military leaders at the Pentagon worry most about a diminishing industrial base and the tyranny of distance in the Pacific. DLA has gone a long way to mitigating these concerns in FY 2025. If it follows through on its strategic plan, gaps between sustainment challenges and sustainment solutions will narrow even further in FY 2026.

Defense Logistics Agency

DLA Troop Support Fiscal Year 2025 Historical Report



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

OCT 23 2025

MEMORANDUM FOR DLA HISTORIAN


SUBJECT: Submission of DLA Troop Support FY25 Annual History Input

I have stated numerous times during my brief tenure as Commander, I am honored to lead the exceptional DLA Troop Support workforce - whose performance in FY25 exemplifies our unwavering commitment to Warfighter readiness. From domestic operations to forward-deployed support, our team delivered agile, adaptive, and resilient logistics across the continuum of conflict, directly enabling mission success.

In FY25 alone, our efforts generated \$25.8 billion in sales across four distinct supply chains, underscoring the scale and scope of our support to the Joint Force and Whole of Government partners. These results reflect more than numbers—they represent critical capabilities delivered at speed and scale to the point of need.

Our workforce operates with urgency and precision to ensure Warfighters receive the right support, at the right time, in the right place. Whether sustaining combat operations or preparing for future contingencies, DLA Troop Support remains a cornerstone of operational readiness.

Looking ahead to FY26, I have no doubt we will continue to evolve in response to a rapidly changing and contested logistics environment. I am confident that Team Troop Support is ready, capable, and resolute in its mission to overcome any challenge and uphold our legacy as the Nation's Logistics Combat Support Agency.


SEAN P. KELLY
Brigadier General, USA
Commander

1. Introduction

The Defense Logistics Agency (DLA) Troop Support FY 2025 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 2025 to support the needs of our customers around the globe.

DLA Troop Support collaborates with the Military Services, the Combatant Commanders and its multitude of industry partners to balance Service requirements with industry capabilities in order to meet successfully warfighters' demands. In FY 2025 Troop Support awarded 2.69 million contracting actions. DLA Troop Support managed over 635,400 items and processed more than 22 million orders annually in support of about 77,000 global customers through a network of 2,700 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

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

b. Vision

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

c. Values

Respect, Service, Trust, Excellence and Innovation.

2. Organization and Total Personnel

DLA Troop Support is one of six DLA major subordinate commands and operates four separate and distinct supply chains: Subsistence, Clothing & Textiles, Construction & Equipment, and Medical. With FY 2025 sales of \$25.8 billion, DLA Troop Support accounts for approximately 52 percent of total DLA sales. Each supply chain generated billions in sales respectively, Subsistence: \$3.5 billion, Clothing & Textiles: \$2.0 billion, Construction & Equipment: \$10.2 billion, Medical: \$10.1 billion. Staffing includes approximately 2,000 civilians and 50 military personnel.

DLA Troop Support provides a wide variety of essential items to members of 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 and lumber, targets for training, 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 needed to meet the requirements of our warfighters serving around the globe. The Philadelphia-based major subordinate command 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 personally ensure we meet or exceed the needs of our service members.

3. Key Personnel

a. Headquarters

- (1) Brig. Gen. Sean P Kelly, USA, Commander: June 2025-present
- (2) Mr. Christopher Mosher, Deputy Commander: June 2025-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
- (5) Ms. Diana Stewart, Deputy Chief of Staff: April 2025 – 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 Dir: July 2016-Present

(2) Clothing & Textiles

Col. Bernard Monroe, USA	Director: July 2024-present
Steven Merch	Deputy Director: September 2023-present
Leighann Mazoki	Supplier Operations Dir: August 2023-present
Angela Gonzalez	Customer Operations Dir: July 2025-present

(3) Construction & Equipment

Lt. Col. Dennis Bernacki, USA	Director: June 2025-present
Howard Page	Deputy Director: June 2025-present
Meghan Michalski	Supplier Operations Dir: July 2025-present
Marko Graham	Customer Operations Dir: July 2018-present

(4) Medical

Col. Chad Handley, USA	Director, Medical: July 2025-present
Dan Keefe	Deputy Director: May 2025-present
Abin Matthai	Customer Operations Dir: July 2025-present
Dan Turner	Supplier Operations Dir: September 2025-present

c. Key Staff Elements

(1) Procurement Process Support

John Fafara	Director: November 2023-present
Cmdr. Jackie Robinson, USN	Deputy Director: November 2023-present

(2) Business Process Support

Kelvin Picorelli	Director: August 2023-present
Mark McCloskey	Deputy Director: July 2023-present

(3) J3/J5 Operations and Plans

Col. Jeremy Russell, USAF	Director: July 2024-present
Patrick Owens	Deputy Director: December 2018-present

(4) Product Test Center Analytical

Jamie Hieber	Director: July 2014-present
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4. DLA Troop Support FY 2025 Command Accomplishments

a. 2025 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 having made significant long-term contributions or provided outstanding customer service and displaying exemplary work ethic during their tenure. Inductees must be at least 2 years removed from the organization, and no more than 10 years separated.

(1) Mr. Richard Ellis distinguished himself as an exemplary and visionary leader as DLA Troop Support's Deputy Commander from 2009-2022. Mr. Ellis's integrating strategic planning, budgeting, and execution of supply management programs, significantly impacted Troop Support's ability to adapt to changing missions and support customers worldwide.

(2) Ms. Elaine Jordan served DLA Troop Support and its preceding organizations for 39 years, retiring as the former Industrial Hardware supply chain's Standardization Programs Branch Chief. Ms. Jordan is being inducted posthumously for her unwavering and deeply impactful legacy of leadership, mentorship, and commitment to excellence.

(3) Mr. Michael McCall culminated his career of 39 years of dedicated service as the Director of the Small Business Office, with his contributions leaving a lasting impact to the agency and its people. Mr. McCall championed the integration of small businesses and mandatory sources to support the warfighter and other government partners effectively.

(4) Maj. Gen. Eric P. Shirley, USA, served as commander of DLA Troop Support from June 2021 through June 2023, during unprecedentedly difficult times with an unbridled commitment to excellence. During his tenure, Shirley spearheaded several efforts with a distinct commitment to and enthusiasm for Troop Support's critical warfighter mission.

b. Community Relations

Participants of Troop Support's Innovative Success and Partnership in Reaching Excellence program teamed up with the nonprofit organization Cradles to Crayons for the Fill-A-Backpack drive where more than 13,235 school supply items were donated to kids in need in the Philadelphia area.

5. DLA Troop Support Supply Chain FY 2025 Accomplishments

a. People

(1) On May 21-22, the DLA Troop Support Command Support Office hosted 78 newly hired employees at the annual Troop Support Academy. The academy provides new employees an overview of how the organization's four supply chains and staff offices support the Warfighter. Attendees received firsthand insights from subject matter experts and active Warfighters, learning how DLA Troop Support's products and services directly impact the Department of Defense mission. The event was highlighted by presentations and Q&A sessions with two of the DoD's top leaders: U.S. Army Maj. Gen. Eric P. Shirley, USA, Commanding General of the 1st Theater Sustainment Command at Fort Knox, KY, and U.S. Army Maj. Gen. Michael Wegscheider, Commanding General of the 28th Infantry Division, Army National Guard, at Harrisburg, PA.

(2) On June 9, DLA Troop Support Expeditionary Learning showcased the transformative potential of Artificial Intelligence (AI) in supply chain management to more than 150 employees. The session was delivered by DLA HQ's Digital and AI team, and featured a live AI model demonstration with practical use cases.

b. Precision

(1) DLA Troop Support's Construction & Equipment supply chain has partnered with J/6, Business Process Support, and Accenture Federal Services to develop the Vendor-Contract Award Logistics System, which, in March, went live with wave one, which incorporates the Fire & Emergency Services Equipment. AFS provided four demonstrations in October for DLA users, and one demonstration in November for vendors to highlight the changes made to VCAL for Critical and High Priority Stories developed since the final of three User Acceptance Test results were collected in July. The platform continues addressing high-priority issues and user experience. J/6 and AFS have been seeking to understand the unique business processes for the remaining C&E Programs in Waves 4-5, which are scheduled in the

4th quarter of calendar year 2026. Troop Support representatives from Construction and Equipment, Clothing and Textiles, J3/5, and Whole of Government partners visited Defense Depot San Joaquin California to collaborate with members of the US Forest Service, and to conduct inventory in support of the Wildland Fire season (May – October). The working group assessed the warehouse operation, stock positioning, packaging, stock rotation, and condition. C&T Customer Ops also held bi-weekly calls in May with the USFS to stay abreast of stock turn.

(2) On April 10, the Clothing & Textiles supply chain's Safety Equipment Team awarded a five-year tier contract for the Advanced Combat Vehicle Crewman-Helmet Shell. The ACVC-H shell is used by Warfighters in tanks and is compatible with their communication gear. The primary user of this helmet is the Army. This Indefinite Delivery Indefinite Quantity contract has a maximum dollar value of \$18 million and will provide support to the Services for the next few years. The award was issued to ArmorSource LLC, which is a small business in Hebron, OH. ArmorSource is an incumbent manufacturer and had previously delivered 14,000 shells to DLA with no quality or delivery issues. Deliveries will begin in July 2025 and are scheduled for 600 units a month until the safety level is reached.

(3) The Subsistence supply chain's Cataloging Team worked with the Subsistence Total Order and Receipt Electronic System team to review the 80,000 local stock numbers in STORES and identified 58,000 that will be retired due to no purchase history or not being on vendor catalogs in the past 18 months. The J/6 STORES Team ran the mass retirement script in the second week of May and moved them to a retired status, decreasing the number of active LSNs to 16,600. This will reduce the time to review customers' new item requests, help Core Catalog projects be more manageable (e.g., Navy Master Load List, Battle Ready Contingency Catalog, etc.), and speed up the process for responding to customer requests.

(4) The Clothing & Textiles supply chain's Individual Equipment Integrated Supplier Team awarded three major contracts for the Modular Scalable Vest to small businesses, ensuring a robust and resilient industrial base for \$450 million. The MSV is set to replace the long-supported Improved Outer Tactical Vest as the standard body armor for Army ground combat units. Engineered for enhanced comfort, mobility, and mission adaptability, the MSV is a lightweight, modular system that enables soldiers to configure their protection based on the threat level and mission requirements. These awards represent a significant milestone in equipping the warfighter with the latest advancements in personal protection and demonstrate DLA's ongoing commitment to readiness, innovation, and partnership with industry.

(5) Clothing & Textiles, in collaboration with Business Process Support, developed a prototype tool to enhance supply fulfillment. The tool integrates forecasts, backorders, and Army and Air Force Exchange Service inventory data to identify and address shelf-stock issues. C&T presented the tool to AAFES leadership in September and feedback was extremely positive. Initially focused on AAFES owned Army stock, Troop Support is now able to expand to Air Force uniforms, and in the near future replicating the same tool in support of Marine Corps Exchange and Naval Exchange Command.

(6) Subsistence, in partnership with Business Process Support, is developing a tool that will be used to track global Operational Rations posture and eliminate the manual reporting structure we currently utilize each week. BPS reached Initial Operational Capacity on the prototype on September 24 and it currently includes all DLA-managed stock. We are coordinating with BPS to develop an automatic feed that will pull Service-owned OPRATS stock

from Global Rations and Prime Vendor Subsistence Enterprise Status, so we have a comprehensive stock picture.

(7) In September, DLA Troop Support Medical reduced the cost of pharmaceuticals provided through the Global Pharmaceutical Prime Vendor Program by \$11.4 million. The Global program provides pharmaceutical services to all CONUS and OCONUS Military Treatment Facilities. This month's reductions bring total program savings to \$112.9 million in FY 2025 and \$1.723 billion since inception of the program.

c. Posture

(1) On October 14, the Medical supply chain participated in the Nuclear Detonation Medical Kit Stakeholders meeting at Department of Energy HQ in Washington D.C. These kits are part of a collaborative effort to provide a rapidly deployable kit containing critical medical supplies necessary for treating burn/blast injuries and acute radiation syndrome in a pre-hospital environment following a nuclear detonation where traditional care is unavailable for a prolonged time. This effort is headed by the National Nuclear Security Administration Ukraine Task Force to aid Ukraine, which commissioned the Burn Blast Injury Working Group. NNSA UTF was tasked/funded to develop initial tranche of kits based on the BBIWG recommendations. The BBIWG is comprised of key professionals that include burn surgeons, radiation specialists, emergency physicians and disaster medicine specialists drawn from US private / government sectors and NATO. DOE/NNSA tasked DLA to develop three initial prototypes which were reviewed and approved by the customer. The DLA MTO Kitting vendor is under contract to develop the first tranche of kits ready for operational use. The MTO Kitting program's flexibility allows opportunities for modifications to the current kits to meet other user's specific needs (i.e. DoD, HHS, USAID, and State Department) who were involved in the stakeholder meeting.

(2) The Defense Commissary Agency contacted DLA on November 4 with an urgent request for fresh fruit and vegetable support in their commissaries across the Korean Peninsula. DeCA encountered supply chain issues as they transitioned their FFV support across the peninsula, and many of their commissaries had been out of FFV for at least a week. Subsistence completed all actions to add DeCA as a DLA customer in STORES and our SPV executed the first deliveries to commissaries at Camp Humphreys, Osan Air Base and Camp Walker on November 15. Osan Air Base placed additional orders.

(3) In March 2020, the USMC submitted a Supply Request Package for the sustainment of the Enhanced Combat Helmet-Improved Retention System, an integral component of the USMC Enhanced Combat Helmet providing ballistic and critical safety protection to the user. Technical data clarification timelines delayed the original time-to-award schedule, and the acquisition team anticipated complications due to the availability of helmets for ballistic testing. Despite these issues, a contract was awarded in January 2024 to Lions Services. In June 2024, Lions Services was granted a First Article Test waiver, and by November 2024, the first delivery was made, improving the original EDOS from December 2025 to a year ahead of schedule. Forty-six backorder lines were released for a total quantity of 8,123.

(4) On March 14, Construction & Equipment worked with AKUA Inc. to install Joint 4 Vision secure tracking devices on six containers including two full Modular Protective Systems and two extension kits. The containers shipped to TF Elkhound in Iraq demonstrating proof of concept for JT4V into the CENTCOM from CONUS locations. The overhead protective

systems are a critical request from CENTCOM to protect deployed personnel in key facilities as aerial threats persistent in the Area Of Responsibility.

(5) DLA hosted the Joint Subsistence Policy Board on May 15, centered on the theme: “Enhancing Subsistence Capability through Operational Agility and Data Acumen.” The event featured a demonstration of the DLA-TRANSCOM Surface Distribution Tile, an enhanced walk-through of Global Rations and Prime Vendor Subsistence Enterprise Status and a recorded preview of STORES 2.0. Troop Support also introduced the future Joint Food Management Analytics platform, which will serve as a centralized data warehouse for GRAPES, the Surface Distribution Tile, and other key tools. The event reinforced DLA’s commitment to innovation, data integration, and synchronized support across the Joint Logistics Enterprise. Several operational action items were identified and added to our JSPB Action Tracker, monitored monthly by the JSPB Advisory Committee. Next year’s JSPB will be combined with the bi-annual Class I Global Summit to further strengthen enterprise-wide collaboration.

(6) The Construction & Equipment supply chain’s Customer Ops and CLIV Division procured Fiber Reinforced Polymer Panels to support USMC III MEF’s Global Positioning Network (GPN) Requirements. On May 5, \$2.6 million worth of FRP panel requisitions were executed (17-line Items) and another 44 panels (10-line items) were awarded on May 21. Seven-line items (258 panels) exceeded the Simple Acquisition Threshold, which required a Mission Impact Statement from III MEF to justify Special Emergency Purchase Authority acquisitions with the Estimated Award Date for requests by May 30. This effort helped energize the industrial base and set the demand signal in the IP theatre for this material, which enhances our ability for timely support in the region.

(7) In June, the Construction & Equipment supply chain’s Heavy Equipment Procurement Program team had an active month and awarded multiple large delivery orders in support of multiple customers. The team awarded 62 Delivery Orders for \$111 million including the following highlighted orders: 6 tractors from Mack Defense for the USMC at Okinawa for over \$1.2 million; a customized firefighting truck to the USMC for over \$1 million in North Carolina; 10 track loaders from JCB to the USAF for over \$1.3 million to Robins AFB, Nellis AFB, and Guam; 55 Bulldozers from Caterpillar for \$83 million in support of TACOM for the country of Israel. HEPP continues to provide critical heavy equipment to all the military services to ensure proper capabilities are postured throughout the globe.

(8) Subsistence continues support of U.S. Navy’s Pacific Fleet N41 Push Pack Initiative. During the second phase of the initiative, DLA assisted putting push packs on Military Sealift Command ships across PACFLT that were sourced from our Subsistence Prime Vendors across the theater. SPVs have supported three MSC vessels with push packs in July, to include orders for the USNS John Lewis (T-AO 205) in the Philippines valued at \$129,000, USNS Wally Schirra (T-AKE 8) in Japan valued at \$455,000, and USNS Washington Chambers (T-AKE 11) in Hawaii valued at \$800,000. Additional push pack orders were delivered to MSC ships in early July in Guam, as well as orders for Korea and Singapore in the following weeks.

(9) Clothing & Textile awarded several significant contracts in September. The Footwear Integrated Supplier Team awarded two firm-fixed-price, indefinite-delivery/indefinite-quantity contracts for the Army’s improved hot weather combat boot, designed to give the Warfighter increased durability and comfort. Deliveries of 10,800 pairs a month are scheduled to begin in November 2026. The Chemical/Special Purpose team awarded two contracts for the Shirt, Combat, Flame Resistant Type II & III, effecting one of the largest price reductions from AbilityOne. The team also awarded two contracts for Jacket, Shipboard (Cold Weather) that will

help meet Navy requirements, alleviate growing backorders, and strengthen C&T's industrial base. Deliveries of 2,450 jackets per month are scheduled to begin in December 2025.

(10) Subsistence awarded a 5-year, \$871 million contract to Coastal Pacific Food Distributors for Japan, Singapore, the Philippines, Diego Garcia, and newly added Australia in September. Enhancements include expanded coverage, increased stock requirements, and reduced Navy lead times. The SPV must accommodate surge demand up to 300% without notice. A Post Award Conference and deployment of implementation teams are planned to ensure readiness and resolve any issues. Additionally, the team awarded the new SPV contract for Guam to the incumbent vendor, Pacific Unlimited Inc. This ten-year Firm Fixed Price Indefinite Delivery Indefinite Quantity contract includes Economic Price Adjustment provisions and carries a maximum value of \$980 million. The solicitation was a 100% small business set-aside and includes several enhancements designed to reduce operational risk and enhance readiness.

d. Partnerships

(1) J3/5 hosted the USAID Bureau for Humanitarian Assistance team on October 22-23, 2024, who provided an extensive Joint Humanitarian Operations Course. The JHOC taught 21 Troop Support participants how the U.S. Government responds to international disasters. The interactive course offered insight on the USG's comprehensive system and identified roles/responsibilities the DoD and its agencies have in response to disasters. Topics included identifying areas of mutual coordination and cooperation between U.S. civilian agencies and the U.S. military, including best practices and lessons learned; familiarization with the international disaster response system, including the role of the host nation, international and non-governmental organizations, and UN agencies; and, understanding their unique roles and responsibilities as they relate to U.S. civilian and military entities.

(2) Throughout the year, Troop Support's Construction and Equipment supply chain worked with customers and industry partners on tracking shipments in "real time" globally. The supply chain, along with DLA HQ Research and Development, and U.S. Transportation Command worked with DLA Distribution in Barstow, CA, to initiate five 40-foot container movements of CL IV material to DLA Distribution Depot Europe (DDDE), Gomersheim, Germany. A proof of principle began May 17 to test the JT4V in-transit visibility launch procedures to utilize the Akua secure tracking technology, which provides "real time" movement activity of the containers in six-hour increments.

(3) On November 13, Troop Support hosted the Joint Clothing and Textile Governance Board with the military services, Joint Staff, and OSD at Fort Belvoir, VA. Key initiatives included commonality, standardization, and collaborative efforts from our trusted mission partners to increase efforts across the industrial base. This was a valuable precursor to the annual meeting hosted by the Clothing & Textiles Directorate with a record attendance of approximately 1,000 people from DLA, military service partners, and industry. The conference was an opportunity for our C&T teams and military service partners to brief and collaborate with industry on future requirements and business practices.

(4) February 19-28, a Medical supply chain team partnered with the USMC Senior Medical Logistics Officer, the Marine Force Pacific MEDLOG Officer, and the USMC Defense Medical Logistics Standard Support Senior Service Representative, to visit Marine Rotational Force-Darwin and the Australian Defense Force. MRF-D expressed frustration with long lead times and lack of support from the Theater Lead Agent for Medical Materiel-Pacific.

All parties are worked together to test a web ordering solution for future MRF-D units to develop a future ordering playbook for the rotational force. The team conducted site visits of various warehouses across Australia. The team met with the ADF Joint Logistics Command and Joint Health Command, where they highlighted potential partnership opportunities for the ADF and US DOD Services. Medical continues to work on ordering solutions for MRF-D and partner with INDOPACOM counterparts on future. planning efforts.

(5) The Construction and Equipment supply chain continued support to the Southern Border Operations through as the Joint Task Force – Southern Border HQ continued to build capabilities and deploy units to the border. By the end of April, JTF-SB had received to date 29,000 rolls of concertina wire, 27,000 8-foot pickets, 43,000 6-foot pickets, over 10,000 5-foot pickets, and 4,000 B-wire over three locations (San Diego, Fort Huachuca, and Fort Bliss) to support border barrier improvements along Southern California and the new Fort Huachuca Annex along the New Mexico border. Troop Support continues to work closely with JTF-SB as the mission set shapes and matures.

(6) The Medical supply chain awarded its Gen V GPV Contract in May: This full-featured Pharmaceutical Prime Vendor contract supports DLA customers worldwide, including all Defense Health Agency Military Treatment Facilities, Military Services, and select Whole of Government organizations. The estimated value of this award is \$30 billion over the 10-year life of the contract. This contract is vital as it increases DLA's capabilities by expanding the breadth of access to Specialty Drugs, increasing small business participation, improving reliability, and strengthening resiliency by using a three-regional support strategy.

(7) July culminated with the successful sustainment of 25,000 US, Allied, & Partner forces across the European Command Area Of Responsibility in support of DEFENDER 25, a large-scale exercise series led by the U.S. Army to demonstrate the United States's commitment to Europe and NATO's collective defense. Through coordinated Subsistence support, Troop Support supplied Operational Rations and Subsistence Prime Vendor bottled water, Fresh Fruits and Vegetables and supplements, collaborating with key stakeholders to deliver 220 orders across 10 nations (including Poland, Greece, Czech Republic, Hungary, and Romania). This represents a significant increase from DEFENDER 24, which saw 88 orders – a remarkable 151% increase in support effectiveness, enabling the Army's largest annual European deployment and demonstrating critical reach and responsiveness in theater.

Defense Logistics Agency

DLA Land and Maritime Fiscal Year 2025 Historical Report



DEFENSE LOGISTICS AGENCY
WEAPONS SUPPORT
P.O. BOX 3990
COLUMBUS, OHIO 43218-3990

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: HISTORIAN

SUBJECT: FY25 MSC Annual History Report

Fiscal Year 2025 brought transformational change in the way DLA does business in today's contested battle space. Our team at the former DLA Land and Maritime – now Weapons Support (Columbus) – answered this call for change with innovative solutions aligned with each of the DLA Strategic Plan's four imperatives.

Change was a central theme for the year as DLA Land and Maritime and DLA Aviation undertook a foundational transformation by uniting the Land, Maritime and Aviation Class IX supply chains, achieving Initial Operational Capability on Oct. 1, 2025.

Effective logistics support is the backbone of our nation's fighting forces and DLA Weapons Support (Columbus) remains committed to our longstanding mission delivering superior service to America's warfighters. As commander of DLA Weapons Support (Columbus), it's my privilege and honor to include a summary of the notable operational achievements chronicled in our DLA Weapons Support (Columbus) FY 2025 History submission on behalf of our world class workforce.

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RDML JULIE M. TREANOR, SC, USN
Commander
DLA Weapons Support Columbus

1. Introduction

In Fiscal Year 2025, DLA Land and Maritime pursued a multifaceted approach to enhance warfighter readiness and sustain America's military superiority. Guided by the Secretary of War's priorities and the DLA Strategic Plan, DLA Land and Maritime focused on initiatives designed to deliver agile and adaptive logistics anytime, anywhere.

A cornerstone of these efforts was the establishment of DLA Weapons Support at the close of FY 2025, a new Major Subordinate Command integrating the Land, Maritime, and Aviation Class IX supply chains. DLA Land and Maritime achieved initial operating capability under the new command on Oct. 1, 2025 and was officially redesignated DLA Weapons Support (Columbus). This purpose-driven transformation promises to enhance warfighter support significantly, with full operational capability targeted for October 1, 2026.

Beyond organizational restructuring, DLA Land and Maritime amplified its impact through the implementation of key initiatives nested within the DLA Strategic Plan's four transformative imperatives: people, precision, posture and partnerships. Aligning Annual Operating Plans with these strategic imperatives, DLA Land and Maritime strengthened its focus on warfighter readiness through evolving acquisition processes, optimizing resource allocation, leveraging analytics for actionable outcomes, and collaborating with the defense industrial base. By strategically expanding alliances and fostering a culture of continuous process improvement, DLA Land and Maritime reinforced its commitment to providing the most effective and efficient support possible to the nation's warfighters, enhancing their ability to execute their mission.

Amid change and evolution within the Services and within DLA itself, DLA Land and Maritime remained agile and adaptable in its focus as DLA's supply chain manager for land and sea-based weapon systems, providing support to operational forces around the globe. Daily operations encompassed nearly 2,800 associates at 30 locations worldwide to include DLA Depot Level Repairable detachments, Army and Marine Corps industrial sites and detachments supporting U.S. Navy shipyards. Core functions include purchasing material, monitoring inventory levels, maintaining technical data and assuring quality conformance of approximately 2 million parts for nearly 21,000 military customers and federal and civil agencies. DLA Land and Maritime also commands the Defense Supply Center Columbus installation, with 27 tenants on 500 acres.

DLA Land and Maritime executed nearly 326,000 contracts and 4.4 million requisitions, with sales topping \$5.5 billion in FY 2025. The Land team managed nearly 952,000 items with an overall spend of \$1.97 billion and executed 2.16 million requisitions worth a total of \$3.38 billion. The Maritime team managed 1.669 million items with an overall spend of \$2.31 billion and executed 1.98 million requisitions worth \$4.43 billion.

a. DLA Mission

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

b. 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.

c. DLA Why

To serve the Warfighter and our Nation!

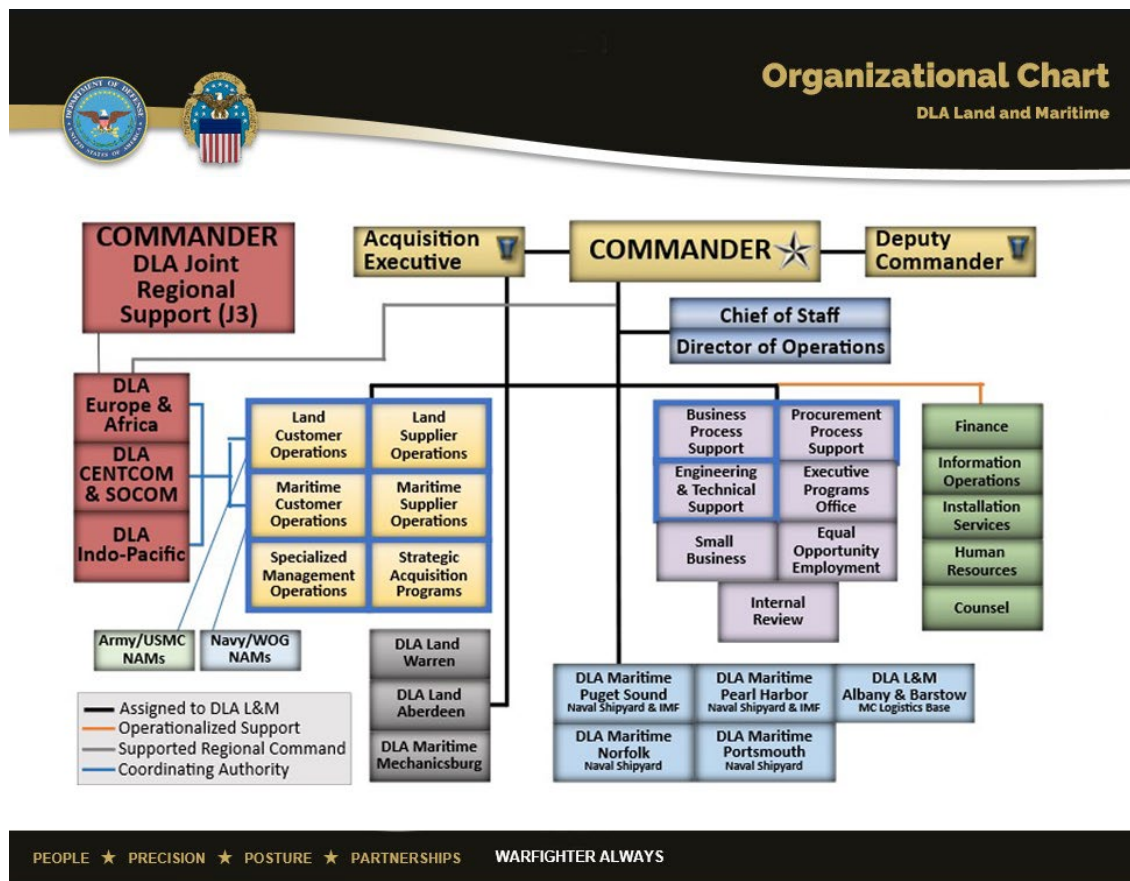
d. Core Values

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

e. The DLA Land and Maritime Way

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

2. Organization:



3. Key Personnel:



a. DLA Land and Maritime Commander: Rear Adm. Julie Treanor, July 2025 – Present

(1) Rear Adm. Treanor succeeded Kenneth Watson as Acting Commander, who succeeded Army Brig. Gen. Gail Atkins as Commander

b. Deputy Commander: Mr. Kenneth Watson, SES, October 2019 – October 2025

c. Acquisition Executive: Ms. Cathy Contreras, SES, April 2025 – Present

(1) Ms. Contreras succeeded Mr. Johnson as Acquisition Executive

d. Chief of Staff: Air Force Col. Lee Akers, July 2025 – Present

(1) Col. Lee Akers succeeded Col. Alexander Constantine as Chief of Staff

e. Director of Operations: Ms. Christina Schall, August 2024 – Present

4. People

Throughout FY 2025, DLA Land and Maritime prioritized its people, focusing on initiatives that bolstered workforce readiness, skills and a supportive organizational culture.

DLA Land and Maritime's Pathways to Career Excellence (PaCE) program continues to be a vital pipeline for new workforce talent. The program strategically filled 150 targeted positions in key acquisition, general supply and product specialist career fields. PaCE leadership, J1, and security teams collaborated to ensure smooth onboarding and successful acclimation for the agency's newest employees. A majority of PaCE participants are on track to graduate from the two-year program, indicating the program's success in developing future leaders. DLA Land and Maritime implemented a proactive recruiting strategy to attract and retain talent by partnering with academia to inform students of career opportunities through focused outreach to several colleges and universities. This targeted approach aims to attract qualified candidates with the right skillsets and expertise who are invested in DLA's mission for years to come.

Recognizing that sustaining a talented and agile workforce is crucial for organizational resilience and agility, DLA Land and Maritime focused on career development and broadening opportunities to improve workforce retention. The People Support and Culture Division refined a Career Mapping guide and revived the Tier I and II Mentoring Programs, matching 40 mentors with 41 mentees. These initiatives provide employees with structured pathways for growth and development, fostering a culture of support and growth.

DLA Land and Maritime cultivated leadership and mission connections for nearly 500 new employees through the READY Forum, further investing in building organizational agility and a mission-driven workforce. Building on FY 2024 gains, DLA Land and Maritime hosted several Warfighter Mission Tours to enhance employee mission connection. Saltwater trips to Norfolk, Kings Bay, and Warner Robins, along with DSCC Agency Neighbor Tours to the Ohio National Guard's Combined Support Maintenance Shop, allowed employees to strengthen their understanding of their impact on warfighter support. By providing a platform for newer employees to connect, learn and grow, DLA Land and Maritime fostered a sense of belonging and commitment to the agency's mission.

Enhancing performance through data literacy and acumen was another key focus area. Process Management (BA) completed 15 Business Process and QLIK-based training courses, reaching over 1,000 DLA Land and Maritime employees. Additionally, Procurement Process Support reached over 250 employees through QLIK-based training, empowering them to better utilize data insights. These initiatives align with DLA's commitment to data acumen curriculum, enabling the workforce to interpret and use data effectively.

Maritime Supplier Operations demonstrated a commitment to building mission-driven skills by spearheading transformative initiatives in acquisition training. They developed the first internal Defense Acquisition Workforce Improvement Act Contracting 1100 Prep Course, which included new Federal Acquisition Regulation-based materials. The program yielded a 100% success rate among attendees on the CON 1100 exam, significantly exceeding the War Department's pass rate of 81%. This highlights DLA Land and Maritime's focus on developing clear standards and ensuring the workforce is prepared to meet future challenges in a contested logistics environment.

DLA Land and Maritime leadership's engagement in the Safety and Occupational Health Program resulted in a 60% reduction in Life Health Safety related hazards, and supervisors

executed 95% of their self-inspections. The SOH Training Program garnered 90% compliance and mishap rates remain well below industry standards.

Always looking to the future without forgetting foundational contributions, DLA Land and Maritime inducted four individuals into its Hall of Fame in FY 2025. Honorees were Mark Brown, former DLA Land and Maritime acquisition executive; Linda Kelly, former deputy director for Strategic Acquisition Programs; Debbie Miller, former material planner with Land Supplier Operations; and Oscar Mitchell, former director for Process Management. The Class of 2025 brings the total number of inductees to 104 since the program's inception in 2005.

5. Precision

DLA Land and Maritime prioritized integration and enhanced performance with strategic logistics solutions aimed at increasing efficiencies and responsiveness to enable a more agile, adaptive and resilient Joint Force. Key efforts included optimizing contract vehicles, leveraging data-driven insights, and improving processes to enhance supply chain effectiveness and customer readiness.

Demonstrating commitment to agile supply chain strategies, DLA Land Aberdeen embarked on the next evolution of the RTX Captains of Industry Corporate Contract August 1, 2025 to improve the effectiveness of critical support and demand forecasting. As an umbrella contract with a 20-year ordering period and a \$50 billion ceiling, the flexibility and agility of this contract vehicle enables an approach to rapidly establish subsumable contracts for weapon systems that adapt to the warfighter's evolving needs over the next two decades.

DLA Land Aberdeen also partnered with the Army Communications-Electronics Command to leverage the rapid capabilities and iterative adaptability of its Gateway to Readiness (G2R) multiple-award contracts to reach earlier into a weapon system's life cycle, improving readiness and lethality. G2R is being put to work at DLA Maritime Mechanicsburg, where it was successfully leveraged to handle the influx of new work from the Navy, with \$418 million in awards obligated in FY 2025.

In a move set to enhance significantly the nation's maritime advantage, DLA Maritime Mechanicsburg awarded a 10-year, \$5 billion Maritime Acquisition Advancement Contract to six small businesses expediting support for Virginia-class submarines and active surface ships. The contract is designed to accelerate DLA's procurement of integrated weapon systems equipment and services and support the Navy's most advanced class of nuclear-powered fast-attack submarines, streamlining logistics amid increasingly long procurement lead times.

Aligning organizational resources to critical priorities, Maritime Supplier Operations successfully awarded over 900 large purchase procurements, ensuring coverage of critical requirements. The use of Special Emergency Procurement Authority enabled rapid response to urgent needs, minimizing delays and maximizing impact. In total, DLA Land and Maritime awarded nearly \$570 million in large purchase dollars. These actions highlight the agency's ability to balance efficiency with compliance, in a high-stakes acquisition environment.

The expansion of QLIK tool capabilities was central to strengthening digital interoperability and data-driven decision-making. Maritime Supplier Operations and Process Management spearheaded the launch of the Marine Corps QLIK application, providing dynamic, real-time filtering across expansive datasets saving hundreds of man-hours in data access and analysis. Also, with J7 support, Procurement Process Support successfully transitioned the legacy Vendor Performance History application into an enterprise-accessible QLIK application. And by leveraging QLIK automation, the DLA Internet Bid Board System Validation Program streamlined processes for enhanced fraud detection and protection to safeguard the supply chain, enabling over 7,000 awards to be processed through auto-award, while maintaining robust risk controls.

Collaborative problem-solving and process improvement initiatives yielded significant efficiencies throughout FY 2025. DLA Land and Maritime's Acquisition Acceleration Team implemented a comprehensive suite of innovations which dramatically improved PR productivity, resulting in enhanced responsiveness and operational effectiveness. The integration of the Buyer Assist award process into acquisition-focused "Swarm Sessions" led to a 36% increase in awards from FY 2024 to FY 2025. Following a second-quarter Buyer Assist training session, awards surged by 58%, compared to the same period in FY 2024, with a 77% overall increase in use of the process. These improvements combined with QLIK efficiency tools resulted in about 11,000 man-hours saved.

Demonstrating commitment to precision through resilient and responsive logistics, DLA Land and Maritime addressed weapon system obsolescence by spearheading alternative sourcing and organic manufacturing solutions to sustain readiness. A recent reverse engineering project exemplifies this, where DLA Land and Maritime collaborated with the Army to replace Apitong wood floorboards used in 15 Army and Marine Corps vehicle variants with a domestic alternative, northern red oak. This precision-driven solution with updated decking kit drawings and commercial item description has already yielded \$16,000 in savings, with projected savings of \$4.8 million over the next decade, optimizing resource allocation and ensuring critical supply availability.

Efficient resource utilization and proactive obsolescence management was evidenced through significant cost savings achievements and enhanced supply chain security in FY 2025. When an obsolete testing cable for Aircraft Launch & Recovery Equipment was identified, the DLA Land and Maritime's Organic Manufacturing Office (OMO) collaborated with Tobyhanna Army Depot (TYAD) to develop an organic manufacturing source, resulting in over \$5.7 million saved on a single procurement due to TYAD's lower production costs. Furthermore, responding to increased demand signals, the OMO increased output to 139 awards totaling over \$30 million in FY 2025, compared to 105 awards totaling \$12.9 million in FY 2024, optimizing resource allocation to meet critical needs. Reinforcing supply chain integrity, the Product Verification unit completed nearly 2,800 individual tests and 485 First Article and Production Lot tests during FY 2025, ensuring quality and compliance. Finally, to mitigate obsolescence and enhance testing capabilities, the Product Test Center partnered with DLA Research and Development to establish an in-house additive manufacturing capability to replace aging test fixtures, increasing testing capacity and reducing downtime. As a result, the PTC printed 86 Additive Manufacturing three-dimensional parts in FY 2025 – 68 by the Mechanical Lab and 18 by the Electronics Lab.

Support to the Services remained robust in FY 2025 with Marine Corps Industrial Base materiel availability (MA) averaging 96.75% per month, exceeding the monthly Performance Based Agreement goal of 95%. DLA Land and Maritime successfully managed an average of over 22,000 requisitions per month while maintaining minimal backorders averaging just 1.56% for FY 2025. The Army Industrial Base averaged MA of 84% per month, fulfilling approximately 10,479 requisitions monthly. Land Army Arsenals and Depots supported 25 Army Industrial Programs across 565 active lines.

On the maritime side, commitment to Navy service priorities saw strong support at the public shipyards with supply fulfillment across 32 Chief of Naval Operations maintenance availabilities in planning and execution at 86%, pre-availability Stock-on-Hand at 93% and a 95% Churn Fill Rate for over 180,000 orders valued at \$535 million.

Additionally, by filling 1,798 urgent supply requests for DLA-managed material, Maritime Customer Operations averted potential mission failures by supplying critical parts to fix essential equipment, ensuring consistent support for all strike groups and DLA Maritime shipyard detachments. The transition to the Navy's Electronic Procurement System allowed Maritime Customer Operations to better align with Navy needs, enabling faster and more efficient delivery of critical parts to Navy customers.

6. Posture

In FY 2025, DLA Land and Maritime significantly contributed to the posture imperative by driving operational effectiveness through strategic realignments, improved performance metrics and critical support for key national security missions. Efforts in FY 2025 demonstrated a commitment to adaptability and enhanced warfighter support.

In an enterprise-wide shift to optimize operational effectiveness, FY 2025 saw the first phase of an effort between DLA Land and Maritime and its sister organization DLA Aviation to establish a new major subordinate command, DLA Weapons Support, unifying the Aviation, Land and Maritime Class IX supply chains. Most of the latter part of FY 2025 was dedicated to completing the first phase, which resulted in reaching initial operational capability as a unified command on Oct. 1, 2025. Further implementation will continue throughout FY 2026. These changes are designed not only to improve efficiency, but also to enhance performance and support the warfighter better by unifying the core functions of each supply/demand chain. Full operational capability is targeted for Oct. 1, 2026.

Complementing this shift, DLA Land and Maritime teams consistently exceeded performance metrics in key areas, from supporting the U.S. nuclear triad to providing critical sustainment for Army weapon systems and operations at the U.S. southern border.

FY 2025 was the "Year of the Ohio-class" for DLA Land and Maritime, with continued support as the Navy undertakes modernization efforts to bring the more technologically advanced Columbia-class ballistic missile submarine online by the end of the decade. The Nuclear and Space Enterprise Support Office (NESO) support team focused on executing an aggressive

purchase request productivity plan, reducing backorders and exceeding material availability requirements, ultimately ensuring proper supply and technical quality to the Ohio-class submarines, which represent a leg of the U.S. nuclear triad and are critical to the nation's strategic deterrence efforts.

The NESO support team achieved a 25% increase in manual PR productivity in FY 2025, with 23N material availability at or above 93.5% throughout the year. Back orders continued a strong downward trend, since peaking in June 2023. Product Quality Discrepancy Reporting were reduced by about 65% in FY 2025, building on a strong FY 2024. Through hard work ethic and attention to detail, 23N support remains above the Performance Based Logistics requirement, ensuring the Ohio-class ballistic missile submarine's ability to effectively strike anytime, anywhere around the globe.

Additionally, the Nuclear Reactor Team in the Specialized Management Operations Directorate oversaw the transfer of the management of more than 7,000 items from DLA Aviation enabling over 96% of DLA-managed items to be centralized to a single team, with a hard focus on achieving 97% MA in 11 of the past 12 months, with an average of 97.43%.

The Land Customer Operations team facilitated a strategic alignment that strengthened operational readiness and ensured greater visibility, posturing and accountability for critical items by realigning support to the Army's weapon system priorities in coordination with several Army commands. This reconciliation focused on directing investments toward common authorized stockage lists, maintenance of significant parts and other essential items.

Maritime Customer Operations provided critical Class IX material support for several U.S. Navy warships supporting U.S. Northern Command's mission to bolster border security, including USS Gravelly, USS Cole, USS Stockdale, USS Sampson, and the Littoral Combat Ship USS Charleston, ensuring uninterrupted operations. Land Customer Operations also participated in southern border operations by attending the Joint Task Force – Southern Border Sustainment Conference to facilitate enhanced logistics coordination. Through targeted customer-support initiatives and active engagement in weekly readiness reviews led by JTF-SB, the Land Customer Operations team is identifying primary drivers for sustainment equipment to allow the taskforce to accomplish its mission.

7. Partnerships

FY 2025 marked a year of significant strides for DLA Land and Maritime in fostering innovation and building a robust industrial base to support the warfighter, with a dedicated focus on small business outreach, vendor engagements, obsolescence management, and agile problem-solving initiatives like Tiger Teams, targeted outreach to Prime vendors and standardization.

The DLA Land and Maritime Office of Small Business Programs significantly exceeded the FY 2025 small business goal of 48% with over 62% of total eligible contracting award dollars awarded to small businesses. This achievement represents more than \$3 billion in award dollars — marking a 17% increase over FY 2024. Notably, the Small Disadvantaged Businesses goal of 5% was exceeded by nearly 9% points, coming in 11.6% higher than FY 2024. Likewise, the

Women-Owned Small Businesses goal was surpassed by 8.42%, ending the year at 15.42%. In FY 2025, the small business office partnered with the supply chains aggressively to identify and award contracts to new entrants with a goal of expanding the defense industrial base to benefit the warfighter. DLA Land and Maritime exceeded its goal of 375 new entrants for FY 2025 by 28%, with 479 new entrants, due in large part to a robust outreach program that consisted of seven Training, Knowledge and Opportunities training sessions, 10 matchmaking events and attendance at 39 outreach opportunities supporting thousands of small businesses. These virtual and in-person opportunities reached nearly 400 businesses, provided critical knowledge and access to opportunities within DLA.

Building upon these outreach efforts, DLA Land and Maritime maintained a strong presence at the annual DLA Supply Chain Alliance Symposium in June. This key agency event brought over 1,300 logistics professionals together for real-time collaboration. DLA Land and Maritime OSBP, Maritime Supplier Operations and Land Supplier Operations partnered together to interact with over 100 suppliers, developing new business leads and strengthening existing partnerships. Senior DLA leaders provided industry with insights via several delivery methods that included keynotes at the DLA Knowledge Bar and in-depth breakout sessions. Notably, the FY 2025 event expanded beyond Class IX, incorporating partnership-building activities across the entire DLA enterprise. After the event, suppliers operations teams established 17 recurring vendor engagements focused on supply chain alliances and other vendors to address key issues and strengthen relationships.

Similarly, proactive engagement and innovative problem solving with vendors and the Services helped address challenges related to sole-source dependencies, obsolescence issues and quality constraints resulting in a marked increase in military readiness. Maritime Supplier Operations and the DLA Land and Maritime Reverse Engineering Team demonstrated a commitment to partnerships and innovation in response to obsolescence challenges related to transparent armor. The teams collaborated with the Marine Corps' Program Management Office and the Army Ground Vehicle Systems Center Reverse Engineering Team to solve an obsolescence issue with transparent armor on Medium Tactical and Logistics Tactical Vehicle weapon systems by creating technical data packages that fostered expanded vendor competition, projected to save over \$3.3 million annually. And when faced with the sudden cessation of operations by the sole supplier for Humvee transparent armor B-kits, Maritime Supplier Operations strategically mitigated this critical shortage through partnerships with industry and the Army. By rapidly qualifying multiple vendors and temporarily implementing a revised quality standard, ATPD 2352 Revision U Lite, to expedite supply, they significantly reduced the number of non-mission capable Humvees from 3,719 to under 100, directly improving warfighter readiness.

Similarly, demonstrating collaborative partnerships, Land Customer Operations recognized the urgency to enhance Marine Corps combat vehicle readiness. By forming a Tiger Team composed of diverse stakeholders, including the Deputy Commandant Installation & Logistics, Advanced Amphibious Assault Command PMO, DLA Headquarters, the Marine Corps Senior Service Integrator, and Marine Corps Logistics Bases, Land Customer Operations fostered a collaborative environment to establish a long-term, sustainable supply chain solution for the Amphibious Combat Vehicle within an accelerated timeframe. These are examples of how DLA

through its relationships with strategic partners enables improved readiness and logistics support for the Warfighter.

Aligning with the War Department's focus on delivering warfighter readiness and achieving strategic deterrence, DLA Land and Maritime hosted its first Bombers Directorate Working Group in support of the Air Force B-1B and B-2 Strategic Bombers. Nearly three dozen personnel attended the event, representing DLA Land and Maritime and the Air Force Life Cycle Management Center's Bombers Directorate out of Tinker Air Force Base, Oklahoma. The aim of the working group is to improve communication between DLA and the Air Force to provide the best support possible for these critical platforms.

Facing potential obsolescence challenges for critical resistors and microcircuits, the Document Standardization Division (VA) in partnership with a large spectrum of stakeholders coordinated, revised and released four key specifications in FY 2025: MIL-PRF-32773, MIL-PRF-32783, MIL-PRF-38534M and MIL-PRF-38535. These updated standards are enabling DLA to onboard new manufacturers, a critical step in ensuring a stable supply of high-reliability resistors and microcircuits. Resistors and microcircuits are used in nearly every major weapons system. Updated specifications and standards ensure access to parts built with the latest technologies, supporting the War Department's military readiness priorities. These collaborative efforts have already yielded positive results with manufacturers currently pursuing qualification for several of these high-reliability resistors. These efforts extend beyond immediate needs, encompassing proactive supply chain management to ensure long-term materiel availability.

8. Conclusion

DLA Land and Maritime achieved exceptional results in FY 2025, balancing performance with fiscal outcomes to keep pace with evolving needs of its customers in an increasingly dynamic threat environment. In FY 2025, DLA Land and Maritime successfully positioned itself for transformational change in FY 2026 with the launch of a new unified Class IX Major Subordinate Command, DLA Weapons Support. Throughout this evolution, DLA Land and Maritime maintained its track record of sustained warfighter support by providing the best value to meet customer demands, while balancing critical outcomes in a contested logistics environment amid an era of transformational change. Driven by collaborations with partners, the Services and industry, the new DLA Weapons Support is poised to deliver innovative logistics solutions to enhance warfighter support and ensure America remains prepared and decisive in the face of future challenges.

Defense Logistics Agency

DLA Aviation

Fiscal Year 2025 Historical Report



DEFENSE LOGISTICS AGENCY
AVIATION
6090 STRATHMORE ROAD
RICHMOND, VIRGINIA 23237

October 20, 2025

MEMORANDUM FOR DLA HEADQUARTERS: ATTN – Historian

SUBJECT: DLA Aviation Fiscal Year 2025 History

I have reviewed DLA Aviation's submission for chronicling Defense Logistics Agency history for fiscal year 2025 and would like to forward my endorsement.

The POC for this action is Amy N. Perry, Deputy Public Affairs officer, at 804-279-1160.

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K.R.1120941654

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LAUNEY.PATRICK.R.1120941654
Date: 2025.10.20 17:35:32 -04'00'

Patrick R. Launey, Brigadier General, USAF
Commander, DLA Weapons Support
(Richmond) & Defense Supply Center Richmond

Attachment:

1 – Annual History Report

1. Introduction

The Defense Logistics Agency Aviation, the aviation demand and supply chain manager for DLA, employs more than 4,267 civilian and military personnel in 23 locations across the globe. Air Force Brig. Gen. Patrick Launey is the commander of DLA Aviation. The DLA Aviation command group is headquartered in Richmond, Virginia.

DLA Aviation supports 2,302 weapon systems and is the U.S. military's integrated material manager for more than 1.8 million repair parts and operating supply items in support of fixed- and rotor-wing aircraft. DLA Aviation has nine major product lines: engines and airframes; instrumentation and gauges; electrical hardware; chemicals and petroleum products; green products; industrial gases and cylinders; ozone depleting substances; topographic, hydrographic, aeronautical maps/charts; and industrial plant equipment services.

Positioned alongside its military customers, DLA Aviation manages industrial support activities at Warner Robins Air Force Base, Georgia; Tinker AFB, Oklahoma; Hill AFB, Utah; Marine Corps Air Station Cherry Point, North Carolina; Naval Air Station, North Island, California; and NAS Jacksonville, Florida.

DLA Aviation executes depot-level reparable procurement operations at Robins, Tinker and Hill Air Force Bases; Naval Supply Systems Command Weapon Systems Support, Philadelphia; and at Redstone Army Arsenal, Alabama. DLA Aviation also operates the federal government's only industrial plant equipment maintenance, repair and overhaul facility at Mechanicsburg, Pennsylvania.

DLA Aviation had \$6.9 billion in demand value during FY 2025, processed 3.3 million customer orders during the year and conducted business with 3,194 suppliers as part of its support to 11,134 customers.

During fiscal year 2025, it was determined that DLA Aviation and DLA Land and Maritime would form a new major subordinate command – DLA Weapons Support. Actions began in fiscal 2025 to align activities within the two MSCs with an estimated complete date of Oct. 1, 2026.

2. Organization



a. Command Team

- (1) Commander: Air Force Col. Patrick Launey
- (2) Deputy Commander: Mr. Steven Kinskie
- (3) Acquisition Executive: Ms. Cathy Contreras
- (4) Chief of Staff: Ms. Tanya Hill
- (5) Director of Operations: Mr. Chris Collins

b. Office Directors

- (1) Strategic Acquisition Programs: Ms. Janelle Allen
- (2) Business Process Support: Mr. Spencer Shaffer
- (3) Procurement Process Support: Ms. Martha Tuck
- (4) Supplier Operations Commodities: Ms. Kelly Watts
- (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: Air Force Col. Anthonelli White

c. Operationalized Support

- (1) DHRS Customer Account Manager: Mr. Scot Robbins
- (2) J6 BRM: Mr. Martin Steiner
- (3) J8R: Mr. Brian Gray
- (4) Counsel: Mr. Linwood Rogers
- (5) Installation Operations: Mr. David Gibson

d. Industrialized support activity commanders

- (1) Warner Robins, GA: Air Force Col. Craig Giles
- (2) Oklahoma City, OK: Air Force Lt. Col. Allen Miller
- (3) Ogden, UT: Air Force Col. Kazimir Kostrubala
- (4) North Island, CA: Navy Cmdr. Peter Riester
- (5) Jacksonville, FL: Navy Cmdr. Christopher Harvey
- (6) Cherry Point, NC: Navy Cmdr. Edwin Jimenez

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. Tim Durepo
- (4) Ogden, UT: Mr. Mark Strawn

3. Key Personnel and Organizational Changes

a. Col Patrick Launey (USAF) – Assumed command of DLA Aviation on Aug. 11, 2025.
Predecessor: Brig Gen Chad Ellsworth

b. Col. Anthonelli White (USAF) became the director of the Customer Operations Directorate (A) on May 19, 2025. He replaced Col. Daniel Willison

c. Lt Col Allen Miller (USAF) assumed command of DLA Aviation at Oklahoma City on Aug. 15, 2025. He replaced Col Katrina Smith (USAF)

d. CDR Christopher Harvey (USN) assumed responsibility of DLA Aviation at Jacksonville on Feb. 13, 2025. He replaced CDR Brandon Palmer (USN)

4. Total Personnel – DLA Aviation total workforce – including military and contractors

a. DLA Aviation total workforce – 4,267 civilians, 69 active-duty military; 32 Reservists; and 151 contractors

b. Aviation employees at Richmond, Virginia – 2,286 civilians, 55 active-duty military, and 70 contractors

c. Aviation employees at 23 geographically separated sites – 1,966 civilians, 14 active-duty military; and 81 contractors

5. Historical Narrative

a. People

(1) Fully Execute Labor Dollars

(a) A significant challenge was navigating a hiring freeze. This caused issues with onboarding PACERs, interns, and processing requests for personnel actions. Recruitment efforts were restricted, and the focus shifted to essential travel. Efforts were directed toward supervisor development training. The lifting of some hiring restrictions for specific programs and positions (PaCERs) was worked, with plans to onboard new cohorts. Teams worked on onboarding and training. Existing resources (LWG, Onyx) were leveraged.

(b) Key achievements included the Procurement PaCER group 46 completing on-the-job training (OJT) and being released to assignments in October 2024. Tech Pacer group 47 also completed OJT and was released January 2025, with Tech Pacer group 48 being received by FMH following their training with the Procurement Process Support Directorate (BP). In July 2025, Acquisition Pacer Group 47 and Quality Assurance Pacer Group 48 completed their OJT. QA Pacer Group 49 began training in late July 2025. Training was provided on the Warehouse Management Systems to Resolution Specialists, Supervisors, Team Leads, and Aviation Process Health/Inventory Management BPAs in October 2024. In collaboration with BA, BP also provided Federal Aviation Administration items training to Supplier Operations team leads, informing future small group training and workforce development initiatives, including the Pathways Program.

(2) Develop Resilient Surge Capability

(a) The focus was on identifying critical functions and capabilities. ERG (Emergency Response Group) positions were validated and their composition revalidated. Actions included cross-training personnel to support surge operations and alternate business processes and developing requirements for additional ERG support based on exercise reviews.

(b) Business Process Analysts provided additional Customer Service Management training to Supplier Operations Pre-Awards Divisions in November. The Procurement Training Division (PTD) conducted the FY 2024 1st Quarter Collaboration meeting with Team Leads across DLA Aviation Operational areas to discuss training-related concerns, share resources, and discuss operational training needs. The PTD also provided pre-award and post award refresher training to the Retail-Focused Acquisition Support Team (RFAST). DLA Aviation Planning Business Process Analysts participated in the FU/OPs Surge Integrated Process Team (IPT) to enhance rapid end-item support to the warfighter during surge and contingency operations. The IPT worked on identifying processes, reviewing plans, collaborating with the 748th Supply Chain Management Wing, and developing a surge process map and a “7-minute drill” rapid response plan.

(3) Exercise Operational Capabilities and Processes (DLA Aviation Exercise Plan)

DLA Aviation participated in various exercises (Set the Theater/Set the Globe, Eagle Horizon, Pacific Sentry) and planned for others (GT-26). This included developing training objectives, supporting exercise execution, and attending hotwashes to capture lessons learned. Attention was paid to degraded communication environments and the importance of travel guidance. AAR (After-Action Report) and comments were requested for exercises. DOA's COOP team provided observations and recommendations for the GT25 AAR.

(4) Sustain and Improve DLA Aviation's Culture

Initial work involved briefing the workforce on the Defense Organizational Climate Survey results. Following this, the team worked on analyzing risk factors, developing recommendations, and scheduling meetings with directors to address the survey findings. Culture champions were identified, and regular meetings were held. Preparation occurred for upcoming surveys. Efforts were underway to develop strategies to improve the culture and workplace, including engaging with Land & Maritime and Leadership and Employee Working Groups.

(5) Define Data Literacy Goals

The primary goal was to ensure that all DLA Aviation employees completed their data acumen journeys. Progress was monitored closely, and completion rates were tracked at the directorate level. DLA Aviation was leading the agency in completion of Intermediate and Advanced Data Acumen journeys. The aim was 100% completion by the end of the fiscal year. Actions were also being taken to stay informed about changes to DPMAP performance elements and mandatory supervisory elements.

(6) Promote Data Awareness

PAO created and distributed content to promote data acumen. This included articles, publications in DLA Loglines magazine, and awareness of the DLA Podcast series. The goal was to incorporate data acumen themes into news articles and communication channels.

(7) Increase Military Familiarization

Forward sites/directorates included dozens of military familiarization events in their monthly reports, and these were added to the calendar. Some examples were: DLA Aviation Customer Operations provided training to Marine Aviation Logistics Squadrons (MALS) 12 and 36 in Japan on topics like FEDMALL, Supply Assist Requests, Reconciliation Tools, wholesale policies, and end-to-end support. During a visit to MALS 36, DLA was present when they received a 50.5 container, which allowed rapid deployment of aeronautical material. DLA USMC team recommended the practice be disseminated to the Fleet Marine Forces. Aviation Engineering conducted a Warfighter Orientation, touring the USS Dwight D. Eisenhower (CVN-69). FMH leadership, supervisors, Acquisition Pacer group 47 and Tech Pacer group 47 conducted a site visit to the 128th Aviation Brigade at Fort Eustis, VA.

(8) Miscellaneous

The Ogden Industrial Support Activity pilot reorganization aligned divisions with ALC production groups. The Public Affairs Office, in collaboration with Defense Supply Center Richmond's Fire and Emergency Services, and volunteers from the Procurement Process Support Directorate, successfully organized and executed the annual Angel Tree Program Dec. 4, 2024. DLA Aviation facilitated a visit by U.S. Rep. Robb Wittman (VA-01) to Defense Supply Center Richmond in March. DLA Aviation held the 5th Annual Awards Ceremony, followed by a commander's town hall and Q&A, in May 2025. DLA Aviation at OKC trained its first two DoD Skillbridge participants in logistics support processes for the Air Force depot maintenance environment.

b. Precision

(1) Develop and Define DRRS Aviation Readiness Metrics

Action was completed by the 2nd quarter of FY 2025.

(2) Partner and Execute the Joint Strike Fighter Consumable Function

The team visited Ft. Worth and the Joint Program Office (JPO) to develop CONOPs. HQ DLA hosted the CONOPs meeting with the JPO and Lockheed Martin, receiving approval for IOC/FOC support concept. The team attended multiple Joint Working Group meetings, establishing a problem statement, goals, and a meeting rhythm. Efforts included conducting initial part number reviews with Lockheed engineering and looking at establishing an agreement with Lockheed. Progress was made with Lockheed, with 461 NSNs supportable to fulfill F-35 additive demand; 82 NSNs required additional buys. Lockheed was conducting ESA reviews. Concerns were raised regarding duplicates on the list of items. A draft memorandum of understanding (MOU) was sent to Lockheed Martin for review. Lockheed Martin agreed to use the 2019 MOU and sent the initial pricing request. A face-to-face meeting with Lockheed was planned. In support of the supplier initiating ordering initiative, the F-35 Joint Program Office planned to utilize DLA as a Product Support Provider for consumables on all three variants.

(3) Identify areas where AI-solutions can be applied

Several pilot programs helped identify areas for AI solutions: completed by 2nd quarter FY 2025

(4) Execute Data Use-Cases and Provide Data to HQ

DLA Aviation identified and communicated AI projects/opportunities to HQ, including supply chain process mapping, supplier risk, obsolescence, and policy effectiveness. The team partnered with BA to validate Health and usage Monitoring System (HUMS) data organically. DLA did not believe it could use HUMS data organically since it didn't translate to procurement, but it was useful for Army forecasting and maintenance. A statement of work was

drafted and the request for proposals issued for the J85 Digital Forecasting Tool Pilot, but the team faced difficulties receiving the statement and improving connectivity with GE. There was a request for Defense Contract Management Agency assistance in determining the commerciality of the service. Additional cost information was requested from GE and the team determined methods of evaluation.

(5) Reduce Delinquencies by 15%

While hundreds of delinquencies were reduced, DLA Aviation remained off-plan, reaching an 8% reduction against a 15% goal. A supplier accounting for many delinquencies was identified. Post-Award work was realigned and executed. A Supply Chain Alliance with AAR was being finalized, and the GE/GEAS (General Electric Aviation Systems) burndown plan was finalized. Vendor engagement travel was put on hold, shifting engagements to a virtual forum/option. Onyx training was ongoing, with Onyx completing initial training and initiating execution. A performance tracking tool linked to DPMAP elements was developed and released. The team continued to execute a proactive vendor engagement strategy, ramping up a vendor engagement liaison. The team set up a meeting with Defense Contract Management Agency contract management offices. Completed Onyx transition to the floor. Pricing Division supported the C5 Galaxy program at Warner Robins, expediting award for Actuator Assemblies.

(6) Improve Retail Outcomes

Efforts focused on pre-positioning opportunities, platform prioritization, and SKU creation when demand was present. The list of new SKUs was being cleaned, and tranche analysis was conducted to drive decision-making. DLA continued deep dive of HQ Planning offline collab logic. They held off from executing UPL Tranche 2 (pending funding decision). The Ogden Demand Signal IPT stood up, aiming to improve demand signal speed and conducting data analysis. Errors with Consumption Pull System (CPS) retail protection levels were corrected. Ogden Demand Signal IPT continued data collection, analysis, and coordination with stakeholders. The team met with Ogden (AF stakeholders). J3 was trying to move LTG Simerly to a more holistic view on plan accuracy. New RSS updates were launched/available.

(7) Reduce PRs On-Hand and Align with Capacity

PA worked with BA on administrative lead time. Leadership discussion was required on PNG curves. HQ planning discussions occurred on demand segmentation and safety stock budgets. DMR PR output was evaluated with a lead time variance tool. Headquarters was informed of the SKU creation effort. HQ Planning discussion was not favorable. Planning will elevate any HQ pushback to Command. The team was waiting for decisions on escalated matters including Peak Next Gen, demand segmentation, and safety stock (SS) budget. The team implemented a 90-day SS level on Crown Jewels. CPS tactical workload was transitioned to DLA Aviation. A CPS team leader was to be hired to head efforts. Item Profile Mapping was being fixed. The backlog for CPS was completed. A dedicated team worked on backlog transactions.

(8) Establish a Robust and Comprehensive Internal Controls Program/Achieve Audit Goals/Document IPE Processes/Compliance Reviews of Business Processes Associated with NFRs and Findings

Internal controls were being examined, and PBCs were being tracked. Progress was made on documenting IPE processes, with an updated repair/rebuild process for the IPE PCM. SAUs were being met with to discuss Key Supporting Documentation. The team was scheduling one-on-one meetings with OPRs/OCRs/Risk Owners on DLA Aviation's top prioritized risks. The team continued to review Key Supporting Documentation. Developed job aids for IRM compliance. They also executed a walkthrough of the IRM process with BA. Developed job aids for IRM compliance. The IPE process flow was documented. Plan to Stock Separation of Duties TMT was developed. DLA Aviation improved 10% overall in internal controls.

(9) Miscellaneous

Aviation Order Fulfillment Inventory Management Branch initiated a Continuous Process Improvement Event with the Aviation Audit, Process Compliance & Risk Management Division to focus on intermediate document management and process automation. Aviation Order Fulfillment Order Management Branch worked with Aviation Industrial Prime Vendor (IPV) Division to resolve cancellations/rejections of sales orders on Fleet Readiness Center Gen IV IPV contract. DLA awarded a large acquisition of two mission critical virgin HFC compressed gases determined by the Services to be the most critical at this time; Heptafluoropropane (HFC-227ea) and Hexafluoropropane (HFC-R236fa). Through positive collaboration, DLA Aviation CP achieved another significant milestone, increasing filled requisitions. DLA Aviation held an Industry Day for potential vendors of the Hardware Acquisition Recompete contract. The program management review, attended by DLA Aviation Richmond Program Office, Corpus Christi Army Depot (CCAD), AMCOM, and Boeing Distribution Services Defense, reviewed the CCAD IPV contract. Discrepancies in EA stock levels between EBS and CONOPs were identified. A DLA Aviation Cherry Point sustainment specialist reconciled all NIINs, finding over 4,000 NIINs with disparities.

c. Posture

(1) Synchronize Class IX strategy with Land and Maritime and Headquarters

80% of the process maps were completed by Feb. 15, 2025. Process maps were sent for the Director's input on February 5th. The OPT planned to publish a baseline "As-Is" on May 1, 2025. Discussions centered on the possible use of an AI tool for Class IX support, but Brig Gen Ellsworth believed DLA Aviation could execute that functionality internally. The team met with McKinsey bi-weekly to consolidate risks, including both Class IX-specific and enterprise risks, and shared the consolidated risks with directors. The Class IX strategy meeting scheduled was rescheduled. A meeting with Land & Maritime was also scheduled.

(2) Protect the Supply Chain

The timeline for this objective was on track. Data regarding sensors was being gathered. A predictive tool to assess inventory risk was discussed. The final report on the Industrial Capability & Warstopper Program Risk Board was received, and the Industrial Capability Analysis plan was published. DLA Aviation reframed its SCRM (Supply Chain Risk Mitigation) plan and briefed it to the DV, holding a project kick-off. In initial phases, compilation of the Initial sensor, arena and routine mitigation list was done. Also compiled were initial inventory strategic Supply Chain Risk mitigations; small business innovation research, reverse engineering technical data initiative, etc. Efforts were made to integrate SCR triage, PAR reviews, and delinquency reviews. Data mining of mitigation systems occurred, evaluating data quality, identifying data clusters, resolving risks, and disseminating findings. Concerns were raised regarding scaling and the ability to mitigate risk systemically. Discussions focused on the definition of SCRM FOC. The team agreed on five REMAs with Land & Maritime that are included in their FY 2026 AOPs. Publication of DLA Aviation's SCRM intent and SOP initiated. Aviation's Risk Board began to review and prioritize risk mitigation. The need for a cell to tackle supply chain risks was discussed, considering potential groups and approaches to managing SCRM.

(3) Synchronize Service PBAs with Senior Service Integrators

USAF/NESO participated in the C5 Drive to 55 General Officer Steering Group (focused on PRISM), met with PACAF on the F16, held SSI sync sessions, and participated in KC-135 fly to 75 meetings. The team met with Fort Novosel and participated in the USMC Executive Steering Group. PBAs on the Navy side needed to be socialized with PMAs. Leaders provided insight into ongoing Enterprise-level Service-support efforts and conversations, encouraging the review of the CPG via SIPR. Recurring touchpoints were executing with SSIs. This initiative was closed.

(4) Evaluate DLA Aviation Organization Structure

General Order staffing was scheduled to occur in April. A decision on RFAST was expected. Aviation was engaged in ongoing meetings with DLA Land & Maritime regarding Class IX reorganization efforts. A letter was issued to the workforce on this matter. The intent was not a reduction in force but to optimize and leverage Class IX support and improve posture. A pre-decisional meeting was planned to discuss the proposed/potential structure. The Director was to brief the Deputy SECDEF on how DLA Aviation would combine with L&M. This reorganization effort was also discussed at the Agency Transformation Summit. This initiative was on hold.

(5) Miscellaneous

The Ozone Depleting Substances (ODS) Program Office supported USS O'Kane (DDG-77) in the Persian Gulf, fulfilling a priority request for Halon fire suppression system cylinders in October 2024. The Apache/Chinook GS BCOI Option was awarded on January 24, 2025, to increase material availability. ODS were relocated from Naval Station Yorktown to

DSCR in February 2025. Fleet Readiness Center East inducted its first CH-53K for maintenance on April 7, 2025, using the Aged Exploration Planned Depot process. DLA Strategic Contracting Directorate awarded a firm-fixed-price follow-on contract to CFM International in July 2025 for worldwide support of F108 engines supporting various aircraft.

d. Partnerships

(1) Improve Manufacturing through expanding organic manufacturing and leveraging Rapid global Business Solutions (RGBSI) Contract

(a) Expansion of Organic Manufacturing (OM): A Financial Process IPT was planned with participation from J8, J7, J3, DLA Aviation, Land & Maritime (L&M). WR-ALC identified 260 NSNs for Organic Industrial Base (OIB)/OM. A Raw Stock Strategy IPT was also planned. HQ conducted a study to identify the root causes of raw stock delays. The team participated in DLA/AF IPTs on licensing/OM of OEM sole source items. Tinker OM Pilot was ongoing with identified NSNs funded and completed. Robins ALC OM Pilot Phase 2 was underway. OIB marketplace testing was in progress. G-Invoicing tool testing was in progress. Licensing data from OEMs was under works for use in OM. Key challenge here was about G-Invoicing issues affecting our ability to move forward. The DLA advanced manufacturing-organic manufacturing collaborative effort with Tinker AFB successfully funded the Tinker REACT lab to additively manufacture (3D print) a titanium-alloy structural support for the C-5 aircraft. The OM Raw Stock Rapid Improvement Event to improve materiel availability for all sources of raw stock in support of OC-ALC OM. The B-52 OM pilot program at TAFB OC-ALC was an effort to optimize the OIB. The goal was to work on a plan where organic manufacture could be used alongside industry.

(b) Leverage RGBSI Contract: New NIINs provided with a new pool of DLA Aviation NIINs provided. A milestone plan for contract modification was finalized. The solicitation for parts was issued and contracting actions prepared for a no-cost extension. The team was tracking execution of DSP Milestone 3. Engineering Support Activities (ESAs) were identified. A new pool of NIINs were provided. The team was processing 339s in the absence of an approved DSP process. 25 NIINs were submitted to the ESA and the remaining to a specific AMC. PRs were awarded to RGBSI. RGBSI owed DLA Aviation status on delinquent orders. The team was developing a milestone plan with the J6/J3 team for contract modification. The base period for this contract ended in December, requiring a decision on exercising the contract option. It was also under assessment to exercise the contract option based on performance and other factors.

(2) Assess Whole of Government Support

Strategic Analytics Division coordinated with the Air Force Commodity Council and DLA Aviation Procurement Directors to improve LTC candidate identification for DLR end-items. The Maintenance Repair and Overhaul (MRO) and MRO-Supply (MRO-S) systems were implemented with the goal to subsume legacy retail supply systems. Pre-Expended Bin Summit was hosted for the new Gen IV IPV contract to address transition challenges. A new subsumable contract to Sikorsky Aircraft Corporation was made against the Lockheed Martin Captains of Industry (COI) contract with Price Pending and DLA Direct contract provisions. DLA Aviation

had partnered with key industry and Navy stakeholders to facilitate the E-2C to E-2D Window Conversion project. COOP exercises were conducted between DLA Distribution Jacksonville, Fleet Readiness Center Southeast and DLA Aviation Jacksonville. At the Army Aviation Association of America (QUAD-A) Missions Solutions Summit, the Apache Weapons Systems Program Manager met with their U.S. Army Project Manager to discuss sustainment implications of the AH-64D divestiture. DLA Aviation's Public Affairs Chief attended the CMC meeting on behalf of Brig Gen Ellsworth. DLA Aviation Supplier Operations OEM (FM) signed Supply Chain Alliance with AAR Supply Chain.

e. Special Projects

DLA Supply Chain Alliance Symposium was held June 11-12, 2025. This was coordinated by DLA Aviation and DLA Land and Maritime.

Defense Logistics Agency

DLA Energy

Fiscal Year 2025 Historical Report



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

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: Historian

SUBJECT: DLA Energy Fiscal Year 2025 Historical Report

I have reviewed DLA Energy's submission for chronicling the Defense Logistics Agency history for fiscal year 2025 and would like to forward my endorsement.

The POC for this action is Michelle Groat, Commander's Action Group, at 445-737-4044.

BRESNIHAN.GEOR
GE.E.1059764558

Digitally signed by
BRESNIHAN.GEORGE.E.105976
4558
Date: 2025.11.05 17:47:18 -05'00'

George E. Bresnihan
RDML, USN
Commander

Attachment:

1. FY 25 Historical Report

1. Introduction

DLA Energy excelled in FY 2025, executing today's mission while preparing for tomorrow's fight. Beginning the year supporting Hurricanes Helene and Milton recovery, it rapidly switched to supporting combat operations such as Rough Rider and Midnight Hammer. All the while, the command provided fuel for presidential travel; delivered the first JP5 to Defense Fuel Support Point (DFSP) Anchorage, Alaska; deployed an Aviator's Breathing Oxygen (ABO) analyzer to the Europe & Africa theaters; and assisted military units in Operation Southern Guard.

DLA Energy made just as many improvements to readiness posture. The command invested heavily in infrastructure, modernization, and environmental compliance, spending \$1.381 billion in maintenance and repair, supporting fixed fuels infrastructure, and managing property globally. It installed a vital pipeline to DFSP Rota, Spain; participated in joint exercises; established new supply chains; and optimized fuel storage and supporting US operations. DLA Energy also pursued innovative solutions like the Indo-Pacific Posture Optimization Project and Consolidated Cargo Replenishment at Sea (CONSOL RAS) reintroduction. Additionally, the command played a central role in Quartermaster Liquid Logistics Exercise (QLLEX) 25. Exercises prepare the command as much as infrastructure improvements do.

DLA Energy strengthened partnerships and interoperability across the Department of War (DoW), as well as with allies, and industry. It accomplished this by commander visits to the Middle East and Europe, participating in the Indo-Pacific and Europe & Africa Fuels Exchange Agreement (FEA) Forums, and engaging with Northern Atlantic Treaty Organization (NATO) and USCENTCOM. Finally, DLA Energy fostered industry relationships through engagements with FEMA and state emergency management agencies. These efforts improved fuel supply chain resilience, addressed logistical challenges, supported disaster response, and improved collaboration.

DLA Energy's FY25 Annual Operating Plan focused on enhancing logistics and workforce readiness - as well as improving data-driven decision-making - to strengthen our ability to deliver exceptional global support and operational effectiveness during this time of critical transformation.

We aligned 10 Energy initiatives to the DLA Strategic Plan, achieving several critical objectives that accomplished our annual goals:

- Launched data acumen training to foster a culture of problem solvers and drive effective data visualizations and better decision-making.

- Utilized Artificial Intelligence capabilities in a Common Operating Picture (AI COP) to support priorities for resilient, integrated logistics command and control; implemented the Integrated Business Planning (IBP) System Rollout.

- Strengthened collaboration with industry partners to enhance supply chain resilience, foster innovation, and improve procurement efficiency through proactive engagement, transparent communication, and strategic partnerships.

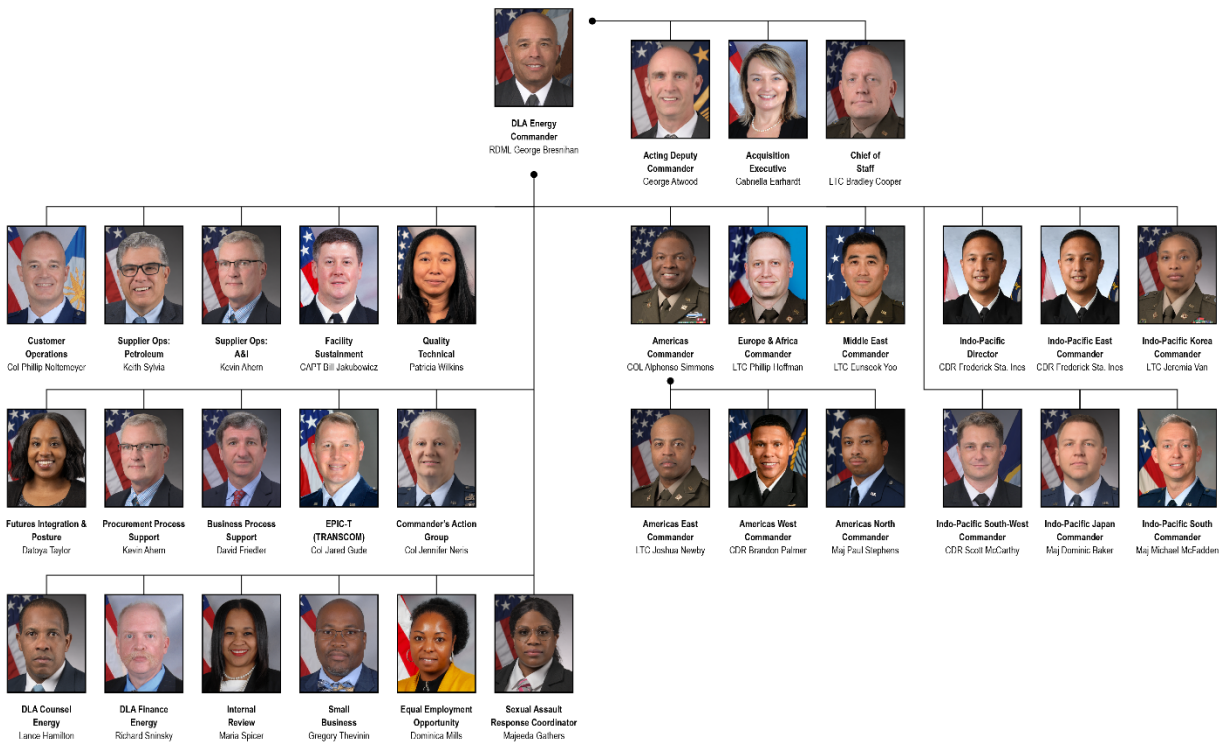
a. Mission

DLA Energy enables readiness by providing globally resilient energy solutions to the Warfighter and whole of government. DLA Energy's goals are aligned with the Defense Logistics Agency Strategic Plan transformative imperatives.

b. Fuel price

Effective October 1, 2024, the Standard Fuel Price changed from \$ \$147.84/barrel (BBL) (\$3.52/ US gallons (USG) to \$168.84/BBL (\$4.02/USG) and on April 1, 2025, changed to \$138.18/BBL (\$3.29/USG).

2. Organization (as of September 30, 2025):



a. Command Team

- (1) Commander: Rear Admiral George E. Bresnihan, USN
- (2) Acting Deputy Commander: Mr. George Atwood, SES
- (3) Acquisition Executive: Ms. Gabriella Earhardt
- (4) Chief of Staff: LTC Bradley Cooper, USA

b. Office Directors

- (1) Commander's Action Group: Col Jennifer Neris, USAF
- (2) Director, Supplier Operations, Aerospace & Installation: Mr. Kevin Ahern
- (3) Director, Supplier Operations, Petroleum: Mr. Keith Sylvia
- (4) Director, Customer Operations: Col Phillip Noltemeyer, USAF
- (5) Director, Facility Sustainment Directorate: CAPT William Jakubowicz, USN
- (6) Director, Business Process Support: Mr. David Friedler
- (7) Director, Procurement Process Support: Mr. Kevin Ahern
- (8) Director, Futures Integration & Posture Directorate: Ms. Datoya Taylor
- (9) Director, Quality Technical Directorate: Ms. Patricia Wilkins

c. Region Commanders

- (1) Commander, DLA Energy Americas: COL Alphonso Simmons, USA
- (2) Commander, DLA Energy Americas East: LTC Joshua Newby, USA

(3) Commander, DLA Energy Americas West: CDR Brandon Palmer, USN
 (4) Commander, DLA Energy Americas North: Maj Paul Stephens, USAF
 (5) Commander, DLA Energy Middle East: LTC Eunseok (Sam) Yoo, USA
 (6) Commander, DLA Energy Europe & Africa: LTC Phillip Hoffman, USA
 (7) Director, DLA Energy Indo-Pacific: CDR Frederick Sta. Ines, USN
 (8) Commander, DLA Energy Indo-Pacific South-West Pacific: CDR Scott McCarthy, USN
 (9) Commander, DLA Energy Indo-Pacific East Pacific: CDR Frederick Sta. Ines, USN
 (10) Commander, DLA Energy Indo-Pacific Japan: Maj Dominic Baker, USAF
 (11) Commander, DLA Energy Indo-Pacific Korea: LTC Jeremia Van, USA
 (12) Commander, DLA Energy Indo-Pacific South: Maj Michael McFadden, USAF

3. Key leadership changes:

a. Mr. David Kless relinquished his position as Deputy Commander to Mr. George Atwood on June 2, 2025.

b. COL Benjamin Kilgore, USA, relinquished his position as Chief of Staff on June 7, 2025, and LTC Bradley Cooper, USA assumed the position on June 23, 2025.

c. As of May 11, 2025, Ms. Rachel Dunlap relinquished her position as Director, Commander's Action Group to Col Jennifer Neris, Mr. Kevin Ahern relinquished his position as the Director, Supplier Operations, Aerospace & Installation to Martha Gray, Mr. Jacob Moser relinquished his position as Director, Procurement Process Support Directorate to Mr. Kevin Ahern and Mr. Bob Gagnon relinquished his position as Director, Futures Integration & Posture to Ms. Datoya Taylor.

d. Col Michael Boswell, USAF, relinquished his position as the Director, Customer Operations to Col Phillip Noltemeyer, USAF on July 25, 2025.

e. Mr. Thomas Turets relinquished his position as the Director, Business Process Support Directorate, to Mr. David Friedler on November 6, 2024.

f. CAPT Anas Maazuozi, USN, relinquished command of DLA Energy Americas West to CDR Brandon Palmer, USN on March 21, 2025.

g. LTC Leslie Shipp, USA, relinquished command of DLA Energy Europe and Africa to LTC Phillip Hoffman, USA, on June 6, 2025.

h. LTC Marrio Almada, USA, relinquished command of DLA Energy Middle East to LTC Eunseok (Sam) Yoo, USA, on June 9, 2025.

i. Maj Daniel Moritz, USAF, relinquished command of DLA Energy Americas North to Maj Paul Stephens, USAF, on June 10, 2025.

j. Maj Kevin Knutson, USAF, relinquished command of DLA Energy Okinawa on June 18, 2025. Command of Okinawa is now under Maj Dominic Baker, USAF, in DLA Energy Japan.

k. CDR Konrad Krupa, USN, relinquished command of DLA Energy East Pacific to CDR Frederick Sta. Ines, USN, on June 26, 2025.

l. LTC Thad Douthitt, USA, relinquished command of DLA Energy Americas East to LTC Joshua Newby, USA, on June 27, 2025.

m. Maj Michael McFadden took command of DLA Energy Indo-Pacific South with an Activation Ceremony on July 10, 2025.

4. Total Personnel

As of September 30, 2025, DLA Energy had 1,318 personnel (1,176 civilians and 142 military (64 Active Duty, 50 Reservists and 28 Personnel Force Innovation (PFI) personnel).

5. Historical Narrative

DLA Energy's FY 2025 activities are relayed through DLA's four transformation imperatives: people, precision, posture, and partnerships.

a. People: Build Organizational Agility Through Our People and Culture

DLA Energy sought as many development opportunities as possible for its workforce in FY 2025. From October 21 to November 8, 2024, the command graduated 22 military and civilian students from the Petroleum Quality Assurance Overview Course, Basic. This course covered fraud prevention, petroleum refining, aerospace commodities, government quality assurance, product analysis, DLA product surveillance, bulk petroleum procurements, DoD quality initiatives, and DLA Energy product management.

Training was especially important for incoming employees. From October 21 to December 9, 2024, a DLA Energy (PaCE) Quality Assurance Specialist (Chemicals) completed a 50-day rotation with Americas North. Employees performed lab testing and quality surveillance on aviation fuel; assisted with American Society for Testing Materials correlation testing; participated in fuel receipt inspection at Valdez, AK; and observed vessel discharge operations at DFSP Anchorage. This experience provided substantial petroleum quality assurance expertise.

New Employees coming from the military services had a different program. In FY 2025, DLA Energy launched a DoD SkillBridge program to train transitioning service members as Quality Assurance Specialists (Chemicals). Supporting DLA's Partnership and People strategic goals, the program enhanced recruitment, workforce development, and DLA Energy's commitment to a skilled and agile workforce.

Current employees also received training opportunities. From March 11-14, 2025, DLA Energy employees attended the J6 Technology Accelerator Team's Innovation Navigators course at Fort Belvoir, focusing on contested logistics as described in the DLA 2025-2030 Strategic Plan. Participants explored innovation elements to improve DLA efficiency and address mission challenges, developing solutions and action plans for key priorities like skillset development, data analysis, and system modernization.

Another training opportunity was the 2025 DLA Energy Acquisition Workforce Symposium ("From Strategy to Action: Building a Workforce Ready for Tomorrow"). The command hosted over 300 acquisition professionals from June 10-13, 2025. Participants engaged in leadership sessions, innovation training, and discussions with senior leaders. Key topics included the DLA Strategic Plan and Acquisition Workforce Development Roadmap 2.0, Artificial Intelligence (AI), contested logistics, and data-driven acquisition.

Current DLA Energy Utility Services employees had their own developmental opportunities at the National Contract Management Association World Congress, held in

Grapevine, TX, from 14 to 16 July 2025. The event focused on AI-driven workflows, budget optimization, innovation, and contract management skills, including negotiation and cybersecurity, with topics like Federal Acquisition Regulation (FAR) Overhaul and Cybersecurity Maturity Model Certification. At the same time as the congress, former DLA Energy Commander Air Force Brigadier General Jimmy Canlas, retired, and Outpost CEO Linh Hoang delivered a presentation titled on “Emerging Innovation and Technology in a Contested Logistics Environment” to the DLA Energy workforce. The presentation covered logistics challenges and Small Business Innovation Research funding. It highlighted innovation and solutions for acquisition professionals supporting warfighters.

To DLA Energy, “people” includes not just new and current employees but former ones as well. On January 8, 2025, DLA Energy inducted Pamela Serino, James Mandziara, and COL (Ret) Dan D. Jennings III into its Hall of Fame, recognizing their collective 110+ years of service. These three inductees brings Hall of Fame membership to 30 former employees. Also in FY 2025, the agency inducted the command’s Linda Barnett into its hall of fame. Ms. Barnett served more than 40 years. Starting as an intern, she became Deputy Director of Customer Operations, improving bulk petroleum management and customer value. A 2005 DLA Leader of the Year and 2022 DLA Hall of Fame inductee, Barnett inspired future DLA Energy leaders through her transformative leadership.

Also legacy-focused was DLA Energy’s commemoration of its anniversary on July 7, 2025. The command’s 80-year history is an enduring legacy of dedication, resilience, and service to both warfighters and the Whole of Government. The celebration featured a legacy employee sharing highlights from DLA Energy’s history and employee interviews. DLA Director Army LTG Mark Simerly presented RDML Bresnihan with a framed gold letter. The event culminated in a symbolic cake-cutting ceremony.

b. Precision: Calibrate Resilient and Responsive Logistics Solutions in Support of Military Readiness

Throughout FY 2025, DLA regional offices managed key events supporting military readiness. On October 19, 2024, our DLA Energy America’s and DLA Energy Alaska’s offices oversaw the delivery of 1.26 million USG of JP5 fuel to Defense Fuel Support Point (DFSP) for the first time in history. The US Naval Forces Northern Command requirement expands DLA supportability by providing US Navy-specific aviation product in Alaska.

DLA Energy Europe and Africa (DLA E E&A) continued to work with Industry partners on enhancing readiness throughout the region. The Compañía Española de Petróleos refinery in Algeciras, Spain, now possesses the capability to supply F76 fuel directly to DFSP Rota, Spain, via a newly established pipeline. The pipeline ensures that DFSP Rota maintains adequate fuel inventory levels to support the U.S. Navy and allied nations throughout the duration of these inspections. The establishment of a vital Contract Line-Item Number specifically dedicated to this pipeline further solidifies supply chain resiliency and enhances freedom of maneuver for DFSP Rota.

DLA E E&A deployed its first Analytical Science and Technologies ABO Low Pressure Analyzer to enhance warfighter readiness. Rigorous testing at Ramstein Air Base (AB) from April 14-16, 2025, validated its ability to ensure 99.5% pure breathing oxygen by allowing on-demand analysis of vendor-supplied ABO. DLA E E&A and the Air Force Petroleum Office are collaborating on standardized sampling and testing protocols.

Finally, DLA E E&A partnered with USEUCOM JPO and USAFE to support USCENTCOM operations, embedding LNOs (LNOs) and aligning with the USEUCOM Joint Logistics Operations Center. They researched locations, fuel resupply options, and actioned validated requirements, providing vital information for KC-46 and KC-135 logistical support for Operation Midnight Hammer.

DLA Energy supported several key operational Bulk Petroleum working groups and Enterprise exercises to enhance supply chain resilience. DLA Energy personnel joined a US Transportation Command (USTRANSCOM) led working group on Global Bulk Fuel Prepositioned War Reserve Requirement (PWRR) at Scott Air Force Base (AFB), IL, December 9-12, 2024. The working group, co-chaired by Joint Staff J4, USTRANSCOM J5-F, and DLA Energy, educated Combatant Commands (CCMD) and Service Petroleum Officers on PWRR process changes, covering lessons learned, exceptions, planning, inventory, agreements, additives, and reporting.

DLA Energy participated in Exercise EC-25 from March 11-18, 2025, alongside real-world contingencies with Joint Task Force-Southern Border and Operation SOUTHERN GUARD. This Tier 1 exercise integrated US Strategic Command (USSTRATCOM), North American Aerospace Defense Command (NORAD) & US Northern Command (N&NC), and US Southern Command (USSOUTHCOM). DLA Energy Americas addressed supply chain disruptions; information requests; and primary, alternate, contingency and emergency communications plan exercises across the Americas.

DLA-Energy Middle East (DLA E ME) supported the presidential-directed Syria withdrawal, focusing on fuel consolidation as bases close and operations shift to Iraq. The Operation Inherent Resolve (OIR) LNO and Customer Operations team successfully guided the initial closure of three bases through daily engagement with OIR, Joint Petroleum Officer (JPO), and Sub-Area Petroleum Office. Lessons learned from the Afghanistan withdrawal ensured proper fuel reconciliation and continued support for the Warfighter during this organized departure.

c. Posture: Enhance Support to Integrated Deterrence Across the Continuum of Conflict in Contested Logistics Environments

DLA Energy has long been on a journey to improve its posture. FY 2025 will prove a critical year along that journey. First, the command was able to invest \$1.381 billion in Maintenance & Repair operations and Minor Construction Capital funds in infrastructure and environmental support. Additionally, the Facility Sustainment Directorate (FSD) obligated \$1.13 billion Sustainment, Restoration and Modernization (SRM) for Army, Navy, Air Force, Marine Corps, and Space Force fixed fuels infrastructure at 391 installations and 430 DFSPs across the globe. This equated to funding 1,352 large SRM projects and 5,385 minor repair service orders. Furthermore, the FSD Recurring Maintenance and Minor Repair program executed over 2,261 site visits. The directorate's focus on proactive maintenance enables the military services to maintain their fixed fuels infrastructure in high operational readiness.

Investment also came from the FSD Environmental branch. The branch provided over \$118.6 million for compliance and restoration actions at DFSPs across the globe. In particular, its Fuels automation team supported contract actions worth \$98 million for automatic tank gauging, automated fuels handling equipment, and other automation associated with the inventory and distribution of DLA fuel.

Part of posture is managing property. The FSD Property Branch worked with the Military Departments (MilDep) in overseeing 430 DFSPs, consisting of 16,500 Real Property (RP) records. FSD accounts for approximately 80% of the DLA-managed RP portfolio, which represents a Plant Replacement Value (PRV) of \$51.8 billion. The branch reconciled 4,000 RP records and performed physical inventories at 42 DFSPs consisting of 1,300 RP assets with a PRV of \$25.3 billion. The team was instrumental in adding 738 RP facilities under the capitalized program. The Realty Specialist completed 3 RP Host Tenant Agreements with the MilDep ensuring that rights and obligations for \$452 million in PRV property were documented. Additionally, the Accountable Property Officers oversaw 837 General Equipment valued at \$103 million in support of Energy's mission. The Fleet Manager team oversaw 166 vehicles valued at \$4.9 million across the regions in support of Energy's region's commands.

Posture also covers readiness to respond to national emergencies. The key event in this category for FY 2025 was the recovery efforts in western North Carolina after Hurricanes Helene and Milton. Task Force Americas delivered 1.1 million USG of bulk fuel to FEMA supporting recovery efforts after these weather disasters. The nine-member volunteer team supported NC, GA, and FL by coordinating with multiple agencies and providing fuel for critical infrastructure, including the National Oceanic and Atmospheric Administration's weather station.

Posture extends from fuel points and emergency readiness to delivery infrastructure. On October 15, 2024, DLA Energy collaborated with US Army Europe and Africa (USAREUR-AF) and 21st TSC for a successful 30,000 USG JP-8 draw from the Central Europe Pipeline System (CEPS). This supported a proof-of-principle rail delivery of bulk fuel from Bramsche, Germany, to Pabrade, Lithuania, via International Commercial Transportation Branch tender and rail tank car, solidifying procedures for future resupply requests. To prepare for rainy season Ground Lines of Communication disruptions to Manda Bay, DLA E E&A, in collaboration with the 406th Air Expeditionary Wing (AEW) and 475th Expeditionary AB Squadron, successfully executed a proof-of-principle alternate to Sea Lines of Communication delivery to Camp Simba, Kenya on November 15, 2024.

A key posture development for the FY occurred on November 16, 2024, when the General Order for the Futures Integration and Posture Directorate (FIPD) was signed. FIPD will modernize DLA Energy's strategic integration. By connecting requirements to capabilities, FIPD is developing a ten-year outlook. Initial Operating Capability (IOC) is targeted for winter 2025.

To support the expanding US mission in Australia and address high Chief of Missions Authority demands/limited CCMD support, DLA Energy launched the DLA Energy Indo-Pacific Posture Optimization Project. In March 2025, INDOPACOM approved DLA Energy's request for CCMD Authority for the new regional command in Canberra, Australia.

In November, the US Navy successfully revived CONSOL RAS for fuel support operations. The USS Abraham Lincoln received a large quantity of USG of JP5 from the Overseas Mykonos, marking the first CONSOL RAS event in over two decades. US Naval Forces Central Command (USNAVCENT) aims to expand CONSOL RAS to include destroyer refueling. This capability also directly addresses support gaps identified in the recent U.S. Central Command (USCENTCOM) Bulk Fuels Feasibility Analysis.

DLA Energy joined the Air Force Civil Engineer Center and the Deputy Assistant Secretary of the Air Force for Energy, Installations, and Environment at the annual Utilities Privatization (UP) Partnering sessions in Washington, DC, December 10-11, 2024. Discussions covered UP lessons learned, best practices, stakeholder coordination benefits, tariff contracts, microgrids, and potential funding impacts.

DLA Energy Europe and Africa led several posture improvements in FY 2025. To address outstanding Saudi Led Coalition (SLC) debt and enhance the US-Saudi partnership, DLA Energy met with Saudi J4 Ministry of Defense (MoD) on Dec 19, 2024, to energize payment of \$13.7 million of SLC debt to the US. From the same team, the DLA Energy LNO to USAREUR-AF attended a Requirements Analysis Concept Plan from January 14-16, 2025 to assess Army fuel and ammunition infrastructure needs in Europe. The Office of the Deputy Chief of Staff for Engineering led the assessment, evaluating 155 sites and resulting in the selection of 55 fuel projects in 15 countries. Finally, DLA E ME pursued diplomatic coordination and commercial partnerships to establish a JP5 production/storage capability with Jordan Petroleum Refinery for 25 million USG JP5 in Aqaba and validate the new supply chain. Following initial production in December 2024, DLA Energy and USNAVCENT refueled the USS Stout in Safaga, Egypt, on January 12, 2025, demonstrating reduced Suez Canal reliance and bolstering USCENTCOM's operational sustainment.

In the first of several noteworthy Middle East missions, DLA Energy supported Operation Rough Rider, the launch of USCENTCOM strikes against Iran-backed Houthi forces in Yemen. DLA Energy's proactive measures ensured sustained Class III(B) support despite a doubling of aerial platforms in the area of responsibility (AOR). Through effective forecasting to support increased fuel delivery, and strong Acquisition and Cross-Servicing Agreement (ACSA) partnerships, DLA E ME played a critical role in supporting US operations to suppress the Houthis.

Perhaps because of the operation, coordination among DLA Energy, the Royal Saudi Air Force, Saudi Aramco, and Prince Sultan AB's (PSAB) Fuels Management Flight, the fuel stockage objective increased at PSAB from 83% to 97%. US Air Force Central Command (USAFCENT) also expanded on-site fuel storage with the installation of seven 210,000 fuel bladders on March 3-20, 2025, boosting JP8 capacity from 3 million to 5 million USG and enhancing the base's combat operations capabilities.

Readiness was just as important to the EUCOM theater. To improve US military fuel storage in Norway, DLA Energy, the Norwegian Defense Logistics Organization (NDLO), and US Navy Europe collaborated, resulting in NDLO-led repairs at Namsen fuel storage. In March, two Namsen caverns were designated for F76 fuel. This strengthens US-Norway defense cooperation and interoperability in the High North, enhancing operational reach and providing strategic fuel support in the USEUCOM theater through access to key NDLO facilities.

The Indo-Pacific remains the key foreign theater from a posture standpoint. To bolster fuel supply chain resilience in the Indo-Pacific region, DLA Energy awarded a Contractor-Owned, Contractor-Operated (COCO) Fuel Storage Services contract for DFSP Port Moresby, Papua New Guinea (PNG), on Feb 14, 2025. The contract supports US Indo-Pacific Command (USINDOPACOM) fuel requirements by expanding regional storage capacity and includes receiving, storing, and shipping Government-owned fuels (Jet A1, JP5, F76). The facility will be operational by June 2026, with a four-year base period and a five-year option.

While the USINDOPACOM is the key foreign combatant command, protecting the homeland made USOUTHCOM increasingly important in FY 2025. DLA Energy actively supports N&NC and USSOUTHCOM Operation Southern Guard through embedded DLA Energy LNOs, battle rhythm events, and routine coordination. Despite fluctuating petroleum requirements, DLA Energy is prepared to support all Joint Task Force (JTF) North Base Support Installation locations. DLA LNOs are advocating for a CL III(B) hub-and-spoke concept with

N&NC J4. Limited airfield capacity for heavy airlift operations necessitates shifting fuels support mobility assets, but the Americas Region remains ready to ensure no mission impact.

The homeland itself was the target for posture improvements. From June 2-12, 2025, DLA Energy Americas and the Joint Reserve Force supported the US Army Reserve's Quartermaster Liquid Logistics Exercise-25 (QLLEX-25), enabling soldiers to practice wartime skills via real-world bulk petroleum distribution. DLA delivered 2.18 million USG from six DFSPs via 327 line-haul missions, overseen by two regional teams, without interrupting service to 15 DoD installations. QLLEX-25 also supported USSTRATCOM's Global Thunder-25 by coordinating the delivery of 45,000 USG of Jet A from DFSP Grissom Air Reserve Base (ARB), IN to Scott AFB, IL.

Another homeland-based exercise enhanced DLA Energy's posture across six states. From June 23 to July 15, 2025, DLA Energy Americas conducted a Defense Transportation Contract (DTC) exercise, delivering over 567,400 USG of fuel to eight DFSPs. DLA Energy Americas East (DLA E AME) delivered 211,000 gallons to the Northeast, addressing communication issues at DFSP Burlington, NJ, while DLAE Americas West (DLAE AMW) delivered 356,400 USG to the Southwest/Northwest, demonstrating rapid fuel deployment. The exercise validated jet fuel transport via commercial tank trucks to Forward Support Bases within CONUS, with DTC enabling 24/7 rapid deployment.

DLA Energy made other posture improvements in North America in FY 2025. On June 30 and July 15, 2025, Installation Energy awarded natural gas supply contracts to 13 suppliers (nine small businesses) for western and central US military/federal locations. The contracts, valued at \$114.4 million, cover an estimated 44.4 million dekatherms for a 24-month delivery period starting October 1, 2025. On July 17, 2025, DLA Energy Americas attended a DLA Technology Accelerator Program Office-sponsored innovation workshop. The session showcased BMNT Inc.'s innovation pipeline, DoD resources, and DLA Disposition Services' circular economy project (reclaiming boron carbide/germanium), reducing reliance on foreign rare earth minerals. DLA Energy Americas also invited the US Army Reserve 75th Innovation Command to foster joint logistics partnerships and plans to continue workshop participation.

DLA Energy Americas North (DLA E AMN) supported the short-notice Secure Fuel Mission for the "Pursuing Peace" summit between Presidents Trump and Putin. DLA E AMN Quality Assurance Representatives worked with the 673d Logistics Readiness Squadron Fuels Flight to sample and seal seven USAF R-11 refuelers on August 13, 2025. All fuel samples passed testing, enabling successful refueling of Air Force One and executive aircraft on August 15, 2025.

From September 16-18, 2025, DLA Energy attended a "NATO in the North" course co-hosted by the Ted Stevens Center for Arctic Security Studies and the NATO Center of Excellence for Cold Weather Operations. The course included over 150 students and participation from N&NC. The course covered Arctic/High North geopolitics, the operational environment, northern deterrence/defense, and interoperability. The capstone exercise highlighted growing Russian and Chinese influence and increased Russian aggression in the Arctic. Key takeaways included Russia's arctic military recapitalization, increased joint operations with China, and the need to modernize NORAD's northern warning system.

The final notable posture event occurred shortly before the end of the fiscal year. On September 27, 2025, DLA Energy awarded 13 contracts to support Military Service and CCMD requirements for jet fuel (JAA, JA1 and JP5) and marine diesel fuel (F76) in the Rocky Mountain and West Coast regions, to include AK and HI. The performance period for the

contracts begins October 1, 2025, and ends 30 September 2026, plus a 30-day carryover. The total estimated value of the contracts is \$2.2 billion.

d. Partnership: Lead Logistics Interoperability Across the Department, Allies, Whole of Government, and Industrial Base

(1) CENTCOM

The DLA Energy Commander's visit to the Middle East underscored the importance of military logistics in strengthening international partnerships. Engagements in Bahrain, Saudi Arabia, the UAE, and Kuwait reinforced DLA Energy's role in fuel readiness and supply chain efficiency. Discussions with US Ambassadors in Saudi Arabia and Kuwait emphasized developing key partnerships to resolve fuel debt, address logistical challenges (fuel storage, bladder deterioration), and navigate complex tax regulations like the 2% Zadroga Tax.

DLA Energy launched a new supplier engagement initiative with its first virtual Industry-Focused Lunch and Learn on October 9, 2024. The "Discovering DLA" themed event, attended by over 200 industry representatives, provided an overview of DLA and DLA Energy, highlighted upcoming opportunities, offered tips for new suppliers, and facilitated a Q&A session.

From November 17-20, 2024, DLA E ME engaged with a contractor in Qatar regarding potential JP5 procurement and storage in the Western Area Network. Concurrently, DLA E ME discussed establishing a DLA E ME Liaison at Al-Udeid AB with the Host Nation Coordination Cell, the 379th AEW, and the Qatar US Embassy. The Liaison's establishment would significantly enhance the US-Qatar strategic partnership.

The Saudi Arabian J4 visited USCENTCOM J4 from January 7-16, 2025 to refine a logistics-focused contingency plan. Discussions covered JP5/F76 import authorization and bulk storage options at Jeddah and Yanbu, with input from a JPO and a DLA Energy LNO. The Saudi J4 recommended submitting a Blue Letter with detailed requirements to USCENTCOM Forward in Riyadh to begin coordination and ensure a sustained US logistics presence in the Red Sea.

In January 2025, the DLA E ME International Affairs Team supported USCENTCOM Exercises Agile Spartan, Friendship 25, Intrepid Maven, and Thunder Cloud, largely through ACSAs, and continued Bright Star support planning. These exercises, across seven partner nations, focus on Air Force ACE, Counter Unmanned Aerial Systems, interoperability, and Field Training Exercises, integrating with USCENTCOM partners. DLA Energy, coordinating with Headquarters International Affairs, successfully increased the ACSA JP8 quantity with the UAE from 600,000 to 1 million USG for 2025. This reduces reliance on contracts, is expected to save money and demonstrates a strengthened partnership with the UAE after previous denials of this request.

Since October 2024, DLA Energy has actively supported USAFCENT and the Royal Jordanian Air Force (RJAF) resolve discrepancies in fuel delivery quantities at Muwaffaq Salti AB, caused by issues with calibrated fuel meters. On March 24, 2025, the master meter was located, and the DLA E ME team assisted in coordinating its transfer across RJAF sites.

From September 1-19, 2025, DLA Energy provided critical fuel support to the multinational Bright Star 25 and Red Sands exercises, delivering approximately 464,000 USG through the ACSA. This support strengthened joint operational capabilities and enhanced

military collaboration among US, Egypt, Kazakhstan, Iraq, and Saudi Arabia. This effort promoted warfighter readiness by evaluating and refining tactics, techniques, and procedures.

(2) EUCOM

The DLA Energy Commander participated in a USEUCOM/21st TSC Multinational TTX to rehearse US support for NATO Regional Plans and identify collective sustainment opportunities. The objective was to establish an adaptive distribution network in Europe enabling NATO and its Allies to sustain operations. Key takeaways included developing a robust Theater Petroleum Plan by identifying requirements, increasing alternative resupply capabilities (e.g., CEPS rail headers), planning for Agile Combat Employment (ACE), and considering afloat petroleum reserves.

More partnership opportunities occurred in November 2024. From the 3d to the 15th November 3-15, 2024, the DLA Energy Commander visited the European Theater with teams from headquarters DLA Energy and DLA E E&A. Discussions focused on fuel storage and distribution challenges, strengthening ties with NATO Allies, and ensuring seamless logistics in contested environments. Aligning logistical capabilities with NATO regional military plans highlighted the importance of resilient and adaptable military supply chains.

From February 10-13, 2025, DLA Energy participated in Supreme Headquarters Allied Powers Europe working groups with NATO and US stakeholders, launching a new Allied Combatant Organization Petroleum Working Group (WG), a Class III Additives WG, and a Black Sea Petroleum WG. These efforts resulted in the NATO Support and Procurement Agency leading fuel additive procurement for NATO and improved understanding of modern fuel challenges in the Supreme Allied Commander Europe's AOR. These partnerships will enhance NATO's fuel supply chain and enable DLA Energy to thrive in contested logistics environments.

Following the March 10, 2025, collision between the MV SOLONG and the MV STENA IMMACULATE (carrying 9.24 million USG of JA1 for the UK), DLA Energy leveraged its FEA with the UK MoD for 6.3 million USG of replacement fuel. On April 11, 2025, JA1 fuel recovery from the STENA IMMACULATE was completed. Crowley, operator of the STENA IMMACULATE, arranged the operation using the lightering vessel FURE VYL, partnering with DLA E E&A for fuel sampling/analysis and off-loading. Despite both vessels catching fire and requiring abandonment, 92% of the fuel cargo (202,500 barrels of on-specification fuel) was successfully recovered into Killingholme.

In May 2025, the DLA Energy commander hosted by the DLA E LNO to US Mission NATO, attended the NATO Logistics Committee (LogCom) meeting in Brussels. Preceded by a US-only discussion with Deputy Assistant Secretary of Defense for Logistics, Joint Staff/J4, and US Mission NATO representatives, the DLA Energy commander presented DLA Energy's support for US and Allied Forces at the LogCom meeting. Key topics included the NATO Logistics Action Plan, the NATO Fuel Supply Chain Capabilities Program Plan, and industry updates.

(3) INDO-PACOM

The 2nd annual Energy Indo-Pacific FEA Forum, held November 4-7, 2024, brought together over 74 representatives from five allied nations to discuss reciprocal fuel exchanges, interoperability, and partnership strengthening. Participants explored strategies for

enhancing regional fuel access, sharing experiences, highlighting the benefits of fuel agreements, and gaining insights on account reconciliation. Country-specific fuel support initiatives were presented, fostering collaboration and efficiency. The Japanese Self Defense Force and the Armed Forces of the Philippines are considering new agreements.

DFSP Darwin achieved full operational capability (FOC) and received its first shipment in September. This strategically important location strengthens the fuel supply chain, supports National Defense Strategy deterrence efforts, fosters partnerships, and enhances USINDOPACOM's ability to reposition assets in the region.

From September 23-25, 2025, the DLA Energy Commander and team visited Port Moresby, Papua New Guinea and met with the US Ambassador, Senior Defense Official/Defense attaché, and Chief of Defense Cooperation to discuss the strategic importance of the DFSP project. The Ambassador expressed the importance of the DFSP and that this is one of the biggest collaborations that has happened between the US and PNG in the last 80 years. The team also met with the contractor, DGCI, to discuss the status of the project, timeline delays, and their efforts to reach IOC in 2026 and FOC in late 2027. At FOC, DFSP Port Moresby will hold approximately 70 million gallons of Jet A, JP5 and F-76. From September 29 – October 2, 2025, the 20th annual DLA Energy E&A FEA Forum took place in Garmisch-Partenkirchen fostering international collaboration, uniting 117 attendees from 21 nations to advance fuel agreements and recover significant funds for the US.

(4) NORTHCOM

On January 15, 2025, DLA Energy participated in a FEMA Region 8 workshop in Salt Lake City, Hill AFB, UT, simulating a Wasatch fault line earthquake response. Attendees included Salt Lake Air National Guard, UT National Guard, FEMA Region 8, and UT's Division of Emergency Management. DLA Energy highlighted its capabilities and processes for Defense Support of Civil Authorities missions and shared lessons learned from past operations.

From February 24-28, 2025, DLA hosted Joint Petroleum Week (JPW) at HQ DLA Fort Belvoir, VA, in collaboration with USTRANSCOM. This event, reflecting DoD's commitment to optimized petroleum logistics and interagency coordination, brought together VIPs and over 300 petroleum subject matter experts worldwide for collaboration, knowledge sharing, and training. JPW encompassed the Installation Planning Review Board, the Joint Petroleum Seminar, the Joint Petroleum Working Group, and the Joint Petroleum Executive Committee.

From March 3-4, 2025, DLA Energy participated in the US Army North (ARNORTH) Southern Border Sustainment Workshop. DLA Energy provided information on its capabilities at the 13 base support installations with capitalized DFSP locations, advising ARNORTH to refine its theater concept of support, leverage a hub-and-spoke model with existing bulk fuel supply chains, and avoid over-reliance on contracting.

DLA E AMN participated in a three-day Alaska Exercise Rehearsal of Concept drill, hosted by FEMA and the Alaska Division of Homeland Security and Emergency Management. The exercise simulated a 9.2 earthquake impacting South-Central Alaska's critical infrastructure, focusing on response, recovery, and restoration across various sectors including energy, safety, and transportation. DLA E AMN briefed participants on the FEMA Contingency Fuels Contract and engaged FEMA Region 10 planners on fuel, barge, rail car, and tank truck assets. The exercise revealed gaps, seams, and overlaps requiring attention.

DLA Energy Americas participated in the Department of Energy's Clear Path XIII Exercise Workshop in Boston, MA, June 3-4, 2025. Focused on energy sector resilience during a Northeast US winter storm and cyber-attack scenario, the exercise involved multiple US government agencies, state-level agencies, National Guard representatives, and industry partners. Key discussion points included roles/responsibilities, information sharing, and the impact of Executive Order 14239 on disaster response. Participants identified policy gaps and the need for enhanced industry-government collaboration, recommended incorporating workshop capabilities into future exercises, continued Clear Path participation, and increased industry engagement opportunities.

On June 6, 2025, DLA Energy's Installation Energy Team participated in the kick-off meeting for the Small Modular Reactor pilot project at Eielson AFB, AK. This initiative, driven by the 2019 National Defense Authorization Act mandate for military nuclear reactors by 2027, aims to provide a safe, secure, and resilient energy supply for critical defense capabilities by supplementing Eielson's coal-fired power plant. The meeting, involving DLA Energy, Air Force representatives, and the selected offerors, established roles, responsibilities, security requirements, scope of work, communication protocols, and timelines. Future steps include environmental analysis, contract and lease negotiations, and Nuclear Regulatory Commission licensing. Subsequent kick-off meetings are planned with other stakeholders.

On June 26, 2025, DLA Energy's Utility Services Division attended an electric industry exchange at the Edison Electric Institute headquarters in Washington, DC. The exchange allowed leading electric industry representatives to learn about current DoD energy priorities, while providing the DoD insight into the electric industry's challenges in building out smart grids to meet growing power demands. Key topics included the relationship between DoD missions and power availability, the need to win the AI race, and the importance of continuous communication and accurate, long-term infrastructure planning. Attendees gained a greater understanding of the critical importance of sufficient power availability for both DoD missions and the US economy.

From July 7-10, 2025, DLA E AME Customer Account Specialist facilitated two emergency aviation fuel orders totaling 16,000 USG to Martindale Army Airfield (AAF), TX, supporting flood recovery efforts in Kerr County. Coordinating with contracting and AAF personnel, the fuel was delivered between July 8-11, 2025, meeting the critical customer requirement and aiding disaster response in Central Texas.

Defense Logistics Agency

DLA Disposition Services Fiscal Year 2025 Historical Report



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

MEMORANDUM FOR DLA HEADQUARTERS; ATTN: Historian

SUBJECT: Submission of DLA Disposition Services FY25 Annual History Input

As we conclude fiscal 2025, the annual history submission provides a moment to consider both the highlights and challenges we faced as a team this past year.

Despite separating more than 120 personnel from across both DLA Disposition Services and DLA Document Services as a result of OPM's Deferred Resignation Program and DoW's Workforce Acceleration and Recapitalization initiatives midway through the fiscal year, our personnel continued to provide world-class support to our nation's warfighters and whole-of-government customers around the globe. At more than 60 locations, our reverse logisticians took in excess property originally valued at more than \$232 billion, and through more than 103,000 individual property requisitions by our customers, found new homes for almost two and a half million usable items. Unclaimed material ultimately sold through our various sales contracts returned more than \$84 million to DLA, helping defray service-level reverse logistics bills paid by the armed services.

We passed the milestone of 1,000 employees attending our Block One Training, designed as a comprehensive course for our new employees, as we developed job-specific Block Two curriculum and began working on position-specific Block Three materials. At the same time, we made tremendous headway towards standardizing the role that our Disposal Service Representatives play and ensuring clearly defined job elements and a comprehensive position description.

We focused on the future, through initiatives like improvements to our Electronic Turn-In Document System, our Excess to Disposal business cycle, the Warehouse Management System and the Disposition Automated Scheduler. We also had some successes testing the viability of both identifying and extracting critical materials from excess material for reinsertion into the National Strategic Stockpile or to use as a future feedstock source of supply to the agency and defense industrial base.

I am tremendously proud of my organization's efforts in fiscal 2025. The team's continuous dedication to prioritizing warfighter readiness was noticed and praised once again by our customers, and it reflected great credit on the Defense Logistics Agency's reputation.

CANNON.MICHAEL
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Michael O. Cannon, SES, DoW
Director

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Date: 2025.10.22 09:15:35 -0400

1. Introduction

DLA Disposition Services, hereafter referred to as DS, continued providing direct support and reverse logistics expertise to warfighters from more than 60 global locations in fiscal 2025, with direction from its administrative and operational headquarters in Battle Creek, Michigan. Region teams and field sites maintained organizational responsibility for receipt, accountability, classification, segregation, demilitarization, and disposal of excess material from across the Department of War and a variety of “whole of government” customers.

During the fiscal year, the major subordinate command took custody of material with a cumulative original value of approximately \$232.6 billion. From this stock, the organization processed more than 103,000 individual customer property reuse requisitions, resulting in the continued use of 2.35 million usable line items with a total original acquisition value of \$2 billion. These items were provided for reutilization by the military services, transferred to federal agencies, or donated to state and local governments and eligible non-profit organizations. The command also generated revenue through public sales totaling \$84 million, used to offset a significant portion of the service-level billing incurred by the military branches for property and hazardous material disposal services rendered.

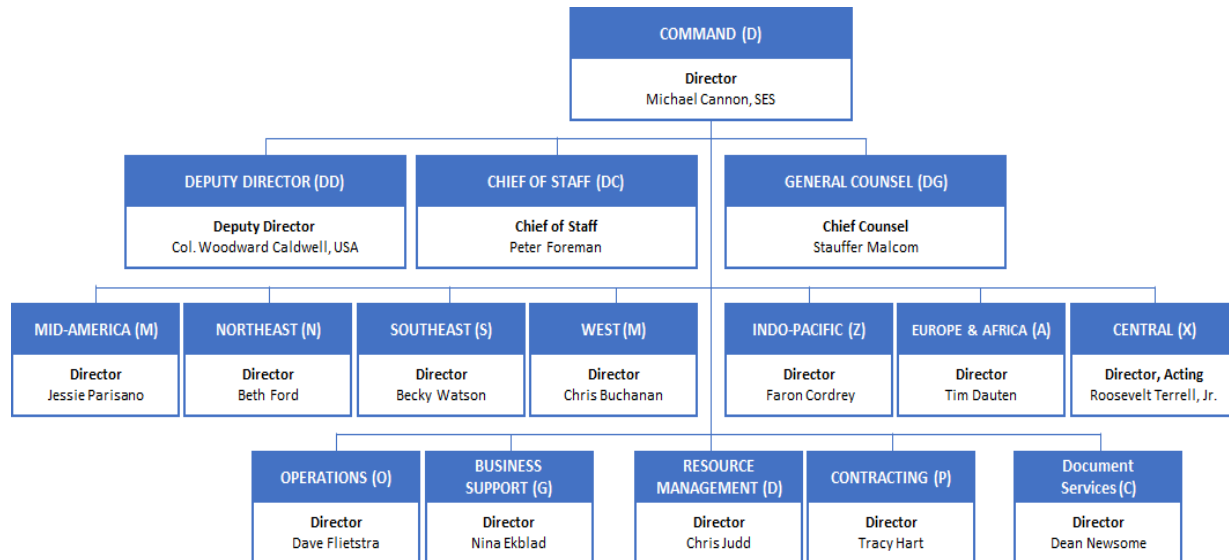
The DS focus area of People showed that workforce training and the development of employee competencies were prioritized in fiscal 2025. A data-driven standardization of the Disposal Service Representative role created positive outcomes like a refined position description, clearly defined job elements, and the development of a comprehensive Job Ready Checklist. The ongoing effort will help ensure DSRs remain laser-focused on high-impact priorities directly supporting the warfighter. The organization also expanded its tiered Block Training, building upon the entry-level instruction to include additional guidance for job-specific skills.

The DS team pursued greater Precision in reverse logistics through the implementation or continued development of a variety of technical and process-enhancing business systems. Enhancements to the Electronic Turn-In Document System helped generate greater responsiveness to customer desires by warehouse staff. The Risk Management Team improved Excess-to-Disposal business cycle integrity and compliance. Additional improvements to the Warehouse Management System mitigated risks and improved capabilities, and tremendous progress was made on the adoption of Disposition Automated Scheduler.

DS's focus on Partnership included the acquisition team's industry outreach event, hosted in Battle Creek close to the start of the fiscal year, when more than 200 industry representatives received briefings on the MSC's acquisition and public sales strategies, DLA mission needs, and future solicitations. The detailed acquisition forecasts and technical briefings empowered industry partners to prepare stronger, more responsive proposals and DS received overwhelmingly positive feedback, saw measurable improvements in acquisition outcomes, and increased both small business participation and technically competitive proposals.

Those are just a few of the many fiscal 2025 examples of the DS team's enduring commitment to warfighter support and the tireless pursuit of lean and nimble reverse logistics capabilities.

2. Organization



3. Key Personnel Changes

During fiscal 2025, DS made a few key leadership transitions at both the headquarters and regional directorate levels, including the appointments of:

- Former Central Region Director Dave Flietstra to the post of Operations director
- Former Operations Director Tim Dauten as Europe and Africa Region director
- Longtime DLA employee Dean Newsome as the DLA Document Services director
- Deputy Central Region Director Roosevelt Terrell, Jr., as acting Central Region director

4. Total Personnel

The DS personnel count at the conclusion of fiscal 2025 was: 1,839 federal civilians, 12 active-duty military members, 122 local nationals, and 6 military reserve units consisting of 243 service members, all under the guidance of a dedicated Senior Executive Service director and uniformed deputy. Notably, these figures exclude the 25 members of the DLA Law Enforcement Support Office, whose funding comes from a separate departmental appropriations source.

5. Historical Narrative

a. People

(1) Impact of DRP and WAR

In fiscal 2025, DS participated in two significant workforce reshaping initiatives. The first was the Office of Personnel Management's Deferred Resignation Program, a

government-wide effort launched January 28 with the goal of supporting administration-directed federal workforce reorganization and streamlining. Of the 74 employees to apply for deferred resignation, 10 personnel were deemed eligible (four from DS and six from DLA Document Services), with the remaining 64 denied due to critical mission need. Subsequently, DS also implemented the Department of War's Workforce Acceleration & Recapitalization initiative, starting on April 1, which, unlike the OPM DRP, focused on maximizing voluntary separations to avoid involuntary actions. In stark contrast to the DRP, the WAR initiative saw significantly higher participation and a near-universal approval rate, with 112 of 118 applicants deemed eligible, including 96 from DS and 22 from DLA Document Services. Both programs required participants to separate from federal service by either resignation or retirement deadlines in September and December, respectively, ultimately resulting in 122 approved employee separations across DS and DLA Document Services.

(2) Standardization of DSR roles

A significant fiscal 2025 initiative to strengthen warfighter support competencies involved the standardization of Disposal Service Representative roles. Groundwork for the initiative was laid through extensive research that incorporated feedback from key stakeholders and detailed analysis of best practices, paving the way for development of a data-driven and standardized DSR program. The effort produced a data-rich understanding of how to maximize DSR potential as the command's primary customer-facing specialists. Every facet of the DSR position was reimaged, from clearly defining DSR roles and responsibilities to planning strategically for regional deployment. The comprehensive approach was designed to ensure the program's long-term sustainability. Key enhancements to the DSR position were implemented, including a refined position description, clearly defined job elements, and a comprehensive Job Ready Checklist. These enhancements were designed to ensure DSRs remain laser-focused on high-impact priorities directly supporting the warfighter. One critical aspect of this support lies in the DSR's vital role in the reutilization and reclamation of materials. The efficient identification and processing of materials directly contributes to resource conservation and reduces reliance on external supply chains. The initial rollout focused on aligning DSRs to their respective CONUS regions, with a subsequent expansion to OCONUS planned for fiscal 2026.

(3) Expansion of Block Training

Throughout fiscal 2025, DS continued the successful implementation of a comprehensive and recurring monthly training program via the Federal Zoom virtual platform. Designed for all new employees to receive within their first 60 days, Block One Training underscores the organization's commitment to efficient and effective onboarding. It employs a tiered approach, building competency across all levels. Functional Block Two Training focuses on developing job-specific skills critical to key roles within DS. Courses for environmental protection specialists, material examiners and identifiers, and equipment specialists were successfully delivered throughout the year through multiple iterations. Ongoing feedback and survey collection demonstrated a commitment to continuous improvement, ensuring relevancy and effectiveness. Development also began for training blocks tailored to property disposal specialists and contracting officers. Building upon the success of Functional Block Two, the in-development Positional Block Three Training will offer targeted verbal and practical instruction

aligned with specific positional duties. Development and implementation are underway for DSR-specific functions. Established Positional Block Three courses, including those focused on Contracting Officer Representative Type A & C duties, Sales Point of Contact responsibilities, and equipment specialist and supervisor responsibilities, were delivered with considerable success. In fiscal 2025, DS surpassed 1,000 students trained, marking a significant milestone. The achievement represents a substantial investment in the DS workforce, directly contributing to improved operational performance across various functional areas. The program's evolution and incorporation of feedback ensures that DS personnel are consistently equipped with the essential knowledge and skills required to excel in their roles and contribute to the agency's mission. This strategic investment underscores DS's dedication to maintaining a skilled and capable workforce, prepared to meet the challenges of a dynamic operational environment.

(4) Development of workforce competencies

(a) *Data Acumen Training* demonstrably exceeded fiscal 2025 expectations. By the end of the first quarter, Basic Data Acumen training was successfully embedded into the "All Disposition Employee" job role, and DS was the first MSC to achieve 100% workforce completion. This momentum continued with a 97% individual completion rate achieved by December, outpacing the initial second quarter target. Intermediate and Advanced Data Acumen training were strategically integrated into relevant job roles, culminating in a 96% completion rate by the third quarter, again surpassing goals. This included updates to 25 existing job roles and the creation of 4 new job roles, ensuring that training was effectively tailored to specific employee needs and responsibilities.

(b) *Job Role Improvement* demanded a rigorous review of all roles in direct alignment with the SECWAR Memorandum "Mission Focus of DOD Training" published in mid-March. This comprehensive analysis yielded a significant optimization of the "All Disposition Employee" role, reducing the requisite individual course load from 19 hours to eight. The resulting estimated 30% reduction in training time – equivalent to eight saved hours per employee – strategically reallocated personnel resources to core mission-critical activities, thereby enhancing operational effectiveness.

(c) *Property Disposal Procedures and Accountability* were improved through synergistic collaboration with DLA Training and agency headquarters offices on the meticulous development of a refined Property Disposal Procedures and Accountability curriculum, encompassing both Basic (PA-B) and Advanced (PA-A) courses. The endeavor underscored a commitment to ensuring training programs remain current, relevant, and aligned with evolving operational requirements. Quantifiable progress was achieved through course completions, with 122 personnel successfully completing the PA-B curriculum and 11 personnel demonstrating proficiency through completion of the PA-A course, thereby enhancing organizational capabilities in property disposal management.

b. Precision

(1) Reutilization, Transfer and Donation of excess and surplus material

Useable property turned over to DS is first offered for reutilization within DoW, then for transfer to other federal agencies, and finally as donation material to state and local

governments and other qualified organizations. Many usable items can be found in the DS inventory and are made available for reutilization, saving supply and maintenance dollars for the gaining organization. The tiered, 42-day screening cycle provides significant savings to DoW, the federal government, and to qualifying participant organizations. Throughout fiscal 2025, qualified customers made more than 103,000 requisitions, resulting in the acquisition of 2.35 million usable items with a combined value of just over \$2 billion in original acquisition cost. The importance of reusing and repurposing valuable resources is highlighted in the following fiscal year data, broken down by customer type and illustrating the considerable impact of property reuse as a viable supply chain source for supporting the nation's diverse needs.

<i>Customer Type</i>	<i>Requisitions</i>	<i>RTD Items Secured</i>	<i>Original value</i>
Army	6,842	243,916	\$399.6 million
Navy	15,656	365,953	\$172.3 million
Air Force	9,967	151,302	\$671.4 million
Marines	2,438	84,192	\$27 million
Coast Guard	35	141	\$5.4 million
Defense Logistics Agency	32,746	722,529	\$78.8 million
Transfer and donation customers	14,000+	250,000+	\$211 million
DoW Special programs	26,220	444,302	\$449.4 million
DoW Agencies (non-DLA)	5,547	227,585	\$127.5 million

(2) Public Sales

(a) In fiscal 2025, DS earned revenue of approximately \$84 million from all Public Sales contracts. As a Defense Working Capital Fund agency, those proceeds contribute to offsetting service-level billing charges to the military services.

(b) *Drain and purge exploration.* To alleviate the drain and purge responsibilities placed upon the military services for excess military equipment, DS began exploring its existing Public Sales contracts. DS began evaluating Request for Technical Proposals submitted by private sector partners concerning the feasibility of incorporating this additional requirement into Public Sales processes. Should the initiative prove viable, DS intends to implement its first Public Sales contract with full drain and purge procedures within the Northeast Region Demilitarization as a Condition of Sale contract.

(c) *Ship sales.* During the fiscal year, DS experienced a setback in its ship disposal efforts. An attempt to solicit bids for the sale of three decommissioned Navy vessels proved unsuccessful, reflecting a lack of interest from private sector partners. The primary impediment to bidding was the insufficient scrap metal weight of the three ships to justify economically the significant towing costs from the East Coast to available dismantling facilities in Texas. Despite this initial lack of success, the Navy intends to augment this pool of ships with a fourth vessel. However, this additional ship is currently undergoing a component removal process and is projected to be available for final disposition no earlier than March 2026.

(3) Modernization of reverse logistics

(a) *Electronic Turn-In Document System* improvements helped advance the organization's commitment to "Digital First" operations. Through ongoing enhancements,

ETIDS evolved into a more agile and data-driven platform during fiscal 2025. Recent system modifications, including migration to a cloud-based environment and implementation of a single sign-on application, bolster system security and operational integrity. To align with broader DoW structures, the “T” indicator has been removed as a requirement. Furthermore, the integration of Top 50 Federal Supply Class and Want List flags has proven effective in prioritizing the reutilization of critical items. Ongoing modernization efforts focus on optimizing system efficiency, prioritizing speed over process in property turn ins.

(b) *Excess to Disposal* business cycle progress strengthened financial integrity, enhanced accountability, and helped ensure increased compliance with federal financial oversight regulations in fiscal 2025. The Risk Management Team, partnering with the DLA Operations directorate, designed and executed a framework aligned with OMB Circular A-123, which provided for ongoing risk assessment and mitigation efforts directly supporting the organization’s Statement of Assurance, as required by the Federal Managers Financial Integrity Act of 1982. This significant undertaking involved development and implementation of Test of Design and Test of Effectiveness testing across the E2D business cycle, evaluating 12 key internal controls and providing a comprehensive assessment of the system’s efficacy. The team’s progress and accomplishments extended beyond mere compliance. The Risk Management Team’s value-added recommendations led to significant strengthening of existing processes. Improvements designed to ensure consistency and alignment with the principles outlined in DLA’s Enterprise Risk Management and Internal Control guidance included implementation of a structured narrative requirement for justifying the outcomes of TODs and TOEs, ensuring each assessment had a clear and auditable rationale and promoting greater transparency and accountability. The team’s work centralized efforts to identify control performers, validate control steps, and proactively gather key supporting documentation prior to testing. Ultimately, their recommendations were recognized as best practices and incorporated into the agency’s overall OMB Circular A-123 testing framework. The effort vastly matured the E2D business cycle and DLA’s overall E2D risk management program.

(c) *Disposition Automated Scheduler* progress significantly strengthened DAS integrity and enhancement in fiscal 2025. Progress included the successful submission of five Change Requests through the Functional Change Control Board. Additionally, personnel from the Business Modernization Branch and the Process Re-Engineering Branch, partnering with public affairs and DLA Distribution technical personnel, designed and executed communications plans to inform DoW customers on the new scheduling platform. As of the end of the fiscal year, DAS had launched at Fort Riley and Colorado Springs, streamlining the turn-in appointment process. The new SAP-based system, which replaced the Vendor Shipment Module, aims to streamline operations by providing customers with a more efficient and user-friendly way to manage their appointments. Key features include proactive appointment management, automated text message reminders, and a modern, intuitive interface designed to enhance the overall customer experience.

(d) *Warehouse Management System* saw significant progress toward strengthening system integrity through the fiscal year. Progress included successful submission of 13 Change Requests through the Functional Change Control Board. Once again, the Business Modernization Team, partnering with DS branches, field sites, and DLA Distribution technicians, designed and executed a working group to deliver ongoing risk assessment and mitigation, directly supporting the DLA’s drive to enhance the capabilities of WMS. This significant undertaking involved work beyond simple group discussions. The Business

Modernization Team's value-added recommendations led to a significant strengthening of existing system processes.

(4) Development of a critical materials "circular economy"

An effort prompted by used tire and computer hard drive industry queries evolved into tests of the agency's potential for recapturing critical materials from excess property. For background, SECWAR monitors global trade and commodity consumption across the department. As the Ukraine conflict progressed, OSW recognized that Ukraine fulfills approximately 40% of the current global demand for boron carbide. Boron carbide, or B⁴C, is the third hardest known element, making it ideal for U.S. military Enhanced Small Arms Protective Inserts, or eSAPI. The agency's research and development office asked DS how it processes eSAPI plates for disposal – to both test potential reclamation of B⁴C and to work with the appropriate departmental offices on the manufacture of new eSAPI. At the same time DLA was exploring B⁴C reclamation possibilities, China published an "Export Banned Dual Use Commodities" listing including critical materials like gallium, germanium, and tungsten – a move highlighting the department's ongoing dependency on adversary supply sources. DS's reclamation focus in FY 2025 brought B⁴C successes and partnerships with PEO Soldier program managers, a Germanium Recovery Project effort alongside DLA Strategic Materials, and titanium scrap identified for conversion to additive manufacturing powder for U.S. Army testing. DS also began working toward identifying end-user property bearing antimony, bismuth, gallium, neodymium, and other elements found on the Periodic Table. The effort has led to additional examinations of related data, documents, contracting requirements, and future item cataloging recommendations. DS staff has begun pushing for policy updates, systems improvements, data linkages through proposed AI-assisted projects, and physical identification tools to help DS become an enduring source of supply for the agency and defense industrial base.

(5) The impact of DLA Document Services

DLA Document Services continued its 76-year history of providing print, equipment, and document scanning solutions to warfighters throughout fiscal 2025. It received 50,192 jobs requesting estimates and produced 40,317 billed orders. Those orders combined for approximately 535,000,000 black-and-white impressions and 60,000,000 color impressions. The team also produced 367,000 CD/DVD/Blue Ray physical media items for the services. Of the service components, the Navy was the year's largest customer with 13,788 billed jobs, followed by the Army with 9,599 billed jobs, and other DoW entities with 8,903 billed jobs. The Air Force rounded out the list of major customers with 6,487 billed jobs. Within its leased and purchased equipment line of business, DLA Document Services leased over 62,000 multifunction documents, accounting for thousands of customer accounts and multi-year contracts. The document conversion business provided value-added services for the warfighter by reducing countless volumes of paper documents to digital media. Document scanning reduced warehousing costs while improving auditability through integral records management. Between the service components and DLA, the team converted over 215,000,000 documents to digital images. DLA Document Services was measurably successful in achieving its AOP internal goals. These accomplishments include transferring the central data library and Acquisition Streamlining and Standardization Information System program to DLA Operations and the Defense

Standardization Program Office, respectively. Additionally, Document Services transferred its U.S. Postal Service document scanning function to that organization, while also transferring many of its call center functions to the DLA Customer Interaction Center. From an audit readiness standpoint, Document Services achieved a 100% book-to-floor/floor-to-book inventory, the first in its history. Last but not least, Document Services mitigated many of its critical risks, to include security, occupational safety and health, protection of classified materials, and facility maintenance. As part of DLA's Mission Validation Review Panel and Mission Capability Review Panel, the Institute for Defense Analyses is assessing Document Services to determine whether increased performance and customer cost savings can be achieved by truly centralizing document management across DoW. Working with a DLA integrated process team, a final assessment report with recommendations to the agency director will be presented in early fiscal 2026.

c. Posture

(1) Expeditionary personnel proficiency

Reserve Contingency Operations Readiness Training 2025, a DS Joint Reserve Force annual training event, was conducted July 14-26, with the aim of enhancing expeditionary disposal proficiency through low-intensity collective training. Disposal Support Unit reservists from DSU units 1-6 deployed to sites in Ohio, Virginia, California, Georgia, Japan, and the exercise command-and-control center in Battle Creek. Training encompassed warehousing operations, receipt processing, Material Readiness Order Pick/Stage preparation, and administrative support, with reservists gaining WMS access and working alongside civilian counterparts. DLA Joint Reserve Force Director Maj. Gen. Bowlman Bowles visited sites and commended the MSC for its unified procedures. Field sites reported high morale, strong synchronization, and backlog reductions, with a focus on maximizing receipt throughput and refining system roles. The second week of the exercise focused on assessing reservists' ability to perform disposal operations based on their Week 1 training. Overall, RCORT '25 validated the reserve forces' ability to support expeditionary disposal operations effectively and integrate seamlessly with civilian operations. The exercise helped DS produce proficient, deployment-ready personnel while identifying areas for improved future readiness.

(2) Planning for changes in DS presence

(a) *RAF Molesworth* – The U.S. Air Force mission within DS Europe and Africa's footprint saw significant changes in recent years. Currently, about 80% of the property flowing into DS's Molesworth property disposal site originates from RAF Lakenheath, RAF Mildenhall, and RAF Feltwell. To assist DS customers better and streamline processes, DS's Europe and Africa team began coordinating with the 48th Maintenance Support Group to relocate its England-based services and scrap yard to RAF Feltwell, bringing agency resources closer to its property turn-in customers. Office relocation is targeted completion in fiscal 2026.

(b) *Minot AFB* – In fiscal 2025, the DS Mid-America region team recommended eliminating the disposal services representative position at North Dakota's Minot Air Force Base after reviewing a year's worth of workload data. Activity at the site was deemed minimal, and most property was already being sent to DS's Colorado Springs site for handling.

Minot's area of responsibility includes several National Guard and Reserve units across North Dakota, but turn-in volume did not support the need for a dedicated FTE. Agency staff at Ellsworth AFB and in Colorado Springs demonstrated capability for covering the Minot mission without issue, even during the DSR's extended leave periods. Additionally, the environmental mission was already handled by Ellsworth environmentalists. The region team received concurrence from DS director and ends the fiscal year with the goal of site closure before January 2026.

(c) *Hart-Dole-Inouye Federal Center* – In March 2025, the General Services Administration informed DLA of its intention to identify buildings not considered core to government operations, signaling a potential shift for the agency's tenancy at Battle Creek's HDIFC. On July 8, GSA notified DLA that it intended to add HDIFC to the "assets identified for accelerated disposition" list. The initial decision to divest the building from federal government inventory stemmed primarily from the substantial deferred maintenance costs associated with the facility, coupled with a GSA determination of low office space utilization relative to the campus's overall size. Published GSA policy allows DLA up to three years to find an alternative work site. In the meantime, GSA stated that it will work with DLA to coordinate potential long-term solutions, including local leasing options, or allowing DLA to remain at the HDIFC until a more sustainable permanent location can be established. During the remainder of the fiscal year, DLA began engaging in intensive discussions and exploration of possible worksite options.

(3) Support for contingencies, allied nations and disaster response

2024 Hurricane Season. DS field offices prioritized the prepping and shipping of disaster response equipment like diesel generators and forklifts from the Jacksonville site to South Carolina, flashlights and medical gear from Camp Lejeune to North Carolina, and trucks from the Anniston and Warner Robins sites in Alabama and Georgia to Florida. These quick-reaction assistance efforts came after Hurricane Milton and Hurricane Helene tore through the area in quick succession just before the start of the fiscal year. More than 850 no-cost items went to transfer and donation recipients during DLA's response.

d. Partnerships

(1) Special Programs impacts

Special programs remain an important piece of DS's ability to offer used and excess military property as surplus to qualified organizations looking to extend the life of taxpayer-funded material. Special programs access allows various types of reuse customers to screen property directly through RTD Web. Those programs include: the Firefighter Property Program, or FPP, law enforcement agencies, schools and educational non-profits using DLA Computers For Learning, Civil Air Patrol, DoW contract firms, DoW or armed services museums, Foreign Military Sales recipients, Defense Security Cooperation Agency-coordinated humanitarian assistance recipients, MWR, ROTC, National Guard, and Military Affiliate Radio System partners. Of note in fiscal 2025, requisitions by property reuse customers classified as law enforcement and served through the DLA Law Enforcement Support Office were elevated above other DoW special programs in terms of priority, meaning that when excess property is made available by DLA, and is not requested by other units or entities within the DoW, law

enforcement property requests are prioritized above other DoW special program recipients. This process change was enacted in support of Executive Order 14288, Additionally, in support of the same EO, several additional classes of property were made available for law enforcement to requisition, including items like unmanned aerial drones, musical instruments, and clothing. Overall, Special Programs recipients made 26,220 individual reutilization requests and received 444,302 items originally valued at almost \$450 million during the fiscal year.

(2) Contracting team industry outreach

The DS Contracting team hosted an Industry Day, considered both a resounding success and a model for future engagements. Challenged by increasing industry awareness and participation in procurement opportunities, the team delivered a comprehensive event that gathered more than 200 CONUS and OCONUS vendors, program leaders, and contracting officers. The event provided insight into DS acquisition and public sales strategies, mission needs, and upcoming solicitations, fostering early engagement and strengthening competition. Through detailed coordination, DS developed detailed acquisition forecasts, technical briefings, and question and answer sessions that empowered industry partners to prepare stronger, more responsive proposals. In addition, DS ensured the event remained inclusive and accessible, offering both group and one-on-one options, informative materials, and ample networking opportunities. The event not only received overwhelmingly positive feedback from attendees, but it also led DS to measurable improvements in acquisition outcomes. The team's efforts contributed to an increase in small business participation, increased technically competitive proposals, and generated greater overall vendor understanding of the agency's contracting landscape. Additionally, the success across the enterprise and objective of Partnerships – to expand industrial base partnerships to grow access to capability through the defense logistics enterprise, was amplified during and beyond this event. The event's focus on agility and overall acquisition support to the warfighter was recognized by the agency director, who upon making a surprise visit to the event, provided attendees with an overview of the new DLA Strategy.

(3) Pursuit of an Australian property disposal agreement

DS continued its pursuit of an Acquisition and Cross-Servicing Agreement with the Australian Department of Defence Disposal Services, or ADoD DS. The goal is to establish in-country disposal services for emerging U.S. forces requirements by having the Australians perform all disposal actions, unlike previous agreements involving DS's Indo-Pacific region sites. During the fiscal year, planners reviewed the INDOPACOM Posture Plan, updated points of contact, and received a briefing from ADoD DS. A Request for Information was developed, focusing on property acceptance, disposal processes for scrap, hazardous materials and electronic waste, billing procedures, and Australian frontline machinery capabilities. Follow-on video conferences laid the groundwork for an ACSA, demonstrating ADoD DS's capability to meet U.S. forces disposal needs. A formal exception to policy waiver and an ACSA request package were submitted. As of the fiscal year's end, DoW approvals have been received and ADoD approvals are anticipated in first quarter of fiscal 2026. The effort is currently progressing positively towards establishing a lasting disposal services agreement with ADoD DS.

Defense Logistics Agency

DLA Distribution

Fiscal Year 2025 Historical Report



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

OCT 27 2025

MEMORANDUM FOR HISTORIAN DLA HEADQUARTERS

SUBJECT: Submission of DLA Distribution FY 2025 Annual Historical Report

Defense Logistics Agency Distribution's FY 2025 Annual Historical Report submission is a culmination of the hard-fought accomplishments of our resilient workforce. Our dedicated and talented team of more than 8,500 military, civilians, contractors, and foreign nationals overcame challenges and capitalized on opportunities together, to support our military services, other federal agencies, and Whole of Government partners.

I am proud to acknowledge DLA Distribution's continued role as the Department of Defense's storage and distribution provider. Servicing customers worldwide, DLA Distribution provides storage and distribution solutions, transportation planning and management, logistics planning, and contingency support operations, utilizing a global network of 24 distribution centers and 41 other locations across seven countries. Our Distribution center operations spanned over 37.7 million square feet across 437 buildings and 26.3 million square feet across 175 open lots, providing stewardship for more than 2.2 million lines of materiel and executed approximately 15 million wholesale and retail transactions. DLA Distribution's shipments totaled 6.7 million orders, weighed 1.2 billion pounds, and reached 94 countries.

It is with gratitude to our extraordinary team that I endorse DLA Distribution's submission for inclusion in DLA's FY 2025 Historical Report. Warfighter Always!

A handwritten signature in black ink, appearing to read "KEVIN L. COTMAN", is positioned above the printed name.

KEVIN L. COTMAN
BG, USA
Commanding General

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 (DoD) premier storage and distribution provider. DLA Distribution serves customers worldwide, providing comprehensive storage and distribution solutions, transportation planning and management, logistics planning, and agile contingency support operations. This is achieved through its global network of 24 distribution centers and 41 other locations strategically positioned across seven countries.

a. Statistics

During FY 2025, DLA Distribution employed approximately 8,500 logistics professionals (federal government civilian and military, contractors, and foreign nationals) and supported 46,000 customers. Distribution center operations spanned over 37.7 million square feet across 437 buildings and 26.3 million square feet across 175 open lots. DLA Distribution provided stewardship over 2.2 million lines of materiel and executed approximately 15 million wholesale and retail transactions. DLA Distribution's shipments totaled 6.7 million orders, weighed 1.2 billion pounds, and reached 94 countries.

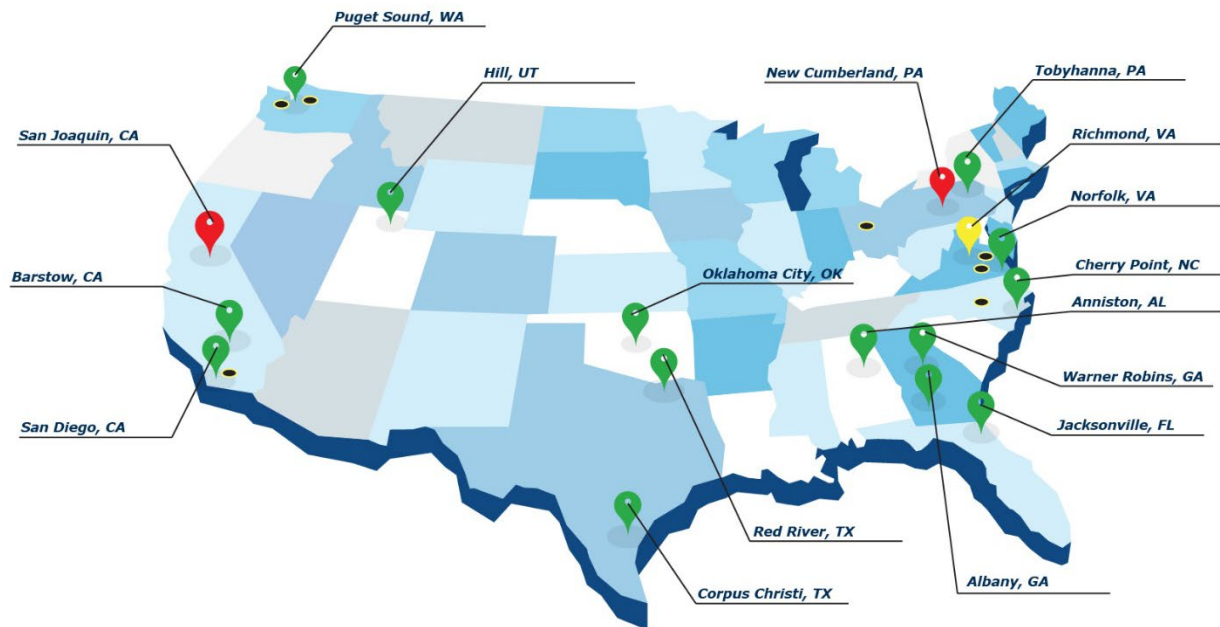
b. Distribution Core & Unique Capabilities as Department of Defense's Joint Storage & Distribution Provider:

- (1) Storage & distribution: wholesale and retail receipt, store, issue material; inventory; kitting; cold chain; preservation; packaging; packing and marking; material processing center; theater shipping consolidation point
- (2) Transportation planning and management: transportation requirements for DLA storage and distribution locations and vendors
- (3) Customer service: materiel movement tracking and expediting
- (4) Storage & distribution program management: performance, acquisition, infrastructure, equipment, safety, and compliance
- (5) Logistics planning and contingency operations: deployable distribution center; contingency storage & distribution contracts; flexible support for surges; and fluid workforce

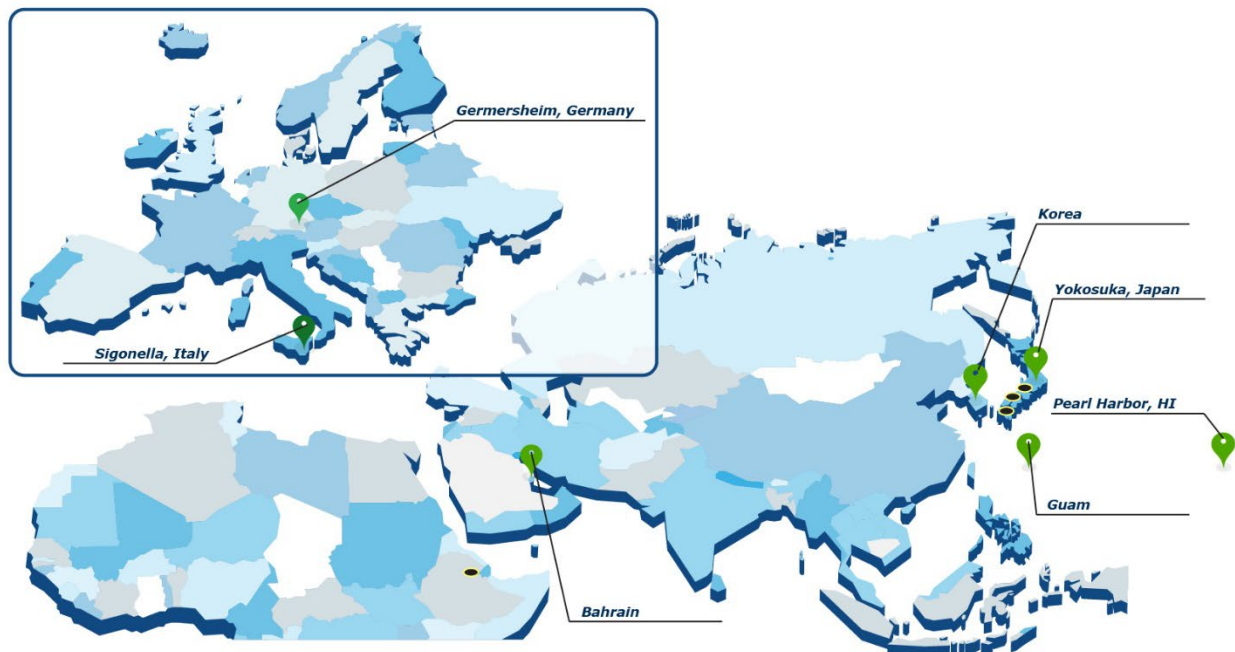
2. Organization

DLA Distribution is a global network spanning more than 50 locations across 20 states and 7 countries. Additionally, the organization possesses a deployable capability known as the Expeditionary Team (DDXX, or "Distribution Center in a Box"). DDXX provides an in-theater, agile, and flexible distribution option, significantly reducing reliance on strategic airlift and enabling rapid response to emerging needs.

a. DLA Distribution CONUS Locations:

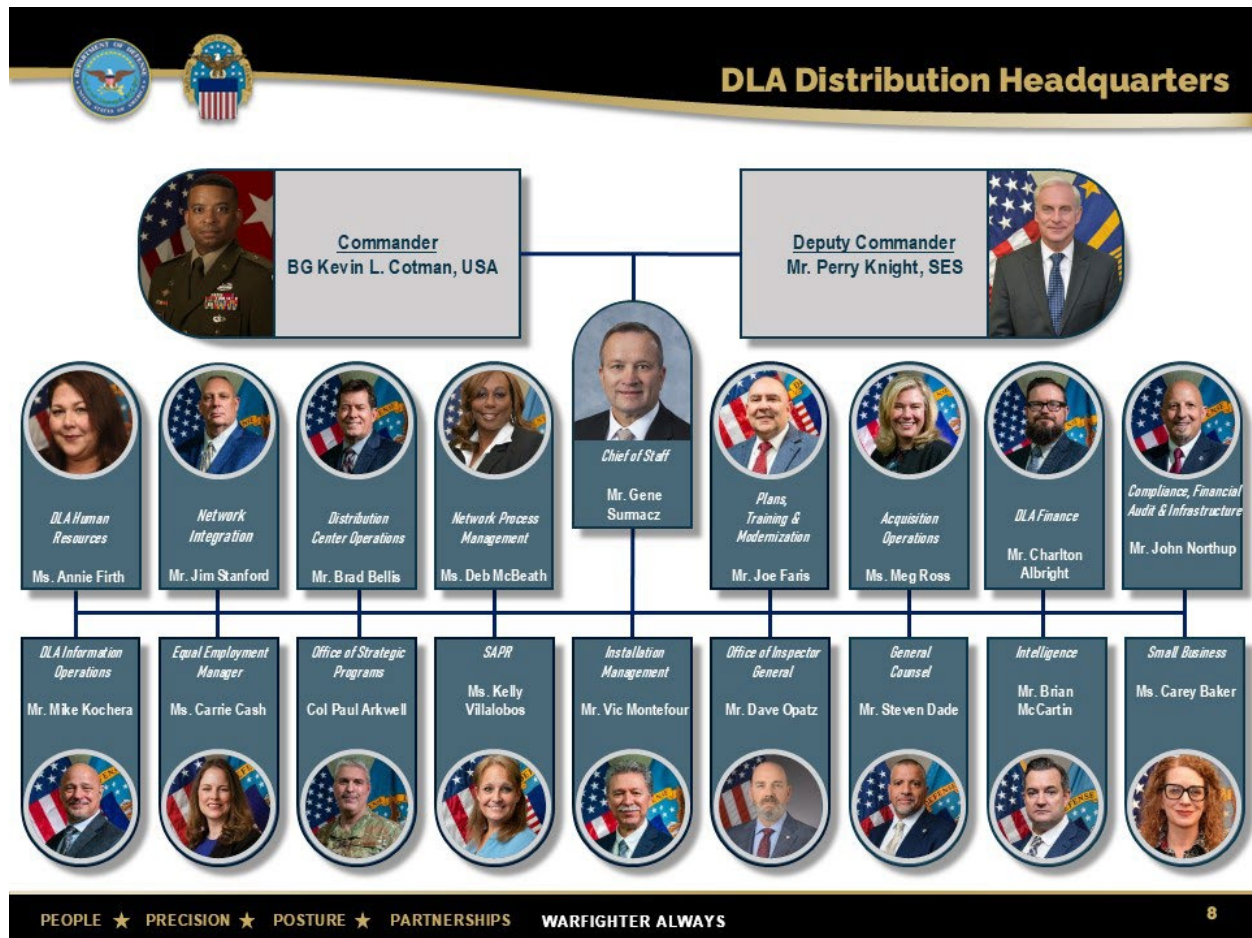


b. DLA Distribution OCONUS Locations:



3. Key Personnel

a. DLA Distribution Headquarters Senior Leaders and Staff:



b. DLA Distribution Center Senior Leaders:

DLA Distribution Centers & Sites

CONUS Sites

- Hill, UT**: Mr. James McArthur
- Albany, GA**: Mr. William Harrington
- Jacksonville, FL**: Mr. Richard Addlerly
- Mayport, FL**
- San Diego, CA**: Capt. Phoebe Tamayo, SC, USN
- North Island, CA**
- Point Loma, CA**
- Anniston, AL**: Lt. Col. Brandon Ebel USA
- Norfolk, VA**: Capt. Eric Lockett, SC, USN
- Little Creek, VA**
- Puerto Rico, VA**
- San Joaquin, CA**: Col. Brogan Isitt USMC
- Barstow, CA**: Mr. Adam Smith
- Oklahoma City, OK**: Mr. Michael Mounce
- Susquehanna, PA**: Capt. Andy Henwood, SC, USN
- Whitehall, OH**
- Mechanicsburg, PA**
- Cherry Point, NC**: Ms. Jennifer Davis
- Puget Sound, WA**: Cmdr. Marcus Craig, SC, USN
- Everett, WA**
- Bremerton, WA**
- Tobyhanna, PA**: Lt. Col. Andrew Thomas USA
- Corpus Christi, TX**: Lt. Col. Joshua Meador USA
- Red River, TX**: Lt. Col. Caleb Conant USA
- Warner Robins, GA**: Mr. Joe Arnold

Expeditionary

- Expeditionary**: Lt. Col. Kimberly Ellenburg, USA
- Pearl Harbor, HI**: Cmdr. Raymond Lancelos, SC, USN
- Manama, Bahrain**: Cmdr. Joshua Langhorne, SC, USN
- Camp Carroll, Korea**: Lt. Col. Celina Pargo USA
- Guam, Marianas**: VACANT
- Germerheim, Germany**: Lt. Col. Michael Zdrojesky USA
- Sigonella, Italy**: Cmdr. Renae Renken, SC, USN
- Djibouti, Africa**
- Yokosuka, Japan**: Cmdr. Daniel Maldonado III, SC, USN
- Sasebo, Japan**
- Okinawa, Japan**
- Iwakuni, Japan**
- Yokohama, Japan**

PEOPLE ★ PRECISION ★ POSTURE ★ PARTNERSHIPS WARFIGHTER ALWAYS 9

c. DLA Distribution headquarters key leadership changes in FY 2025:

- (1) Navy RDML Michael York relinquished command 9 June 2025
- (2) Mr. Perry Knight, SES, assumed command 9 June 2025
- (3) Army Brig Gen. Kevin Cotman assumed command 22 July 2025

d. DLA Distribution Center key leadership changes in FY 2025

- (1) Army Lt. Col. Caleb Conant assumed command from Army Lt. Col. Joseph Lee 16 April 2025 at DLA Distribution Red River, Texas
- (2) Army Lt. Col. Andrew Thomas assumed command from Army Lt. Col. Allen Luna 15 May 2025 at DLA Distribution Tobyhanna, Pennsylvania
- (3) Army Lt. Col. Joshua Meador assumed command from Army Lt. Col. Timothy Owens 28 May 2025 at DLA Distribution Corpus Christi, Texas.
- (4) Navy Cmdr. Raymond Lancelos assumed command from Navy Cmdr. Sean Moody 30 May 2025 at DLA Distribution Pearl Harbor, Hawaii

(5) Navy Capt. Eric Lockett assumed command from Navy Capt. Peter Braendeholm 5 June 2025 at DLA Distribution Norfolk, Virginia
(6) Navy Cmdr. Joshua Langhorne assumed command from Navy Cmdr. John Olabode 11 June 2025 at DLA Distribution Bahrain, Southwest Asia
(7) Marine Corps Col. Brogan Issitt assumed command from Marine Corps Col. Kevin Chunn 15 July 2025 at DLA Distribution San Joaquin, California
(8) Navy Cmdr. James Mash assumed command from Navy Cmdr. Marcus Craig 28 August 2025 at DLA Distribution Puget Sound, Washington

e. DLA Distribution suffered a huge loss on September 6, 2025, with the death of its deputy commander and beloved teammate, Mr. Perry Knight, SES. A native of Buena Vista, Virginia, Knight served more than 40 years in and out of uniform. His career began with commission as a 2nd Lt. in the Army upon graduation from the Virginia Military Institute in 1982. His extensive Army career spanned multiple continents, include key roles at the Pentagon and the 1st Infantry Division and command positions in Germany, the Netherlands and Iraq.

Mr. Knight joined the DLA Distribution team in July 2006, holding the position of chief of staff, both in uniform and as a civilian and served as acting deputy commander from January 2020 to December 2020, when he was officially appointed as the sixth deputy commander for DLA Distribution.

4. DLA Distribution FY 2025: Strategic Support, Global Reach, and Operational Excellence

DLA Distribution continued its critical role in supporting the U.S. military throughout FY 2025, exhibiting strategic alignment, financial responsibility, workforce development, and collaborative partnerships. The organization focused on enhancing its global posture, improving inventory management, and providing responsive support to Combatant Commands, thereby contributing to national security objectives.

a. Distribution Implementation Plan

DLA Distribution's Office of Strategic Plans actively supported the implementation of Campaign Plan FY 2030, ensuring alignment with the DLA Strategic Plan 2025-2030. The office carefully tracked progress against the Distribution Operating Plan for FY 2025-2026. Leadership ensured clear communication and direction through weekly governance briefs and consistent fiscal year guidance. This commitment resulted in DLA Distribution progressing towards its FY 2025 goals through active leadership, unity of effort, customer focus, and alignment with the needs of the services, DoD, and broader government requirements. The FY 2026-2030 program budget review was instrumental in addressing rate/workload challenges by focusing on strategic modernization and cost-saving measures. The DLA Distribution commander oversaw weekly governance briefs that updated key initiatives to ensure the organization was working toward the desired end state. He communicated expectations through his fiscal year guidance, which propagated the philosophy of "one team, one mission, one heading, one standard." This unified approach fostered a collaborative environment and reinforced a shared sense of purpose across the organization.

5. Support of the DLA Strategic Plan

a. People: DLA Distribution recognizes its workforce is its most important asset, placing emphasis on training and development through several initiatives:

(1) Functional Community Management

DLA Distribution actively participated in the DoD Working Group on Professionalizing the GS-2030 series, Distribution Facility Specialists. This involvement demonstrates a commitment to professionalizing the distribution workforce across the DoD, ensuring a highly skilled and competent workforce capable of meeting evolving logistical challenges.

(2) Training

DLA Distribution's training initiatives remained robust and grounded in the DLA Strategic Plan, DLA Distribution FY 2030 Campaign Plan, Uniform Joint Task List, and Distribution Operation Plan. The organization prioritized the development of a professional workforce with an emphasis on process compliance. Modernization efforts, particularly the Warehouse Management System (WMS) rollout, required extensive training. WMS requires strong employee support for success. To facilitate this, DLA Distribution created a dedicated rollout team comprised of Operations (Dist J3), Policy (Dist J4), and Network Integration. The team, with support from DLA J6 and DLA J1 Training (Distribution Training Division), provided classroom and hands-on training. This ensured that distribution center employees understood the benefits of modernization, such as ergonomic equipment, streamlined processes, and the new software system. This proactive approach to training helped minimize disruption and maximize the benefits of the WMS implementation. Distribution's top training priorities are:

- (a) Fielding WMS and Warehouse Execution System
- (b) Training and executing business processes to an Audit Readiness standard
- (c) Improving Care of Supplies in Storage (COSIS)
- (d) Integrating personnel through individual training within the Learning Management System (LMS)
- (e) Employment of expeditionary capabilities in support of Combatant Command exercises
- (f) Enhanced Quarterly Training Briefs (QTBs) were implemented at distribution centers to document training plans, foster accountability, standardize assessments, promote best practices, integrate leadership feedback, and prioritize new technologies and leadership development. The QTBs provided a structured forum for monitoring training effectiveness and identifying areas for improvement, ensuring that training programs remained aligned with organizational needs.

(3) Production Manager Training

To enhance data acumen, the Production Manager Course was executed in FY 2025 for newly hired Distribution Center Production Managers. This course was instrumental in

equipping production managers with the tools and knowledge needed to effectively manage and utilize data in day-to-day operations. The course included a critical soft skills component on “Managing Up the Chain,” which emphasized the importance of effective communication and strategic alignment within the organization. This session was particularly well-received, with attendees highlighting its relevance to their roles. The course concluded with a tour of our Eastern Distribution Center, showcasing the ongoing modernization efforts within our largest Distribution Center, which are poised to positively impact operations across the network, including the students’ respective sites in the future. By providing production managers with the necessary skills and knowledge, DLA Distribution aimed to improve efficiency and effectiveness across its network of distribution centers.

(4) Continuous Process Improvement (CPI) Program

DLA Distribution leverages CPI to promote a data-oriented approach to problem-solving, best practices, and the reduction of operational and performance gaps. This commitment to continuous improvement helped drive innovation and ensure that DLA Distribution remained at the forefront of logistical excellence.

(a) DLA Distribution Red River, Texas, crate reutilization project, saved the Army \$34,000 in Preservation, Packaging, Packing, and Marking costs. This project demonstrated the power of innovative thinking and resourcefulness in achieving significant cost savings.

(b) The Distribution Korea 463L Unloading project focused on decreasing the time to unload air pallets, increasing capacity from 14 to 21 pallets per day. This improvement significantly enhanced the efficiency of air cargo operations, enabling faster delivery of critical supplies to deployed forces.

(5) Safety & Occupational Health (SOH)

The SOH office worked with distribution centers to conduct risk assessments, ergonomics surveys, and industrial hygiene assessments. The team assisted DLA Strategic Materials to identify and evaluate the presence of recyclable Germanium in lieu of disposing as radioactive waste; saving \$2.2 million. This proactive approach to safety and environmental stewardship ensured a safe and healthy work environment for employees while minimizing the agency's environmental footprint.

(6) Office of Equal Employment Opportunity

The Office of Equal Employment Opportunity (EEO) focused on the workforce during FY 2025. This included an annual self-assessment of hiring and firing trends and the elimination of all Special Emphasis Programs (SEPs) per Executive Orders. The office updated its policies and position descriptions, removing references to SEPs, diversity, inclusion, affirmative employment, and accessibility initiatives. A core focus was streamlining regulatory complaint and reasonable accommodation (RA) processes, which improved timeliness and efficiency. The office ensured RA accessibility during the WMS rollout and benefited from legal reviews provided by the Office of General Counsel, leading to enhanced timeliness in both

informal and formal complaint processing. Additionally, EEO specialists reported anti-harassment claims, and the office participated in the EEOC mentoring program, serving as mentors to EEO specialists from other agencies.

(7) Awards & Recognition

DLA Distribution recognized the contributions of its personnel through several award programs, fostering a culture of appreciation and motivating employees to excel.

(a) 57th DLA Annual Awards

Eight employees representing DLA Distribution were recognized in a variety of categories, highlighting the diverse talents and expertise within the organization.

(b) DLA Hall of Fame

One former DLA Distribution employee, Larue “Scott” Rosbaugh, was inducted posthumously into the 2025 DLA Hall of Fame for his exceptional contributions to the agency’s mission. Rosbaugh made major improvements to DLA Distribution operations, including leading a deployable depot capability for disaster response.

(c) 2024 Global Distribution Excellence (GDE) Award winners

DLA Distribution awarded employees and teams at all levels for dedication to duty and superior performance.

b. Partnerships: DLA Distribution collaborates with the military services and other agencies to improve logistics and support:

(1) Pacific Fleet (PACFLT)

Collaborated with PACFLT J4 planners to identify and prioritize critical U.S. naval assets at DLA Distribution Yokosuka, Japan (DDYJ). This collaboration ensured that critical naval assets were readily available to support operations in the Pacific region.

(2) Pacific Air Forces (PACAF)

Partnered with PACAF to secure storage space in Saipan for forward-deployed DDXX assets. This partnership enhanced the responsiveness of DLA Distribution's expeditionary capabilities in the Pacific theater.

(3) USFK & 8th Army

Collaboration with USFK and 8th Army to outfit DDDK with M50/51 gas masks and establish long-term provisioning. This collaboration enhanced the readiness and protection of personnel stationed in Korea.

(4) Federal Emergency Management Agency (FEMA)

Trained with FEMA during Eagle Rising events to validate the Interagency Agreement (IAA). This joint training exercise ensured that DLA Distribution was prepared to support FEMA in responding to national emergencies.

(5) NAVSUP

Established a Material Processing Center in Okinawa with NAVSUP enhancing fleet support through Cargo Routing Information File integration and improved cargo planning. This collaboration streamlined material processing and enhanced fleet support capabilities in the region.

(6) HQ DLA J345 Disposal Policy

Partnered to co-lead Enterprise-level CPI projects to include Hazardous Waste and Food Waste Disposal projects. These projects aimed to improve the efficiency and sustainability of disposal operations across the enterprise.

(7) Army Integrated Storage Review Board

Worked hand-in-hand with the Army to validate the Stock Readiness/COSIS program through inspections, as well as educate on the process for establishing DLA billing rates and the monthly billing process, resulting in greater transparency. This collaboration fostered a strong partnership with the Army and improved transparency in billing practices.

(8) In support of Operation Pacer Goose 48 DLA Distribution personnel processed 229 pallets, 8,010 pieces, 14.5 tri-walls, and 1,154 packages processed in WMS through DLA Distribution Norfolk, Virginia. This successful operation demonstrated DLA Distribution's ability to provide critical logistical support to remote locations.

(9) In support of Talisman Sabre 25, DLA Distribution deployed 21 expeditionary personnel to Guam, executing a complex, high-priority logistics mission in direct support of 7th Fleet operations. This deployment highlighted DLA Distribution's readiness to respond to critical needs in support of fleet operations.

c. Posture: DLA Distribution enhanced its global posture and supported Combatant Commands worldwide:

In support of the Global Posture Plan, DLA Distribution integrated assets and mitigation strategies to support Combatant Commands. This proactive planning ensured that DLA Distribution was well-positioned to support global operations.

(1) In support of all combatant commands, DLA Distribution developed new Unit Type Codes offering diverse personnel sourcing options including Joint Reserve Force and DoD Civilian Expeditionary Workforce, to enable combatant commanders to request specific DLA

Distribution capabilities for mission fulfillment. This enhanced flexibility allowed Combatant Commanders to tailor their support requests to specific mission requirements.

(2) In support of USINDOPACOM Plans, DLA Distribution collaborative planned with Pacific Fleet to ensure the rapid repositioning of critical naval assets at DLA Distribution Yokosuka, Japan. Efforts in Guam also sought to reduce customer wait times through improved transport capabilities. These efforts enhanced DLA Distribution's ability to support operations in the Indo-Pacific region.

(3) In support of USEUCOM Plans, DLA Distribution participated in Defender Europe 25 by deploying personnel to Germersheim, Germany, providing support to the US Army's rapid deployment capabilities. This support played a crucial role in enhancing the readiness and responsiveness of US forces in Europe.

(4) In support of USCENTCOM Plans, DLA Distribution received guidance in FY 2024 to transition USCENTCOM Distribution Center operations to Western Saudi Arabia. This fiscal year DLA Distribution continued to move towards Initial Operational Capability by June 2026 in Jeddah, Saudi Arabia. This strategic shift will enhance DLA Distribution's ability to support operations in the Central Command region.

(5) In support of USAFRICOM, managed \$1.5 million of inventory and 96,994 cubic feet of warehousing facilities.

(6) In support of USCENTCOM, managed \$52.3 million of inventory and 290,501 cubic feet of warehousing facilities.

(7) In support of USEUCOM, managed \$251.6 million of inventory and 4,913,164 cubic feet of warehousing facilities.

(8) In support of USINDOPACOM, managed \$592.7 million of inventory and 5,013,675 cubic feet of warehousing facilities

d. Precision: DLA Distribution is committed to inventory accuracy and completed:

(1) DLA completed 100% Annual Inventory of OM&S material at the Navy Shipyard site Puget Sound, Washington; Pearl Harbor, Hawaii; and Norfolk, Virginia. This complete inventory ensured accurate tracking of critical materials supporting naval operations.

(2) DLA Distribution increased the number of Sub Assessable Units from 10 to 16 and implemented bi-weekly Distribution Risk Working Groups to update the process documents, risks and internal controls. This proactive approach to risk management enhanced inventory accuracy and security.

(3) DLA Distribution management of inventory includes:

(a) Managed \$54.6 billion dollars of Air Force inventory in support of Air Force Logistics Readiness Squadrons.

(b) Managed \$34.3 billion dollars of Army inventory in support of Army Supply Activities.

(c) Continues to work hand in hand with the Army to validate the Stock Readiness/COSIS program through the Packaging, Storage, Consolidation and Containerization inspections at each site.

(d) Managed \$608.8 million dollars of Marine Corps inventory in support of Supply Management Units.

(e) DLA Distribution created service Qlik applications to transparently share Warehouse Management System-specific performance metrics.

(f) Managed \$42.9 billion dollars of Navy inventory in support of Naval Supply System Command Fleet Logistics Centers.

6. Conclusion

DLA Distribution in FY 2025 demonstrated its unwavering dedication to supporting the U.S. military through strategic alignment, financial responsibility, a commitment to people, an enhanced global posture, and precise operations. This success was achieved through fostering strong partnerships with the services and building a flexible, global supply network capable of meeting the diverse needs of the warfighter. The organization remains committed to continuous improvement and innovation, ensuring that it remains a vital enabler of national security.

Defense Logistics Agency

DLA Human Resources (J1) Fiscal Year 2025 Historical Report



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

October 20, 2025

MEMORANDUM FOR COMMAND HISTORIAN

SUBJECT: DLA Human Resources FY25 History Report

I have reviewed DLA Human Resources' (J1) submission for chronicling its FY25 activities and accomplishments as part of the DLA History Report. By this memorandum, I am providing my endorsement for J1's submission.

The point of contact for this action is Tara Fatzinger, Strategic Communications and Content Specialist. Ms. Fatzinger can be reached at 445-737-1245 or tara.fatzinger@dla.mil.

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DR. CHARLES BARBER
Director
DLA Human Resources

1. Introduction

Fiscal Year (FY) 2025 was a defining chapter for DLA Human Resources (J1). This year tested our adaptability, strengthened our resolve, and reaffirmed our mission to support the Warfighter through a ready and resilient workforce. Significant leadership transitions marked the start of the year as Dr. Caleb Foshee, Acting J1 Director, departed on October 18, 2024. On November 4, 2024, Dr. Charles Barber assumed the role of J1 Director, bringing renewed vision and focus. During this period, Ms. Leigh Ann Massey steadied the helm and provided continuity as Acting J1 Deputy Director until Ms. Tanya Everett was officially appointed as J1 Deputy Director on December 29, 2024. Together, Dr. Barber and Ms. Everett took charge of guiding J1 through a period of transformation aligned to DLA's future fight.

Operationally, J1 responded to the Department of Defense's (DoD) evolving national security priorities and DLA's four imperatives – People, Precision, Posture and Partnerships – outlined in the DLA Strategic Plan 2025–2030. The J1 team delivered deliberate guidance to agency leaders on issues of workforce readiness, culture, policy compliance, and enterprise reporting. Central to this effort was advancing a “digital-first” strategy, modernizing outdated manual and paper-based processes, and fielding automation to increase speed, precision, and accountability in Human Resources (HR) support.

January 2025 signaled a shift in the Presidential Administration that brought with it an influx of new Executive Orders (EOs) and directives, many of which directly impacted how J1 and DLA, as a whole, operates. In response, J1 established the EO Task Force to provide command-level oversight and ensure rapid execution of action items driven by new policy direction from the Administration, the Office of Personnel Management (OPM) and DoD. Through disciplined cross-functional coordination, J1 ensured DLA remained aligned with enterprise-wide mandates while protecting mission continuity. The J1 workforce served with professionalism and agility, enabling timely, accurate and expert support to nearly 64,000 customers across the defense enterprise. In an environment defined by rapidly shifting policy and operational demands, J1 met its customers' needs with unwavering excellence and steadfast dedication to service.

By the close of FY 2025, J1 extended its reach beyond the DLA enterprise, providing reimbursable HR support to more than 37,000 personnel across key the DoD agencies and activities below:

- 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 Security Cooperation Services (DSCS)
- i. Defense Threat Reduction Agency (DTRA)
- j. Missile Defense Agency (MDA)
- k. National Reconnaissance Office (NRO)

- l. Office of the Chairman of the Joint Chiefs of Staff (OCJCS) and the Joint Staff
- m. Space Development Agency (SDA)
- n. U.S. Transportation Command (USTRANSCOM)
- o. Office of the Under Secretary of Defense (OUSD) for Acquisition & Sustainment
- p. Defense Microelectronics Activity (DMEA)
- q. Ted Stevens Center (TSC) for Arctic Security Studies
- r. Defense Contract Audit Agency (DCAA) – Learning Management System (LMS) only
- s. Defense Finance Accounting Service (DFAS) – LMS only
- t. Navy Center for Seabees and Facilities Engineering
- u. Aerospace System Directorate, Air Force Research Lab, Wright-Patterson Air Force Base, Ohio
- v. Headquarters, U.S. Army Corps of Engineers, Vicksburg, Mississippi
- w. U.S. Air Force, Joint Base Elmendorf-Richardson (JBER), Alaska
- x. U.S. Army Tank-automotive and Armaments Command (TACOM), Red River, Texas
- y. U.S. Marine Corps Air Station, Yuma, Arizona
- z. 88th Civil Engineer Group, Environmental, WPAFB, Ohio
- aa. 673rd Engineering Squadron, 673rd Air Base Wing Headquartered, JBER, Alaska
- bb. U.S. Army Aberdeen Proving Grounds, Maryland
- cc. U.S. Navy New Port, Naval Undersea Warfare Center
- dd. 88th Readiness Division-Environmental, US Army Reserve, Indiana
- ee. 63rd Readiness Division-Environmental, US Army Reserve, Indiana
- ff. 934th Civilian Engineer Squadron, Air Force Reserve, Minneapolis, Minnesota
- gg. Indiana Air National Guard
- hh. Joint Base Andrews Air National Guard Bureau
- ii. New Mexico Department of Military Affairs, Air National Guard
- jj. Utah Army National Guard
- kk. West Virginia Air National Guard
- ll. Puerto Rico Army National Guard
- mm. Indiana Army National Guard
- nn. Kansas Army National Guard
- oo. Whitetail Environmental, LLC, Oklahoma

2. Mission, Vision, Values

a. Mission

DLA Human Resources forges, develops and sustains a mission-ready workforce in direct support of the Warfighter. We execute our mission with people-centered strategies, disciplined policies, streamlined processes, and innovative programs that enable DLA's people to deliver with precision, speed, and impact across the Defense enterprise.

b. Vision

To be the premier HR provider in the federal government, recognized for operational excellence, unmatched customer support, agile problem solving, and cutting-edge innovation that strengthens DoD readiness.

c. Values

(1) Culture of Readiness: We believe culture is decisive to mission success. We cultivate trust, discipline and shared purpose to unify the workforce and strengthen readiness.

(2) Data-Driven: We ground our decisions in facts, analytics, and predictive insights. Data is not just reporting, it is a weapon for workforce shaping and strategic readiness.

(3) Agility: We move at the speed of the mission, adapting quickly to changing operational and policy environments while maintaining precision and discipline.

(4) Talent Stewardship: We see people as the decisive advantage. We invest in recruiting, developing, and sustaining a workforce that is skilled, diverse, resilient, and ready for the future fight.

(5) Integrity: We act with honor, transparency, and discipline, thereby upholding the trust placed in us by the department, our customers and the American people.

3. Overview of J1 Resources and Key Leaders

Major J1 Population Centers	
Whitehall, Ohio	592
New Cumberland, Pennsylvania	172
Fort Belvoir, Virginia	130
San Joaquin, California	20
Richmond, Virginia	13
Battle Creek, Michigan	11
Philadelphia, Pennsylvania	7

Key Leaders	
Leader	Position
Dr. Charles Barber	Director, DLA Human Resources
Ms. Tanya Everett	Deputy Director, DLA Human Resources
Ms. Kate DeDobbelaere	Staff Director, Human Capital Transformation
Mr. Michael Pier	Staff Director, HR Capital Policy & Labor Relations
Ms. Consondra Christopher-Davis	Staff Director, Human Capital Accountability
Mr. David Tighe	Staff Director, Readiness and Administrative Division
Ms. Melissa Lalonde	Staff Director, DLA Total Force Readiness & Talent Operations
Ms. Tiffany Shively	Acting Director, DLA Customers
Mr. Derek Saunders	Director, DoD Customers
Mr. Frank Yacono	Staff Director, Information Systems & Analytics
Ms. Amanda Goddard Bennett	Director, Payroll and Travel
Ms. Teresa Geduldig	Staff Director, Learning, Development & Readiness

Key Staff Members	
Ms. Tanja Collins	Executive Secretary to J1 Director
Ms. Fawne Cady	HR Strategist to the J1 Director
Ms. Marshe' Holmes	HR Strategist to the J1 Deputy Director

4. Major Operations and Initiatives

a. Executive Orders (EO) Task Force

On January 26, 2025, J1 stood up a task force to drive compliance and execution of presidential actions, OPM and Office of Management and Budget (OMB) guidance, and directives from the secretary of defense. This included, but was not limited to, the Return to In-Person Work mandate, Deferred Resignation Program (DRP) – both OPM and DoD – travel and hiring freezes, Policy/Schedule F efforts, and workforce optimization initiatives. The task force was enterprise in scope, incorporating representatives from all DLA Headquarters organizations, with J1 serving as the core lead element.

The J1 core team synchronized, monitored, and executed taskers tied to new policy memoranda and guidance. In doing so, the task force developed strategies that balanced operational effectiveness, organizational goals, and the well-being of the workforce while maintaining strict compliance with law and policy. The task force accomplished its mission by September 30, 2025, then transitioned its core responsibilities into enduring agency processes. This ensured sustained compliance, unity of effort, and seamless execution across the enterprise.

b. Return to In-Person Work

Beginning February 10, 2025, the majority of DLA's civilian workforce resumed full-time onsite presence at their official duty locations, except for those granted an approved exemption. In alignment with DoD guidance, DLA terminated 12,696 regular and recurring telework agreements and ended 217 remote work agreements for employees residing within 50 miles of their assigned duty station. Civilian personnel with approved remote work agreements who resided more than 50 miles from their work site were directed to resume on-site presence at their official duty location by no later than May 31, 2025. Additionally, J1 coordinated with union representatives to ensure proper notification and compliance with applicable negotiated agreements. All labor obligations were satisfied without delay to implementation and in compliance with applicable guidance.

Situational telework remains authorized for eligible employees under clearly defined, mission-appropriate circumstances. On March 21, 2025, J1 issued Directive-Type Memorandum (DTM) 25-017, DLA Situational Telework Program, which codified the policies and procedures for situational telework. This directive supplements DLA Instruction 1035.01 (Reference F) and DLA Manual 1035.01 (Reference G), ensuring alignment, consistency, and disciplined execution across the enterprise. In addition to issuing the updated directive, DLA created an enterprise dashboard to track compliance and shape the future strategic approach to policy. Coupled with new functionality within the EAGLE system allowing supervisors to review trends within their work unit, DLA has positioned itself to mitigate compliance risk and gather data used to inform future decision making.

c. Labor Relations

On March 27, 2025, Executive Order (EO) 14251, “Exclusions from Federal Labor-Management Relations Programs” was issued. Federal agencies determined to have as a primary function intelligence, counterintelligence, investigative or national security work were directed to disengage from collective bargaining activity. DLA set forth directions on implementation provided by DoD regarding the status of approximately 16,000 bargaining unit employees by communicating the termination of requirements to invite unions to formal meetings, allow representation at investigative meetings, provide notifications for changes in working conditions and to negotiate on any matter.

Several lawsuits contesting EO 14251 were filed, and litigation is on-going. As of September 30, 2025, DLA recognizes the bargaining unit status of only police officers and firefighters, numbering approximately 200 personnel. The future of this EO will ultimately be decided through the resolution of pending litigation and/or legislative action undertaken by the U.S. Congress. In the meantime, DLA continues to adhere to and enforce EO 14251.

c. Probationary Periods

On January 20, 2025, OPM issued a memorandum, “Guidance on Probationary Periods, Administrative Leave and Details,” requesting that agencies identify and provide to OPM a listing of all employees on probationary periods who have served less than one year in a competitive service appointment, or who have served less than two years in an excepted service appointment. The memorandum also stated agencies should determine whether the identified employees should be retained. On February 25, 2025, the Defense Civilian Personnel Advisory Service (DCPAS) issued DCPAS Message 2025045, “Direction to Terminate Individuals Serving a Probationary or Trial Period in the Department of Defense,” directing agencies to terminate the employment of individuals serving a probationary or trial period in DoD, subject to specific exemptions. J1 conducted a thorough review of all employees on a probationary or trial period and coordinated with agency leadership to identify exemptions. Notices of Termination During Probationary Period were issued to 69 DLA employees on March 3 and March 4, 2025.

On March 13, 2025, DLA received direction from the Acting Deputy Assistant Secretary of Defense Civilian Personnel Policy pursuant to a ruling by United States District Court Judge William Alsup in *AFGE, et al. v. OPM, et al.*, which determined that the directive to terminate certain probationary employees was unlawful. As a result, on March 20, 2025, J1 rescinded the Notice of Termination During Probationary Period and retroactively reinstated the 69 employees to DLA employment. Of those, 65 employees returned to their positions with DLA while four individuals opted to resign.

On April 24, 2025, EO 14284, “Strengthening Probationary Periods in the Federal Service” was issued. The order issued Civil Service Rule XI, superseding prior guidance provided under 5 CFR 315 subpart H. The new rule implemented requirements for agencies to formally certify probationary and trial period employees for continued employment prior to their conversion to permanent “employee” status in accordance with 5 CFR 75. Further OPM guidance stated all probationary and trial period employees would require certification beginning July 23, 2025. From this point forward, all DLA employees serving a probationary or trial period will require periodic review through the duration of their probationary/trial period before being certified for continued employment within the last 30-days of their probationary/trial period.

To facilitate the process, DLA implemented a digital solution using LMS. Members of the Human Resources Policy team worked directly with LMS administrators to build the formal process into the system and went live with the certification process on June 25, 2025. By the end of FY 2025, DLA had certified 448 employees for continued employment under the provisions of EO 14284 and terminated 9 employees during the probationary/trial period. In addition to implementing the LMS functionality, a companion dashboard was created to track activity across the enterprise. The data provided by the dashboard will promote compliance with program activity and provide actionable data for future policy enhancement. A Directive Type Memorandum (DTM) providing implementation and enforcement guidance is being written.

d. Schedule Policy/Career (P/C)

On January 20, 2025, EO 14171, “Resorting Accountability to Policy-Influencing Positions Within the Federal Workforce,” reinstated and amended EO 13957, “Creating Schedule F in the Excepted Service,” dated October 21, 2020. OPM issued a subsequent memorandum dated January 27, 2025, “Guidance on Implementing President Trump’s Executive Order titled, ‘Restoring Accountability to Policy-Influencing Positions Within the Federal Workforce.’”

EO 14171 (and follow-on guidance), create a new Excepted Service schedule known as “Schedule Policy/Career,” the new iteration of the previously-created Schedule F. Biden administration regulations implemented in April 2024 – 5 CFR part 302, subpart F, 5 CFR 210.102(b)(3), and 5 CFR 210.102(b)(4) – provided procedures and certain protections for employees “rolled into” the executive service involuntarily, including a requirement for a 30 day notice period, MSPB appeal rights, and Chapter 75 protections. The current administration’s position is that EO 14171 nullifies the Biden administration regulations. Further, OPM’s January 27, 2025, memorandum states that the regulations shall be held inoperative and without effect.

As of September 30, 2025, the final rule implementing Schedule P/C is pending. The comment period ended on June 7, 2025, and no further guidance has been issued at this time. While awaiting the final rule, OPM directed agencies to identify positions for inclusion. DLA has been responsive, working through the OUSD for Personnel and Readiness (P&R) to identify positions that meet the criteria. DLA is pre-planning for implementation while awaiting the final rule and any additional DoD guidance.

e. Deferred Resignation Programs

On January 28, 2025, OPM launched the DRP, offering eligible federal employees a voluntary eight-month transition period during which they would remain on paid administrative leave while preparing to exit government service by resignation, retirement or Voluntary Early Retirement Authority (VERA). The program was open for acceptance until February 12, 2025, and allowed participants to retain full pay and benefits, be exempt from in-person work requirements and avoid any reductions-in-force. Employees who opted in were expected to resign by September 30, 2025, though some extensions to December 31, 2025, were permitted to accommodate retirement eligibility. The initiative aimed to streamline workforce reductions while providing a soft landing for departing personnel. A total of 687 DLA employees applied to the OPM DRP. DLA identified specific mission critical functions and received approval from the

OUS(D(P&R)) to exempt these positions from the DRP. Of the 687 applicants, 519 were exempt, leaving 171 DLA employees who participated in the OPM DRP.

The DoD iteration of DRP opened on April 7, 2025, as a voluntary initiative aimed at streamlining workforce transitions while preserving operational continuity. Open for acceptance through April 14, 2025, the program allowed eligible civilian employees to remain on paid administrative leave with full benefits and no obligation to report for duty. Participants were required to resign formally, retire, or retire under VERA by September 30, 2025. Employees also had an opportunity to apply for VERA without opting in to the DRP. A total of 1,185 DLA employees applied for and accepted the DoD DRP. Of those who applied, six DLA employees were exempted, 42 employees applied for VERA only, and 19 employees who originally applied revoked their application.

f. One Team, One Fight

FY 2025 saw an increased demand and requirement for quick and close collaboration across the agency, particularly after the presidential administration change on January 20, 2025. The J1 EO Task Force worked closely with Task Force New Administration Directives and Orders (TF-NADO) to ensure that numerous new and time-sensitive requirements and priorities were addressed, communicated and implemented throughout the agency, often with short timelines and little additional implementing guidance. This close coordination and the process put in place ensured that nothing “fell through the cracks.”

In addition, J1 worked closely with other task forces through several initiatives including, notably, the Defense Comprehensive Review (DCR). Emerging requirements were often high visibility and included prepping charts and supporting material for the DLA director for deputy secretary of defense-level engagement. Data regarding organization structures, on board numbers and authorized full-time equivalent positions (FTEs) was scrubbed and reconciled with DLA Finance (J8) to ensure accuracy of presented information, ultimately ensuring DLA was well positioned to identify and communicate transformational change initiatives.

g. Workforce Optimizations

Following the DCR and DLA’s Mission Validation Review Panel, DLA recognized potential workforce optimization opportunities across its organization in FY 2025, with full implementation slated for FY 2026. These included structural modifications to headquarters directorates like J1, the establishment of a new Major Subordinate Command (MSC), designated DLA Weapons Support, adjustments to the DLA Distribution site and DLA Energy fuel footprints, and the potential divestiture of missions such as DLA Document Services. The DLA director signed a memo July 9, 2025, to execute these organizational changes for optimization.

Recognizing the complex interdependencies required for successful implementation, J1 established a workforce reshaping working group on May 12, 2025, to address all human resource considerations comprehensively. These stakeholders include HR Operations as well as culture, change management, manpower, payroll and HR systems. Furthermore, J1’s own organizational restructuring, announced on July 9, 2025, is designed to enhance responsiveness and align better the directorate to meet evolving customer needs. These proactive measures strategically position J1 as a key partner in facilitating workforce optimizations and ensuring a smooth and effective transition throughout the agency.

h. Policy to Action

The J1 EO Task Force served as the command's central node for enforcing alignment and compliance with workforce policy changes issued by OPM and DoD. Acting as the synchronizing element across the enterprise, the task force directed and coordinated actions that ensured disciplined execution and timely compliance. To date, these efforts enabled successful implementation of the at least 10 initiatives

i. Ready Force Updates

During FY 2025, J1 kept the workforce informed through a steady stream of strategic communications tailored to meet mission needs. These included the release of approximately 146 HR Bulletins to all hands, which provided timely updates on policies, benefits and workforce initiatives, and approximately 30 Supervisory Bulletins, which offered guidance and resources to strengthen leadership effectiveness; and targeted announcements and updates delivered across multiple platforms. These communications reinforced J1's commitment to transparency by ensuring employees and supervisors had clear, consistent information to support decision-making, reinforce accountability and sustain a mission-ready workforce.

j. Workforce Compass

During FY 2025, J1 demonstrated disciplined stewardship of HR governance by updating 18 agency policies and issuing two new directives to ensure compliance with OPM, OMB, and DoD. These updates streamlined processes, eliminated outdated guidance, and aligned DLA's workforce practices with enterprise standards. In keeping with DLA's digital first directive, several of the revised issuances were paired with analytical tools, which reduced burdensome manual compliance reviews and provided real time analytical capabilities. By modernizing policies across critical areas, J1 ensured the workforce remained postured to meet the mission.

k. HR Digital Edge

Throughout FY 2025, J1 designed and fielded multiple digital HR applications to drive efficiency and elevate customer service. These systems replaced outdated paper and manual processes with automated, enterprise-wide solutions, delivering speed, precision and mission-ready support across the workforce.

(1) HR Award Tool (HRAT)

DLA's new web-based HRAT is a decisive win transforming the agency's awards process into a faster, smarter and more precise system. HRAT cut processing time from 100 days to just 45, reclaimed nearly 22,000 manpower hours and delivered approximately \$2.09 million in projected savings. Beyond efficiency, HRAT equips leaders with real-time analytics to drive informed, resource-aligned decisions. By eliminating errors tied to manual processes and streamlining the awards experience for employees and managers alike, HRAT stands as proof of DLA's commitment to a data-driven, mission-ready and warfighter-focused HR operations.

(2) Service Credit Deposits

The new service credit deposits module in hrPRO automates what was once a fully manual process. Employees can now electronically submit military or civilian deposit/redeposit applications, including requests and paid-in-full letters, through a single streamlined system. This digital solution increases transparency, improves tracking and metrics, and eliminates delays caused by paper processing. Since its release, the module has processed more than 576 requests, delivering speed, accuracy and accountability across the enterprise.

(3) Civilian Travel Exemptions

The civilian travel exemption request module in hrPRO was developed to meet the requirements of EO 14222, “Implementing the President’s ‘Department of Government Efficiency’ Cost Efficiency Initiative.” This digital tool delivers a disciplined process for submitting and managing travel exemption requests with built-in, multi-level approvals from supervisors and senior leadership to ensure compliance. Since its deployment, the module has processed more than 5,506 requests providing leaders with greater visibility, tighter control and improved accountability in travel management across the agency. Its success demonstrates DLA’s commitment to cost efficiency, operational transparency and enterprise-wide readiness.

(4) Beneficiary Forms

The beneficiary forms request module in hrPRO modernizes the process for designating or changing beneficiaries under the Civil Service Retirement System and the Federal Employees Retirement System using Standard Form (SF) 3102, and Federal Employees Group Life Insurance using SF 2823. What was once a cumbersome, paper-based process requiring mailed or emailed forms is now fully electronic. This module gives employees real-time visibility over the status of their requests while providing DLA benefits specialists with improved tracking, metrics and accountability. Since deployment, 475 requests have been processed, demonstrating increased efficiency, accuracy and convenience for the workforce.

(5) DRP Requests & Validation

Following the closure of OPM’s DRP, DLA deployed the DRP request form in hrPRO to capture employee intent electronically, generate accurate validation lists and support senior leader decision-making. DLA also developed a DRP extension request feature for employees on approved leave and later repurposed the form to meet DoD’s DRP requirements, extending its use to both DLA and DoD customers. This digital solution enabled leaders to collaborate on participation decisions, access real-time data and streamline approvals while allowing employees to view and sign separation agreements electronically, thereby ensuring visibility, accuracy and timely completion across the enterprise. The automated workflow implementation achieved quantifiable time savings of approximately 23 minutes per request. Applied to 2,282 DRP participants, this improvement generated 875 hours of administrative time savings, equivalent to over 109 eight-hour workdays. Basing this calculation on a GS-12 salary, this time savings would equate to roughly \$40,827 for this program.

During FY 2025, J1 partnered with DLA Information Operations (J6) to pilot the use of artificial intelligence (AI) in position classification. This initiative – still in its early stages – is designed to generate new position descriptions for both DLA and DoD customers, reducing manhours and accelerating the release of job announcements, delivering speed, precision and efficiency in support of the mission.

Additionally, J1 initiated requirements-gathering for the Talent Intelligence Hub (TIH), an enterprise module in LMS designed to serve as DLA's single source of truth for workforce data and insights. The TIH will integrate talent data across DLA, enabling leaders to forecast workforce needs, identify skills gaps and align human capital decisions with mission priorities. By consolidating these talent profiles into a single digital environment, the TIH will give DLA the ability to shape its future force with precision, agility and strategic foresight.

l. Defense Civilian Human Resources Management System (DCHRMS)

During FY 2025, the DCHRMS program was cancelled by a decision within DoD, primarily due to concerns about cost, schedule delays, and performance. DCHRMS was designated as the replacement for the Defense Civilian Personnel Data System (DCPDS), which is the enterprise system employed by DoD to manage personnel information of its vast civilian workforce. DCHRMS generated from the need to modernize and standardize HR practices across DoD, which historically operated with fragmented and disparate HR systems. The impetus was to improve efficiency, enhance data visibility, reduce costs, and ensure compliance with federal regulations. Rather than seeking another monolithic system, DoD shifted its strategy to a multi-faceted approach aimed at modernizing its civilian HR operations. This approach involves consolidating and enhancing the existing DCPDS into a single instance for all within the DoD, emphasizing data standardization and seamless integration. Leveraging commercial off-the-shelf solutions for specialized HR functions and prioritizing user experience. The goal is to achieve a more flexible, adaptable, and cost-effective solution for managing DoD's civilian workforce, replacing the original centralized DCHRMS vision with an integrated and modernized HR architecture. DLA participated in the planning of this effort, led by DCPAS, through a business process review (BPR) focusing on key lines of business, which will determine the future of DoD civilian personnel systems. OPM is also looking at a federalized human capital management system, which DoD may adopt following the completion and analysis of the BPR reviews.

m. HR Operations

During FY 2025, HR Operations – DLA Customers executed a full spectrum of HR support for more than 24,000 military and civilian personnel across DLA. The DLA Customers team processed over 113,000 Requests for Personnel Action (RPAs), approximately 3,500 benefits actions and approximately 1,000 classification determinations. The team filled more than 6,600 positions and launched over 4,200 Job Opening Announcements (JOAs), ensuring DLA maintained a mission-ready workforce.

During FY 2025, HR Operations – DoD Customers executed full spectrum HR support for more than 36,311 civilian personnel across DoD. The DoD Customers team processed over 200,445 RPAs, approximately 5,786 benefits actions, and approximately 1,023 classification determinations. The team filled more than 4,487 positions and opened over 5,005 JOAs, ensuring our DoD customers maintained a mission-ready workforce postured for global support.

n. Staffing and Workforce Optimization Plan (SWOP)

In August 2025, J1 began developing the agency's FY 2026 SWOP, a roadmap to realign DLA's organizational structure with DoD's workforce optimization guidance. The plan sets FY 2026 hiring targets and identifies budget-driven reductions to support reshaping strategies, directs management restructuring to achieve a 1:9 supervisor-to-employee ratio by FY 2027, advances a digital-first approach to eliminate manual and paper-based, and delivers an FY 2027 future state organizational chart aligned to mission-first capabilities and readiness.

o. Redesign of the J1 Organizational Structure

In early FY 2025, J1 began conceptualizing a new organizational structure that will reflect future mission requirements and allow for employee growth and development. To support this initiative, the J1-2 Culture team facilitated focus groups to gather input from HR personnel and help inform restructuring plans. Using this approach, the J1 organizational structure will better meet today's demands and tomorrow's challenges.

p. DLA Talent Blueprint

The DLA Talent Blueprint, formerly the People and Culture Plan, will serve as DLA's comprehensive human capital strategy in direct support of the DLA Strategic Plan: 2025–2030. This blueprint will be DLA's guiding document to ensure we remain the global leader in logistics solutions by cultivating an agile, resilient and engaged workforce. The blueprint seeks to reinforce a core truth: every hiring decision is a mission decision. Central to the blueprint is the charge to recruit, develop and retain a mission-driven workforce capable of delivering continuous innovation. This workforce is postured to adapt in contested, dynamic environments, and to provide enduring support to the warfighter, ensuring the nation's logistics advantage.

q. DLA Talent Acquisition Plan

A key driver of the DLA Talent Blueprint is the Talent Acquisition Plan. Published in August 2025, this playbook equips DLA hiring officials with the tools, strategies and best practices required to attract and secure top-tier talent in support of the mission. Aligned with OPM's Merit Hiring Plan, the Talent Acquisition Plan operationalizes modern hiring practices across the agency. The plan integrates data analytics to identify trends, gaps, and opportunities in workforce shaping, while leveraging digital platforms to expand reach and strengthen candidate engagement. The plan ensures every hiring action is executed with precision, transparency, and mission focus, reinforcing that talent acquisition is a strategic enabler of readiness and lethality.

r. Annual Operating Plan (AOP) and Mid-Year Review

On December 11, 2024, J1 formally submitted its Annual Operating Plan. It briefed the DLA Vice Director and senior leaders on December 16, 2024. The AOP established the framework for how J1 will leverage data and provide strategic support across DLA and DoD. It aligns J1 initiatives on change, culture, and performance with the imperatives, objectives, and

key results of the DLA Strategic Plan: 2025–2030, enabling informed recommendations on workforce planning, talent acquisition, development and HR operations. On May 2, 2025, J1 delivered a mid-year AOP briefing to the DLA Vice Director and senior leaders to ensure continued alignment with enterprise objectives and assess progress against milestones. The update confirmed J1’s resources and efforts remain on track, focused and directed toward advancing mission readiness and strengthening DLA’s workforce advantage.

s. Provider of Choice

J1 continues to stand as the HR shared services provider of choice across DoD. During FY 2025, we onboarded two new customers, expanding service delivery across 12 mission-critical HR service lines, and reinforcing DLA’s role as the trusted provider of enterprise-level human capital solutions. J1 stood as one of only six HR service providers across DoD. The DoD Customers team delivered enterprise HR services to more than 37,500 federal employees across 17 defense agencies, field activities, and DoD organizations. In FY 2025, the team executed more than 169,000 RPAs, processed over 8,500 benefits actions, and posted more than 4,000 JOAs, demonstrating precision, responsiveness and unwavering support to the broader defense community.

In October 2024, J1 DoD Customers helped stand up the DSCS, a new function and separate entity of DCSA, under J1 servicing. Most DSCS employees will be stationed outside the continental United States (OCONUS) in embassies providing security support. The larger portion of the mission expansion will come in FY 2026 when the J1 Military Personnel Office will service hundreds of military personnel assigned to DSCS in support of U.S. Embassies.

In October 2024, DLA also transitioned the Ted Stevens Center for Arctic Studies (TSC) to J1 servicing. TSC is located in Anchorage, Alaska, and currently has 43 assigned employees. Based on the success of J1 servicing, two sister organizations of TSC inquired about similar HR servicing arrangements.

FY 2025 saw J1 Learning, Development & Readiness’s shared services launch, which provided key training and workforce support to nine DoD agencies under the DLA J1 support agreement. New partnerships with the DHRA, MDA, and DSCS expanded its reach, while DCMA’s acquisition of leadership courses benefited 273 students and validated J1 Learning, Development & Readiness’s impact on leadership development in the defense community.

t. Warfighter Support

DLA continued its commitment to delivering comprehensive military personnel support services to DLA-assigned service members and those assigned to DHRA, DSCA and SDA. Through coordinated efforts across J1 and service teams, DLA ensured timely processing of personnel actions, deployment readiness, and career development support. The agency facilitated administrative services, transition assistance and support, which enhanced operational effectiveness and quality of life for military personnel across all DLA-supported commands.

u. Manpower

DLA made strides in strengthening its civilian manpower program through strategic initiatives. In response to a DoD directive that agencies perform a data hygiene scrub, DLA

conducted a comprehensive review of civilian position records, improving data accuracy and workforce visibility. The agency also implemented the DoD-directed DRP and leveraged this to manage better workforce transitions, allowing for more effective succession planning and mission continuity. DLA also expanded automation in its manpower systems, streamlining position management, enhancing data accuracy, and strengthening analytical capabilities.

v. Force Development

Throughout FY 2025, J1 delivered training to 11,766 DLA students through 522 virtual classes and 99 in-person sessions, strengthening skills across the enterprise. DLA Learning, Development & Readiness supported more than 26,000 personnel – including civilian, military, Non-Appropriated Fund employees, local national and contractor staff – by leveraging LMS’s capabilities. The workforce also submitted 1,934 training requests, with 1,160 approved, totaling \$1.6 million in readiness investments.

(1) Data Acumen and AI

During FY 2025, several MSCs designated the Data Acumen training – launched in September 2024 – as mission critical. In support of the DLA Strategic Plan 2025–2030, Learning, Development & Readiness partnered with Percipio to develop advanced Data Acumen journeys within LMS. Learning, Development & Readiness released a seven-part 100-level podcast series in July 2025 as part of phase II. 300-level and 500-level courses will be released in FY 2026. To instill further a data-first culture, Data, Analytics, and AI (DAAI) content was embedded into existing courses, strengthening workforce capability and advancing readiness.

(2) Enterprise Leader Development Program (ELDP)

Learning, Development & Readiness deployed the required 360 Multi-Source Feedback assessment (MSF360) to all registered level 4 Executive Leadership Development Program participants in accordance with DLAI 1025.02, which mandates completion every three years. The MSF360 evaluates leaders across 12 behaviors, providing data-driven feedback to highlight strengths, skill gaps, and developmental needs. On October 11, 2024, Learning, Development & Readiness launched the revised level 1 ELDP program, focusing on building competencies within the DoD Civilian Leader Development Framework at the “Lead Self” level, enrolling 676 employees. Across levels 2 through 4, another 4,258 employees participated in ELDP, demonstrating the agency’s commitment to cultivating leadership at every echelon.

(3) DLA Pathways to Career Excellence (PaCE) Program

During FY 2025, J1 managed more than 300 PaCE course offerings, onboarded 393 new participants and supported graduation ceremonies for approximately 285 PaCE employees across the agency. Two PaCE orientation sessions were also conducted, engaging more than 500 attendees. To strengthen outcomes, Learning, Development & Readiness facilitated four Career Advisor Group sessions that reviewed programs of development, refined formal curriculum and on-the-job training requirements, and integrated DAAI content.

(4) Individual Development Program (IDP)

Each spring, employees and supervisors engage in the IDP process to strengthen professional growth and organizational effectiveness. By the close of IDP open season on June 15, 2025, approximately 86% of DLA civilian employees completed an IDP. To support this effort, J1 conducted 30 workshops, assisting 680 employees in developing plans, and 49 supervisors in reviewing and finalizing them. In addition, Learning, Development & Readiness Forward Presence teams conducted seven local IDP workshops in Battle Creek, Michigan, and Richmond, Virginia, training 83 employees across all events.

w. Payroll and Travel

(1) DLA Payroll Program Office

J1 supported agency actions that enabled the successful implementation of DoD guidance on “Strengthening Probationary Periods in the Federal Service,” including processing payroll actions to reinstate back pay for DLA employees serving probationary or trial periods. This included working with DFAS to process timecard corrections for 66 employees. Payroll partnered with J6 EAGLE Support to develop and deploy multiple automated applications to replace paper-based processes, which will increase efficiency and improve customer service. Automation enhancements will include time and certification for settlement and union agreements, firefighter trading time capability, integration of automated pay cap waivers, and restriction of an outdated cost center. All of these efforts streamlined operations and reinforced mission readiness. These implementations are expected to reduce payroll errors by at least 25%.

(2) DLA Travel Program Office

J1 executed a comprehensive training initiative, delivering 20 targeted sessions to strengthen the expertise of approving officials, organizational defense travel administrators, agency program coordinators, and travel preparers across DLA. These courses provided an in-depth focus on the unique responsibilities of each role, with emphasis on proper use of the Defense Travel System and compliance with government travel card regulations. These training efforts ensured disciplined execution and accountability in travel operations.

(3) Mass Transit Benefit

J1 supported the administration of the Mass Transit Benefit Program, ensuring compliance with federal guidelines and promoting environmentally friendly commuting options. The program provided transit subsidies to over 1,400 employees, reducing their commuting costs and encouraging the use of public transportation where available.

x. Increasing Data Acumen in J1

During FY 2025, J1 strengthened its data-driven capabilities to sharpen retention insights and inform workforce decisions. Enhancements included refining data collection across multiple HR systems and developing preliminary dashboards that deliver actionable analytics to support

talent acquisition and workforce planning, which advanced readiness through smarter, faster decision-making.

The FY 2025 Phase I Data Acumen initiative accumulated 26,394 journey completions over five pathways with a 57% overall satisfaction rate. The Data Drive podcast series had 1,478 listeners with a 53% satisfaction rate. Additionally, Learning, Development & Readiness transformed its project management system to an easily accessible project update list and dashboard to track and visualize metrics in live time, such as project counts, project status, customer tracking and duration in stages of development and development status.

y. Climate and Culture Surveys

On October 7, 2024, DLA launched the Defense Organizational Climate Survey (DEOCS) for the first time to both civilian and military personnel, measuring key factors such as morale, fair treatment, and supportive leadership that shape the workplace environment. The survey, designed by the Office of People Analytics to assess risk and protective factors across the agency, closed on November 15, 2024. The final response rate across DLA was 36%, exceeding the agency's target of 32%. Following completion, J1 briefed senior leaders on the results and provided analysis to guide action and reinforce a culture of trust, accountability and readiness.

Notably, the DEOCS was the only culture/climate survey in FY 2025. After 20 years of leveraging the Denison Culture and Climate Survey, DLA retired the survey in accordance with the DoD review of consulting contracts. The Federal Employee Viewpoint Survey (FEVS), which is administered by OPM, typically occurs from May to June but was canceled for FY 2025 to undergo a recalibration. The J1 Enterprise Culture team began reassessing and evolving DLA's culture model to be enduring and resilient to change, and thus better equipped to track and report progress toward fostering an adaptive, supportive and safe organizational culture.

z. Acquisition Workforce Planning

The Acquisition Program Advisory Council (APAC) was established in 2024 to synchronize acquisition workforce initiatives across DLA, operating with an efficiency-driven approach modeled on Lean Six Sigma principles and co-chaired by J1 and DLA Acquisition (J7).

In FY 2025, the APAC conducted targeted workforce assessments of the Contracting (1102) career field to identify critical capability gaps. Findings from this effort informed broader reform initiatives, including the federal acquisition workforce reform and an updated acquisition workforce roadmap, advancing strategic alignment, strengthening engagement and posturing future capability growth across the enterprise.

(1) Contracting (1102) Competency Assessment

The assessment highlighted gaps in advanced data analytics, category management, and digital procurement tools. These findings underscored the need for enhanced training pathways and targeted upskilling to support modernization priorities.

(a) The FY 2025 Contracting (1102) competency assessment was conducted to identify critical skill gaps across the acquisition workforce.

(b) Due to low participation rates and limited reliability of survey data, the results were insufficient to validate strengths and weaknesses fully. As an alternative, J1-2 offered to facilitate focus groups using personnel psychologists.

(c) Although these focus groups were planned for April and May 2025, they did not occur due to realignment activities and DRP.

(d) To supplement the limited assessment data, a Skills and Training Gap Analysis was conducted in September 2024, which informed the development of a career map aligned with APRM Objective 2.1.

(e) This career map, included in the *DLA 1102 Findings and Recommendations*, remains a reference point for workforce planning discussions, though a refresh may be required to ensure alignment with evolving acquisition reform initiatives.

(f) The career map was shared with Mr. George Atwood, the Contracting FCM. He expressed interest in a possible refresh. Mr. Atwood also noted sensitivity to workforce burden, particularly within J7, and wanted to carefully weigh the benefit of additional efforts.

(2) IT (2210) Competency Assessment

The IT (2210) assessment, initiated by J1-2, began with a Phase I job task analysis. In December 2024, J1-2 was tasked with identifying a single area of focus; however, the 2210 functional community determined that two distinct competency models were required: one for Cyber/ISSM and another for Enterprise Desktop/Cyber IT. This created a scope challenge and J64 subsequently directed a stop to Phase I work. Before contract support could proceed, the Serco contract was canceled due to certain EOs, resulting in a strategic stop with no current plan to resume. As a result, no final 2210 competency model was produced, and the requirement remains unresolved.

aa. Digital Business Transformation & Warehouse Management System (WMS)

During FY 2025, J1 sustained its support of D-BX programs and critical strategic initiatives with the Human Capital Accountability team leading change management and communications for all WMS deployments. As part of WMS modernization, Learning, Development & Readiness supported four initial go-live deployments, delivering 280 in-person classes and over-the-shoulder coaching to 3,384 participants. Training also supported nine retrofit go-live deployments, reaching 1,033 participants through 99 in-person classes and coaching. Across DLA, 511 WMS transitional training courses were held, preparing 5,678 participants and reinforcing mission readiness through disciplined workforce training.

5. Miscellaneous Support Operations

a. Targeted Recruitment

J1 advanced the “DLA Careers” brand as a beacon for talent, refining its reach to ensure consistency, visibility, and strength across platforms. Key milestones included refreshed recruitment marketing materials, a redesigned DLA Careers webpage, and surpassing 10,000 LinkedIn followers within a year of launch. J1 expanded DLA’s digital footprint with over 185 content posts, including 85 JOAs.

J1 prioritized direct talent engagement, identifying over 250 career fair opportunities, with the MSCs and J/D codes participating in 34. These engagements drew more than 23,000 registrants, with 4,393 individuals interacting directly with recruiters. The DoD SkillBridge program was further strengthened by supporting four MSCs and J/D Codes (Energy, Finance, Aviation and Distribution) in submitting memorandums of understanding. J1 launched targeted recruitment email campaigns for internal and external audiences, and forged alliances with professional associations. Looking ahead, the integration of Yello into the J1 catalog in late 2025 will further enhance DLA's ability to attract, engage, and onboard the next generation of talent.

b. Audit Readiness

The J17 Hire to Retire (H2R) Risk Management and Internal Control (RMIC) Team is responsible for achieving and sustaining auditability across the employee lifecycle. H2R RMIC performed the annual OMB Circular A-123 assessment of the design and effectiveness of J1 Internal Controls Over Operations and Internal Control Over Reporting. H2R also managed all audit-related matters, including those for DLA Enterprise Risk Management, the Ernst & Young Financial Statement Audit and external audits performed by DLA Human Resources customers, the Government Accountability Office, the DoD Office of Inspector General, and DFAS.

c. Human Capital Management Evaluation

DCPAS conducts the annual Human Capital Management Evaluation (HCME) to assess DLA's human capital and personnel appointing authorities for compliance and effectiveness. This statutorily required review evaluates planning, implementation and oversight of human capital initiatives and HR programs. In January 2025, J1 established a matrix team to conduct the annual internal self-audit of Delegated Examining (DE) procedures, which was completed in March and reported to the department as an effective program. Following the DE audit, the team launched HCME assessments in workforce planning and talent development. Results were due to the department by September 30, 2025.

d. Developing Labor and Employee Relations Talent

To address critical vacancies and a shrinking external talent pool, DLA HR Operations launched a Labor and Employee Relations training program under the strategy to "grow our own" talent. Beginning in October, a trainer was assigned, IDPs were established and the program was implemented to strengthen bench depth in this critical HR function. This initiative not only builds internal capability but expands growth opportunities for the existing workforce.

e. Military Personnel

The Military Personnel (MilPers) division achieved several key milestones during FY 2025. The MilPers team spearheaded the development of the first fully coordinated DLA Deployment Instruction among Logistics Operations (J3), J1, and the MSCs, streamlining deployment policy across the enterprise. The team conducted a comprehensive review of civilian positions that are considered emergency essential. This initiative resulted in the correction of over 4,000 database inaccuracies in support of the Global Posture Plan (GPP) efforts. In response

to multiple natural disasters, the MilPers team ensured timely personnel accountability and benefit entitlements. Additional accomplishments included improved coordination with the Agency Synchronization and Operations Center and J3, expanded input to the GPP, and leadership of two critical Navy billet studies, which supported both reduction and gap initiatives without compromising mission integrity. The division also completed a 100% update of military position descriptions and corrected over 1,500 miscoded billets, ensuring accurate service authorizations and recruitment alignment with current DLA structure.

f. Permanent Change of Station (PCS) Team

During FY 2025, J1 successfully processed 364 travel orders and 63 amendments, obligating approximately \$11.7 million year-to-date in support of agency mission requirements. DoD Customers team executed 332 travel orders and 160 amendments while onboarding two new customers, DSCS and TSC. Both teams were instrumental in meeting the surge in PCS requirements driven by the return-to-work initiative and the DRP. The team's diligence ensured timely, disciplined execution in support of the workforce.

g. Payroll and Travel Sustainment Team

During FY 2025, J1 executed with precision across multiple audit requirements, responding to 26 provided by client requests within established timelines and submitting four notices of findings and recommendations packages. The team conducted audit walkthroughs with Ernst & Young focused on DCPS and Enterprise Business Solution interface and provided the J1 RMIC team 20 business process narrative updates. Audit support efforts cleared \$13.3 million in unliquidated obligations, \$327,913 in aged payables, and \$436,759 in blocked invoices, while the audit cell completed 10 system and organization controls and complementary user entity controls reviews. These efforts resulted in a 100% pass rate on 26 tests of design and tests of effectiveness, reinforcing accountability and compliance across the enterprise.

h. Sexual Assault Prevention and Response (SAPR)

On April 14, 2025, agency leaders signed the DLA Sexual Assault Awareness and Prevention (SAAP) campaign declaration, calling on all employees to prevent sexual harassment, sexual assault, retaliation and other harmful behaviors. While April marks SAAP month, the declaration reinforces a year-round commitment to uphold dignity, respect and accountability across the workforce. These efforts to support the SAPR program ensured every member of Team DLA operates in a safe and mission-ready environment.

i. Awards

During FY 2025, 61,286 awards were processed and distributed to DLA employees:

- (1) There were 22,773 individual time off awards
- (2) There were 21,625 ratings-based individual cash awards.
- (3) There were 10,817 non-ratings-based individual cash awards.
- (4) There were 5,287 group cash and time off awards.

- (5) There were 658 Quality Step Increases processed.
- (6) There were 35 regular performance-based pay increases.
- (7) There were 40 lump sum performance payments.
- (8) There were 28 Individual Suggestion/Invention awards.
- (9) There were 23 SES performance awards.

j. Recognition

The 57th Annual Employee Recognition Awards Ceremony was held at DLA headquarters in Fort Belvoir, VA, on January 23, 2025. Ten personnel were recognized as the Outstanding Employees of the Year, DLA's highest annual recognition for current employees.

k. Hall of Fame

Five former employees were inducted into the DLA Hall of Fame Class in FY 2025.

- (1) Linda Barnett, DLA Energy
- (2) Ronnie Favors, DLA Strategic Materials
- (3) Jeffrey Curtis, DLA Logistics Operations
- (4) Larue "Scott" Rosbaugh, DLA Distribution
- (5) LTG Earl Hedlund, DLA Headquarters

The "Legacy" category was introduced in 2025 to recognize those whose service started at DLA before 1998. LTG Hedlund was the first person in this category.

l. Senior Leader Orientation Course (SLOC)

The SLOC equips incoming leaders with the knowledge to integrate seamlessly into DLA, providing a high-level overview of the agency's mission, organization, operations, programs and policies. From September 9 to 11, 2025, J1 Enterprise Support conducted the in-person training event in the McNamara Auditorium in Fort Belvoir, Virginia, with approximately 40 participants. The three-day course included a social engagement with DLA senior leadership, reinforcing connections and strengthening a culture of readiness and collaboration.

m. Employee Assistance Program (EAP)

As of June 30, 2025 (FY 2025 Q3), DLA employees requested approximately 1,606 EAP referrals. To support, DLA has seven counselors at our most populated locations. These on-site counselors provide valuable in-person EAP support. Key initiatives this year included Mental Health Awareness Month, Suicide Prevention Awareness Month and National Depression, and Mental Health Screening Month. The EAP provided program awareness at 25 events.

n. Injury Compensation

During FY 2025, the DLA Injury Compensation program showcased outstanding performance in claims processing, cost management and operational compliance. The team

diligently processed 411 new injury claim forms and 640 claims for compensation, achieving an impressive 99% timeliness across both categories. This efficiency was further complemented by the proactive implementation of a robust case management program. This program, focusing on early intervention, medical management, and return-to-work strategies, proved instrumental in significantly reducing workers compensation costs. As a direct result of these efforts, the program realized a substantial \$310,000 reduction in workers compensation costs for chargeback year 2025. The Injury Compensation office successfully passed the FY 2025 statement of assurance with zero observations, which underscores the team's commitment to excellence and adherence to established standards.

o. Benefits

FY 2025 has been an impactful year for J1 Benefits. The team implemented 13 new catalog items in hrPRO cases in the migrations from the legacy ticket system. This not only provides a better tracking but also better access for employee inquiries. The team implemented the new online retirement application (ORA) at OPM's direction. ORA provides a systems-based model for electronic retirement submission direction to DFAS which employees can track from personal devices. This provides faster and more secure transmission of retirement applications to DFAS and OPM along with greater transparency to employees. The team also played a critical role in implementing several executive orders. The greatest impact was with the DRPs directed by both OPM and DoD. During FY 2025, the benefits team processed 1,673 retirements, which is double the number typically seen for a year, as well as 848 resignations. Both figures are well above DLA's yearly averages and were affected by both the OPM and DoD waves of DRP.

6. Conclusion

As demonstrated in this report, J1 is not just responding to change, it is shaping the future of the workforce. Over the fiscal year, the J1 team sustained and modernized world-class HR services while guiding DLA personnel through complex, large-scale transformational shifts. The combined efforts of the J1 workforce ensured DLA remained steady, resilient and mission-ready.

J1 is continually working to build a culture of readiness anchored in trust, accountability, and performance. Through deliberate change management and data-driven solutions, we continue to optimize the workforce, elevate enterprise integration, and reinforce a positive culture.

Looking ahead, J1 will lead with innovation and purpose, advancing transformation, strengthening performance, and ensuring DLA's people remain the decisive advantage in executing the DLA Strategic Plan: 2025–2030.

Defense Logistics Agency

DLA Logistics Operations (J3) Fiscal Year 2025 Historical Report



DLA LOGISTICS OPERATIONS (J3) FISCAL YEAR 2025 HISTORICAL REPORT

DIRECTOR, LOGISTICS OPERATIONS
DEFENSE LOGISTICS AGENCY



In Fiscal Year 2025, DLA Logistics Operations (J3) sustained its mission to deliver responsive, reliable, and resilient logistics support to the Warfighter, partners, and allies in an increasingly complex global environment. J3 advanced DLA's transformation imperatives - People, Precision, Posture, and Partnerships—to strengthen readiness, integration, and global sustainment across the enterprise.

People: J3 prioritized workforce development, agility, and resilience across all divisions and regional commands. Training and leadership initiatives prepared teams for contested logistics operations. The Agency Synchronization Operations Center (ASOC) refined processes for crisis response, disaster relief, and contingency planning, improving coordination and operational readiness across the enterprise.

Precision: J3 expanded its use of data and technology to improve decision-making and accountability. Business Decision Analytics (BDA) enhanced supplier risk visibility, while AI-driven forecasting and digital twin initiatives advanced demand planning and inventory accuracy. The Risk Management and Internal Control (RMIC) Program completed its first full assessment cycle, strengthening internal controls and audit readiness.

Posture: Global posture efforts improved deterrence and logistics resilience. Regional commands strengthened sustainment capabilities across Europe, Africa, the Middle East, and the Indo-Pacific. Key milestones included the new Distribution Center in Saudi Arabia, deployment of expeditionary assets during Talisman Sabre 25, and execution of continuity operations under Global Thunder 26 (GT26) to validate readiness in contested conditions.

Partnerships: J3 deepened collaboration with the Joint Logistics Enterprise (JLEnt), Combatant Commands, and interagency partners. The inaugural Set the Theater/Set the Globe Summit aligned sustainment planning across Services and COCOMs. The All-Hazards Rehearsal of Concept Drill enhanced enterprise preparedness, while the Defense Industrial Base Campaign of Learning and Contested Logistics Experiment advanced joint understanding of industrial base vulnerabilities.

Entering FY26, J3 remains focused on transformation, operational excellence, and future readiness – reinforcing DLA's role as the Nation's Logistics Combat Support Agency and its ability to deliver global sustainment across the continuum of conflict.

A handwritten signature in black ink, appearing to read 'David J. Sanford'.

DAVID J. SANFORD
Major General, USAF
Director, Logistics Operations
Commander, Joint Regional Combat Support

1. Organizational Overview

a. Leadership

Role	FY 2025 Starting Leadership	FY 2025 End Ending Leadership
J3	Maj Gen David J. Sanford	Maj Gen David J. Sanford
Deputy J3	Ms. Kristin K. French	Mr. David R. Kless
J31	Mr. Kevin K. Kachinski	Mr. Kevin K. Kachinski
J34	Ms. Emily L. Vogeler	Ms. Emily L. Vogeler
J35	Mr. Steven W. Kinskie	Mr. Claude (Will) Bailey
CENTCOM & SOCOM	COL Michell Agpalza	COL Edward R. Runyan
Europe & Africa	COL Adrian (AJ) Sullivan	COL Tracey L. Yates
Indo-Pacific	CAPT Patrick Brown	CAPT Patrick Brown

b. Mission

DLA Logistics Operations (J3) manages DLA's nine end-to-end supply chains, providing logistics and materiel process management policy, guidance, and oversight. J3 integrates strategic, operational, and tactical perspectives and executes command and control (C2) functions for contingency operations and adaptive planning.

As DLA's principal strategic, operational, and tactical planner for business operations, J3 oversees daily activities, collaborates with DLA Headquarters directorates and Major Subordinate Commands (MSCs) to gather and interpret customer requirements, and serves as the enterprise logistics functional community manager.

To maximize readiness and logistics combat power, J3 leverages enterprise solutions through its aligned organizational elements:

- (1) Operations Executive Directorate (J31)
- (2) Logistics Policy and Programs Executive Directorate (J34)
- (3) Plans Executive Directorate (J35)

The Director of DLA Logistics Operations provides a single focal point for Combatant Commands (CCMDs), Service CCMD components, allies, and designated partners for all DLA supply and services support. J3 also serves as the Commander, Joint Regional Combat Support, adjudicating disagreements among regional commands, MSCs, and J/D codes.

J3 oversees three O-6 level regional commanders – DLA Europe & Africa, DLA Indo-Pacific, and DLA Central Command (CENTCOM) & Special Operations Command (SOCOM) – who exercise regional command responsibilities for enterprise operations.

3. Operations Executive Directorate

J31 coordinates and integrates DLA's logistics capabilities with CCMDs, military services, the Joint Staff (JS), other combat support agencies, federal agencies, the DoD Fourth Estate, states, local, and international partners. Additionally, J31 provides integrated situational understanding of all levels of operations and C2 functions for contingency operations and natural disasters.

J31 assists the Director, DLA Logistics Operations and commander, Joint Regional Combat Support, in coordinating with outside entities for supply and services support. J31 assists in managing the overseas customer interface network of DLA Europe & Africa, DLA Indo-Pacific, and DLA CENTCOM & SOCOM. Additionally, J31 helps the commander oversee the agency's regional commanders.

Mr. Kevin Kachinski served as executive director of DLA Operations. He also served as deputy commander, Joint Regional Combat Support, and adjudicated disagreements in the J3's absence.

a. Agency Synchronization Operations Center (ASOC)

Over the past quarter, the ASOC Current Operations (CUOPs) team executed high-impact initiatives advancing the DLA Director's Strategic Goal of Posture - optimizing the Agency's C2 structure, procedures, and capabilities to operate at the speed of conflict. Through disciplined execution, cross-functional integration, and relentless refinement, the team has institutionalized enterprise agility and elevated operational readiness for emerging warfighter needs, Whole of Government (WoG) missions, and humanitarian efforts.

The team designed and launched the Crisis Action Team (CAT) framework to formalize DLA's rapid response and C2 posture. This structure enabled scalable, scenario-based activation of cross-functional teams aligned to Combatant Command priorities and operational tempo. By embedding clear roles, formalized escalation protocols, and synchronization mechanisms, the CAT ensured DLA could pivot in support of emergent global requirements, reinforcing the Agency's ability to operate at the speed of conflict. An inaugural CAT Standard Operating Procedure was codified by J3. The CAT roster was overhauled to align functional needs with conditions-based assessments, and each member assigned went through the first-ever DLA CAT Academics program (a comprehensive training curriculum).

The CUOPs branch accelerated the development of the Supply Chain Availability, Business Efficiency, and Readiness (SABER) tool – DLA's digital Common Operating Picture – transforming it into an enterprise-wide decision support tool. The team integrated advanced visualization layers, Commander's Critical Information Requirement mapping, and supply chain linkages, enabling real-time operational awareness and strategic alignment. Continuous end-user engagement with MSCs and Regional Commands drove iterative refinement, while ASOC CUOPs assumed role-approval authority to safeguard access control.

To strengthen enterprise posture and eliminate functional silos, the ASOC merged the CUOPs and Business Integration branches into a single construct. This deliberate alignment ensured continuity, accountability, and mission focus across the Operations Center, enabling

streamlined C2 workflows, synchronized reporting, and cohesive support to Combatant Commands. The unified structure reinforced a one-team, one-operations center model.

CUOPs overhauled the DLA Continuity of Operations (COOP) plan, refining Emergency Relocation Group and Crisis Management Team rosters and aligning decision matrices with Joint Staff standards to ensure seamless C2 continuity. Critically, the team deemed the existing primary COOP site at Land & Maritime inadequate for senior leadership C2 operations. CUOPs secured an agreement to pivot to the J6-managed Network Operations Security Center, leveraging its 24/7 posture, secure infrastructure, and full-spectrum IT access to serve as the new primary COOP location. This site will be exercised during Exercise Global Thunder 2026 (GT26), validating its readiness and reinforcing DLA's posture for sustained crisis response.

The team delivered a fully integrated, command-wide operational picture through the Global Update Brief (GUB) Refresh 2.0, transforming it into a sharpened strategic operational instrument. The enhanced format highlights the Agency's direct contributions to strategic themes and goals, fuses operational requirements with supply chain realities, and delivers a clear sight picture of how DLA actions impact readiness across the combatant commands. By emphasizing deliberate planning, standardized reporting, and nested equities, the refreshed GUB enabled robust decision-making and resource prioritization, reinforcing posture through enterprise alignment and operational C2 clarity.

The ASOC CUOPs Branch executed process enhancements that institutionalized enterprise accountability and elevated operational posture. The team transitioned the Request for Information workflow from fragmented SharePoint and email tracking to formal Task Management Tool (TMT) processes, enabling traceability, responsiveness, and enterprise visibility. Concurrently, CUOPs vetted and updated Defense Readiness Reporting System Mission Essential Tasks and standards, aligning them with Watch Floor operations and transforming the floor into a readiness node where posture is measured, reported, and actioned.

To synchronize enterprise situational awareness, CUOPs launched a new Weekly Operational Sync, connecting MSCs and regional commands in a unified rhythm that enables early signal detection and coordinated C2 response. After a month in execution, the Weekly Operational Sync is attended by approximately 50 participants across Agency Command and Control Centers, making it a cornerstone of DLA's C2 structure.

In parallel, CUOPs established full desk officer roles to all Watch Floor Battle Captains, aligning them to each of the supported Combatant Commands. As part of this effort, CUOPs launched an initiative to embed Watch Floor desk officers directly into Combatant Command headquarters.

These targeted Temporary Duty (TDYs) enable desk officers to gain firsthand insight into Combatant Command priorities, access operational systems and distribution lists, and expand the ASOC liaison network. Initial engagements with CENTCOM and SOCOM at MacDill Air Force Base (AFB) in September have already deepened relationships and synchronized support planning. Over the next four months, remaining TDYs will serve as strategic accelerators, enhancing shared situational awareness, refining demand signal detection, and positioning DLA as a proactive mission enabler across the globe.

b. Future Operations (FUOPS)

In FY 2025, FUOPS advanced DLA's operational preparedness through major planning, exercise, and training initiatives. The team explored a DLA J2 intelligence capability, led the Agency's first-ever All-Hazards ROC Drill, and coordinated contingency planning for multiple

global events, including the Israel-Gaza conflict, the 12-Day War between Israel and Iran, and domestic disaster response efforts. FUOPS represented DLA equities across Combatant Commands and led participation in Tier 1 exercises such as Global Thunder, Defender Europe, and Pacific Sentry. The team also strengthened institutional readiness through targeted joint training courses and managed 90 enterprise foreign visits - surpassing previous benchmarks while improving engagement with partner nations.

c. Current Operations (CUOPS)

CUOPS enhanced enterprise command and control by modernizing operational processes, tools, and reporting mechanisms. Key achievements included delivery of the GUB 2.5, integration of the SABER digital COP for real-time decision support, and establishment of a DLA-wide weekly operational sync to align MSCs and RCs. CUOPS also formalized CAT program, overhauled the COOP plan, and transitioned task tracking to the TMT, improving visibility and accountability. These actions strengthened DLA's posture, enabling faster, coordinated C2 responses across global operations.

d. Deployment Operations (DEPOPS)

DEPOPS maintained global deployment readiness and expeditionary capability through coordinated support to critical missions and exercises. The team deployed 95 personnel to operations including Spartan Shield, Atlantic Resolve, and Enduring Sentinel; trained and equipped 57 Deployment Support Teams (DSTs); and integrated Rapid Deployment Team planning into DLA joint exercises. DEPOPS also addressed medical readiness gaps, validated deployment billets, and confirmed requirements for Expeditionary Civilian personnel, ensuring the Agency's deployable workforce remains trained, equipped, and postured for contingency support worldwide.

e. Way Ahead

FUOPS is actively refining our processes to drive more agile and effective execution of mid-to-short-range planning efforts and updating the Exercise Plan of Action and Milestone (POAM) to support FY26 Mission Essential Functions.

4. Logistics Policy and Programs Executive Directorate

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

operational supply chain needs. Additional responsibilities include managing strategic logistics programs and initiatives.

Ms. Emily Vogeler serves as executive director of DLA Logistics Policy and Programs Directorate (J34).

a. Historical Contributions

DLA advanced supplier risk management and industry engagement through several key initiatives. The team enhanced the Business Decision Analytics (BDA) platform to identify the foreign ownership, control, or influence risk level of suppliers, allowing targeted risk mitigation for contracts supporting critical weapon systems. A new supplier validation process, leveraging BDA analytics, prevented more than 800 high-risk actors from receiving purchase orders and reduced the likelihood of counterfeit or nonconforming parts entering DLA supply chains. In partnership with the J6 Enterprise Advanced Analytics Team, DLA developed and deployed the BDA “Supplier Quality Assurance and Risk Monitoring Dashboard,” providing near-real-time visibility into supplier performance, contract history, and risk indicators through the Enterprise Business System (EBS). These tools enable proactive quality assurance and risk mitigation across the enterprise. Additionally, DLA’s Technical and Quality Assurance (J344) office launched a web-based video series to educate the industrial base on packaging and marking requirements. These educational efforts reduced receipt discrepancies and improved materiel flow through the distribution network, with videos published on the DLA Packaging website, DVIDS, the Small Business website, and YouTube.

b. J341: Planning and Fulfillment Division

J341 enhanced warfighter readiness by implementing Artificial Intelligence/Machine Learning (AI/ML)-driven demand forecasting that uses predictive analytics to improve logistics planning, aligns supply levels with operational needs, reduces forecast error and waste, and focuses resources on critical requirements. The division also led data integration efforts with the Army, Navy, Air Force, and Marine Corps to refine forecasting accuracy.

(1) AI Army Multivariate Pilot: Integrated Army consumption and inventory data, reducing forecast value for the Bradley platform by \$860,000 and improving resource optimization.

(2) Joint Service Collaboration: Awarded contracts to integrate Navy and Air Force data, reinforcing DLA’s commitment to joint interoperability.

(3) Marine Corps Support: Leveraged J6 expertise to refine the USMC gross demand plan for supply, storage, and distribution at Albany, GA.

(4) Improving Lead Time Accuracy with AI/ML: Deployed an enterprise AI/ML model to improve lead time estimation, enhancing responsiveness and agility in meeting Warfighter needs and strengthening supply chain readiness.

(5) Enhancing Global Sustainment through Readiness Based Planning and Multi-Echelon Inventory Optimization: Optimized wholesale sparing for weapon system readiness by combining National Item Identification Number based and weapon system - level planning. Developed an inventory positioning model to improve readiness and cost efficiency at both retail and wholesale levels.

(6) Fostering Innovation through Digital Twin Technology: Piloted digital twin technology to map business processes, identify efficiency gains, and enhance operational strategies through data-driven insights.

(7) Empowering Workforce Through Advanced Analytics: Invested in workforce data literacy and analytics training, enabling personnel to interpret and apply data effectively, build agility, and strengthen DLA's culture of continuous improvement.

c. J342: Audit Sustainment Division

(1) Workforce training events

DLA held two workforce audit training events focused on strengthening audit readiness and addressing critical audit priorities. During these sessions, the organization completed business process narrative mappings for Order-to-Cash (O2C), Plan-to-Stock (P2S), and Excess-to-Disposal(E2D) processes. DLA also closed 12 Notices of Findings and Recommendations (NFRs) and responded to 278 Provided-By-Client (PBC) requests, achieving a 98% on-time completion rate.

(2) DLA Audit Summit

The DLA Process Health Inventory Summit was held at DLA Distribution in New Cumberland, Pennsylvania on 12-13 August 2025. Representatives from J3, contract support, DLA Distribution, Inventory Management, Warehouse Management System, J6, J8, DLA Finance, the Services-Owned Inventory in DLA Custody Program Management Office, and Naval Supply Systems Command, convened to develop strategies for resolving inventory material weaknesses and achieving an unmodified audit opinion by FY 2028.

The summit identified improvement areas including standardizing inventory count methodologies, defining resource needs, aligning accounting practices, and applying lessons learned from prior audits. A detailed POAM assigned task owners and deadlines. DLA also began ranking inventory by material type to prioritize resources and strengthen audit outcomes.

(3) Inventory Audit POAM

The Inventory Audit Critical Pathway Strategy was developed to identify and prioritize major NFRs, focus corrective action plans on high-impact issues, and support the goal of achieving an unmodified financial audit opinion by FY 2028.

d. J343: Business Process Integration

Established the Supply Chain Strategies (SCS) initiative to develop and implement a scalable, tailorable supply chain framework. This framework provides an enterprise view of DLA's operations, enabling risk identification, opportunity analysis, and decisions dominance in contested logistics environments. The SCS effort supports the broader Department of Defense initiative to prepare for future conflict, emphasizing persistent readiness for a potential Indo-Pacific mission by 2027. It focuses on identifying supply chain risks, resilience efforts, and mitigating actions that allow DLA to transition seamlessly from peacetime to competition to

conflict. The SCS covers nine DLA supply chains: Classes I, II, III(B), IV, VIII, IX, Distribution, Disposition Services, and Strategic Materials.

e. J345: Inventory, Transportation, and Disposal Management

(1) Elite Constellation 2025 (EC25)

During EC25, J345 provided comprehensive logistical coordination in support of Combatant Commands, ensuring timely delivery of mission-critical supplies across a dynamic joint operational environment. The division's leadership enhanced efficiency, improved synchronization, and reinforced strategic decision-making for the DLA Director, directly contributing to operational readiness and mission success.

(2) Government Furnished Property (GFP)

J345 led enterprise-wide synchronization to develop a comprehensive management and oversight strategy for the GFP Program. The team initiated end-to-end GFP mapping to achieve full compliance within DLA's Accountable Property System of Record – Enterprise Business System (APSR - EBS), aligning with the OSD "handshake" framework and delivering the transparency required by OSD. J345 was a key contributor to the FY24 DLA Procurement Integrated Enterprise Environment (PIEE) memorandum under the GFP focus area, supporting development of the System and Organization Controls (SOC) Evaluation Report by aligning audit objectives, system capabilities, and stakeholder requirements.

(3) Distribution Metrics with USTRANSCOM

J34 led coordination with DLA Distribution and USTRANSCOM to improve supply chain timing accuracy and reporting precision. By enhancing visibility into warehousing and transportation performance, the division improved metric alignment and decision-making, strengthening DLA's ability to anticipate and respond to demand signals in support of joint operational requirements.

f. Executive Order 14288 Implementation

DLA J34 successfully led agency and Department of Defense efforts to implement Section 4 of Executive Order 14288, Strengthening and Unleashing America's Law Enforcement to Pursue Criminals and Protect Innocent Citizens. This section directs the Secretary of Defense to increase the provision of excess military and national security assets to support Federal, State, and local law enforcement agencies. DLA participated in multiple White House Domestic Policy Council engagements with the Department of Justice, Department of Homeland Security, and Federal law enforcement partners. In September 2025, DLA finalized policy changes - signed by the Assistant Secretary of Defense (Sustainment), which removed 25 Federal Supply Classes (including drones), prioritized the Law Enforcement Support program above all other special programs, and expedited title transfers for commercially available property and small arms.

5. Plans Executive Directorate

J35 leads agency planning efforts for fight-tonight through FY35 requirements for CCMDs, Military Services, WoG partners, and international partners. The directorate supports mission assurance, supply chain security, joint planning and exercises, strategic business initiatives, and future operations. J35 collaborates closely with the DLA Chief Data and Analytics Officer and the DLA Analytics Center of Excellence, whose support includes data strategy and integration, logistics supportability analysis, demand and surge planning, and modeling, exercise, and wargame analysis.

Mr. William (Will) Bailey performs the role of executive director of DLA Plans directorate (J35).

a. Historical Contributions

As the DoD's logistics combat support agency, DLA maintains a strong focus on resilience across Headquarters (HQ) and MSCs to sustain Warfighter and WoG support during emergencies. The HQ DLA COOP exercise was conducted Oct 21 - 29, 2025, in support of GT26. The event tested DLA's ability to maintain operations during emergency conditions, including a simulated cyberattack in the National Capital Region.

More than 20 members of DLA's Emergency Relocation Group traveled to the alternate site at DLA Land and Maritime Columbus to participate. The exercise tested transportation to the alternate site, validated communication systems, and verified workspace readiness. It also demonstrated the ASOC's ability to function remotely as a conduit for continuous business operations outside HQ. The exercise strengthened DLA's confidence in its continuity systems, processes, and ability to sustain critical functions during crisis operations.

b. Supply Chain Resiliency

DLA Logistics Operations Mission Assurance Division (MAD) advanced efforts to mitigate global supply chain vulnerabilities through research, policy development, and interagency collaboration. The division contributed to DoD's Supply Chain Risk Management (SCRM) Policy Development Working Group and refined DLA's internal SCRM procedures. MAD also completed research projects applying publicly available and government data in machine learning models to assess material availability and readiness impacts from potential threats and disruptions. Ongoing work expanded the Part Analysis of Risk (PART) tool and the Supply Chain Risk Evaluation Environment (SCREn) in ADVANA to identify supplier dependencies, corporate linkages, and consolidated risk areas.

The MAD team collaborated with the Mission Decomposition Team to align essential systems with DODIN guidelines, ensuring critical systems were identified and protected. The team conducted targeted "illumination" to identify high-risk areas and integrated data from ADVANA, PART, and SCREn to inform risk mitigation and investment prioritization. These efforts produced a portfolio view of mitigation actions, allowing DLA to assess cost, time, and operational benefit to guide future investments.

DLA worked closely with OSD on SCRM Taxonomy updates, establishment of the ISD Supply Chain Risk Management Integration Center, and coordination across DoD task forces. The updated taxonomy retains 12 major categories while reducing subcategories from 123 to 94,

simplifying implementation and enabling standardized reporting across the Department. DLA has integrated taxonomy into its enterprise risk management framework and facilities that DoD SCRM Working group with OSD, the Services, and WoG partners to promote shared communication and collaboration.

In FY 2025, DLA participated in SCRM Phase IV, following the Defense Management Action Group decision to establish a single SCRM Integration Center within OSD Acquisition & Sustainment. J35 supported policy development activities at the department level, with coordination expected to begin in FY26. The directorate also supported DoD task forces, including the Critical Minerals Task Force, to refine requirements and develop capabilities within DLA's PART and SCREEn tools.

Supplier visibility and sub-tier awareness were strengthened through a GSA contract for commercial supply chain analysis. Multiple "illuminations" were completed, improving visibility into weapon systems and critical items. These analyses continue to inform DLA's value-based investments and enterprise risk management priorities.

In FY 2025, DLA and Joint Staff J4 co-hosted the inaugural JLEnt Set the Theater/Set the Globe Summit to align planning efforts across the Combatant Commands, Services, and DLA in accordance with DoDD 3000.06. The event brought together 175 sustainment experts to improve how contingency sustainment requirements are defined and standardized, strengthening logistics resilience, agility, and responsiveness in support of the Joint Force. The summit advanced shared understanding among CCMDs, the Services, and DLA, highlighted the Global Resilience Initiative (GRI), and established a unified sustainment requirements methodology to inform contingency demand planning. It also set the foundation for an annual forum to synchronize planning and readiness efforts across the Joint Logistics Enterprise.

In FY 2025, DLA launched a series of executive Whiteboard sessions with OSD and Joint Staff to drive senior leader collaboration across the logistics enterprise. These engagements provided a venue for focused, outcome-driven discussions among senior logistics leaders on theater setting, Combat Support Agency roles, the defense industrial base, and realistic logistics integration during exercises. Five sessions were held, strengthening policy alignment, shared understanding, and decision-making across the Joint Logistics Enterprise.

DLA published the FY 2025 Joint Training Exercise Plan to align enterprise training priorities with combatant command contingency requirements. The Agency participated in more than 25 joint exercises, including Global Thunder 25 (GT25), Elite Constellation 25, and Talisman Saber. The exercise cycle deepened understanding of contingency sustainment requirements informed the FY 2026 Joint Training Plan and aligned upcoming efforts with the Agency's priorities to Set the Globe, Set the Agency, and Set the Supply Chains in support of the National Defense Strategy.

J35 executed the Aluminum Wargame from Jul 21-25, 2025, with the Institute for Defense Analyses and industry leaders to analyze vulnerabilities within the aluminum supply chain supporting national defense. The effort enhanced DLA's understanding of sustainment requirements in contested environment and provided data to identify critical dependencies and risks across the strategic materials supply chain.

J35 led the GRI to assess the national Industrial Base's ability to meet wartime surge and long-term sustainment requirements for large-scale operations. The analysis identified an \$8.5 billion investment gap across the Future Years Defense Program and outlined actions to close gaps through targeted resourcing, contract modifications, and enhanced industrial partnerships.

The findings strengthened advocacy for investments critical to sustaining the Joint Force in contested logistics environments.

J35 and J6's Analysis Center of Excellence conducted a simulation-based table-top exercise from Aug 4 - 8, 2025 at the Army Futures Command Sustainment Battle Lab to assess DLA's logistics support in 2040 multi-domain operations. The event, part of the Futures Campaign of Learning, engaged combatant command and service representatives and produced key insights into DLA's Future Operating Concept.

The Futures Integrated Planning Team (FIPT) strengthened coordination across J-codes and MSCs, integrating futures-related activities to align with the Joint Warfighting Concept and Service operating concepts. The FIPT unified disparate efforts, promoted shared understanding of DLA's transformation goals, and drove the integration of emerging technologies and capabilities into DLA's long-term strategic framework.

In FY 2025, J35 executed the DLA Futures Campaign of Learning to define the Agency's long-term operating vision. The effort included two Future Operating Environment workshops and a January 2025 Futures Summit with the Services, followed by the "Implications of Contested Logistics on Future Operations" event in Aug 2025. These engagements produced a coordinated experimentation campaign that will shape DLA's Future Operating Concept, setting the foundation for how DLA will operate and compete through 2040.

6. Regional Commands

Regional commands represent the DLA director within their assigned geographic regions and serve as the enterprise's point of contact with senior overseas customers, including Combatant and Unified Commanders, Service components, theater headquarters, other U.S. government agencies, DoD activities, multinational organizations, and allied nations. They plan, coordinate, and monitor operations to maintain customer satisfaction with enterprise performance.

Each regional command functions as the supported commander for steady-state and contingency operations within its area of responsibility. They also serve as supported commanders for regional operationalized staff elements, including DLA Equal Employment Opportunity, DLA Human Resources, DLA Information Operations, DLA Comptroller, DLA Installation Management, DLA General Counsel, and the DLA Office of Inspector General.

Regional commands align operations with DLA's overarching strategy, coordinating mission support, logistics planning, customer engagement, and enterprise strategy development. They monitor customer satisfaction and maintain situational awareness to provide real-time reporting. In addition, regional commands communicate DLA policies, strategies, and priorities throughout their respective regions to strengthen coordination and mission execution.

a. CENTCOM & SOCOM

DLA CENTCOM & SOCOM, headquartered at MacDill AFB in Tampa, Florida, provides integrated logistics and sustainment solutions across the CENTCOM and SOCOM areas of responsibility. In FY 2025, the regional command strengthened posture and precision across the theater, enhancing operational readiness, deepening partnerships, and supporting force

protection and energy sustainment missions in a contested environment. Key FY 2025 Activities and Achievements:

(1) Theater Conflict (Precision / Partnerships)

Integrated with CENTCOM J3, J4, and J5 planning efforts to align logistics support with operational priorities. During the 12-day Israel–Iran conflict, the team increased Class I, III, and IV stock levels and executed preemptive logistics actions that reinforced force protection and maintained theater readiness under contested conditions.

(2) Distribution Relocation (Posture)

Maintained uninterrupted logistics operations during the closure of DLA Distribution Bahrain and initiated establishment of DLA’s new Distribution Center (DDJS) in Jeddah, Saudi Arabia. The 620,000 sq. ft. facility, scheduled for IOC in June 2026, will expand DLA’s regional sustainment capability.

(3) Force Protection and Base Hardening (Posture)

Supported facility hardening and security initiatives with over \$105 million in Class IV sales. Coordinated deliveries with US Army Central (ARCENT) and Combined Joint Task Force – Operation Inference Resolve (CJTF-OIR) to meet project timelines and deliver protection materials across the area of responsibility.

(4) Counter–Unmanned Aerial Systems (Posture)

Provided \$17 million in modular protection systems and barriers, directly enhancing CENTCOM’s Unmanned Aircraft Systems protection efforts.

(5) Energy Operations (Precision / Partnerships)

Expanded regional partnerships through DLA Energy Middle East. Oversaw operations at the Defense Fuel Support Point in Salalah, Oman, storing more than 42 million gallons of JP5 and F76 fuels in support of Commander, Fifth Fleet missions.

(6) Value Added Tax (VAT)

Collaborated with CENTCOM and the U.S. Embassy in Riyadh to develop a MOU seeking VAT exemption in Saudi Arabia for goods supporting U.S. Forces, improving logistics flexibility and cost efficiency.

(7) Disposition Services (Precision)

Coordinated with ARCENT, CJTF-OIR, and coalition partners to manage hazardous materials and equipment disposition in Kuwait, Qatar, Syria, and Iraq, ensuring safe and compliant demilitarization actions.

(8) Exercise Support (Precision)

Supported key CENTCOM exercises, including Eagle Resolve, Bright Star, and Native Fury - by managing logistics, coordinating host-nation support, and providing DLA training opportunities, strengthening joint and multinational readiness.

(9) Invoicing Agreements (Partnerships)

Completed 15 G-Invoicing agreements with USSOCOM HQ, SOF AT&L, JSOC, and all Theater Special Operations Commands, improving fiscal transparency and efficiency.

(10) Enterprise Logistics Management Systems (Precision)

Transitioned SOCOM HQ, two subordinate commands, and 68 of 87 SOF AT&L programs from legacy systems to the DLA-managed Enterprise Logistics Management System (ELMS), improving visibility and integration.

(11) Expeditionary Barrier Support (Precision)

Expedited procurement and delivery of barrier systems for a JSOC mission, coordinating logistics across DLA elements to deliver ahead of schedule and enable timely mission execution.

b. DLA Europe & Africa

DLA Europe & Africa (E&A), headquartered in Kaiserslautern, Germany, provided integrated and synchronized logistics and sustainment solutions across the U.S. European Command (EUCOM) and U.S. Africa Command (AFRICOM) areas of responsibility. In FY 2025, the regional command focused on strengthening operational readiness, posture, and partnerships to support U.S., allied, and partner forces across two dynamic theaters. FY 2025 Key Activities and Achievements

(1) Warfighter Support (Precision / Partnerships)

DLA E&A sustained critical support to the ongoing conflict in Ukraine by providing Army Engineer Research and Development Center (ERDC) bunkers, hypothermia kits, and MaxXPro tires to enhance troop protection and mobility. These efforts were closely coordinated with EUCOM and the Joint Logistics Enterprise. In Africa, the command delivered essential fuel and waste management support in Somalia and Kenya, strengthened vendor relationships, and advanced regional capacity through the West Africa Logistics Conference.

(2) Theater Readiness and Exercises (Posture)

The region actively participated in exercises such as STEADFAST DETERRENCE 25, demonstrating the ability to transition rapidly from steady state to contingency operations. In Europe, the command prioritized forward sustainment in Poland,

implementing enhanced force protection measures in high-threat areas, including Poland, Turkey, and Djibouti.

(3) EUCOM Support (Precision)

DLA Distribution delivered 3,493 truckloads of materiel worth \$1.06 billion to 28 countries. DLA Energy established a Defense Fuel Support Point in Namsen, Norway to strengthen High North operations, delivering 271 million gallons of fuel valued at \$995 million. Disposition Services processed 108,000 disposal items and fulfilled 1,956 reutilization requisitions worth \$40.9 million. DLA Troop Support provided \$670 million in sustainment support across 77 exercises.

(4) AFRICOM Support (Precision)

DLA Troop Support and Energy E&A established key Global and Sea Lines of Communication in Somalia, delivering 16.3 million gallons of fuel valued at \$53 million in support of four exercises. Disposition operations processed 2,500 disposal items and fulfilled 53 reutilization requisitions worth \$1.13 million, while Troop Support provided \$74 million in sustainment to Joint Forces across nine exercises.

(5) Notable Achievements (Posture / Partnerships)

The region completed the Poland Provided Logistics Support transition at Karliki, assessed 155 sites across 23 countries under the Requirements Analysis Concept Plan, and provided fuel support to White House operations in Italy and Ireland. DLA Troop Support delivered 12 ERDC bunkers, managed a \$13 million Foreign Military Sales order for hypothermia kits, and supported MaxxPro tire shipments. DLA E&A participated in key events including DEFENDER EUROPE 25 Sustainment ROC Drill, FY 2025 Force Provider Conference, and the NATO Allied Command Europe Conference.

(6) Personnel Transitions (People)

COL Adrian (AJ) Sullivan relinquished command to COL Tracy Yates during FY 2025. The region also welcomed new deputy commanders for Distribution and Troop Support, a new J6 Director, an Energy E&A O-5 Commander, a new Disposition Services Director, and a new AFRICOM LNO. Two rotations of the deployed forward DST-E&A Commander occurred at Camp Lemonnier, Djibouti.

(7) Summation

DLA E&A enhanced its operational posture across Europe and Africa by improving supply chain agility, infrastructure readiness, and regional responsiveness. The command accelerated logistical transitions, strengthened fuel infrastructure, and supported major exercises such as DEFENDER, STEADFAST DETERRENCE 25, FIGHTING WYVERN 25-01, AFRICAN LION 25, and THRACIAN STAR 2025. Through proactive planning and strong

partnerships, DLA E&A mitigated disruptions from labor strikes and customs delays, ensuring continuous sustainment and reliable support to the Warfighter and allied forces.

c. DLA Indo-Pacific

DLA Indo-Pacific (DLA IP), headquartered at Camp Smith, Hawaii, provided integrated, responsive, and comprehensive logistics solutions across the U.S. Indo-Pacific Command (USINDOPACOM) area of responsibility. In FY 2025, the regional command strengthened theater sustainment, posture, and interoperability to support Warfighter readiness and maintain stability across the region. FY 2025 Key Activities and Achievements

(1) Exercise Support (Precision / Partnerships)

DLA IP supported major exercises across the Indo-Pacific theater, including Resolute Force Pacific 25, Talisman Sabre 25, Salaknib 25-1, Cobra Gold 25, and Balikpapan 25. The DLA IP Synchronization Operations Center maintained 24/7 operations during Pacific Sentry 25-1 and 25-2, as well as Freedom Shield 25 and Ulchi Freedom Shield 25. These events tested and validated DLA's ability to execute Command and Control across multiple locations simultaneously. During Talisman Sabre 25, DLA deployed the DLA Distribution Expeditionary set from Tracy, CA, to Guam, supporting U.S. Navy and Marine Corps operations. Four DLA Liaison Teams integrated with Combined Joint Forces in Australia to coordinate logistics for multiple service components. Lessons learned from these exercises informed future operational planning and improved sustainment support for the Joint Force.

(2) People and Recognition (People)

FY 2025 marked a year of professional achievement and team transitions. DLA IP recognized multiple service members for outstanding performance, including a non-commissioned officer as the DLA Active-Duty Service Member of the Quarter. The region celebrated promotions, retirements, and welcomed new personnel, including the promotion of DLA Troop Support Indo-Pacific Commander, CDR Ryan Cullinan.

(3) Partnerships and Engagements (Partnerships)

DLA IP strengthened alliances through participation in the 9th Annual United Nations Command Logistics Symposium, the Energy Indo-Pacific Fuels Exchange Forum, the Korean Aviation Laydown Conference, and the Naval Contested Logistics War Game. Engagements with Japan's Joint Staff, the Japan Self-Defense Forces, and the Australian Defense Force reinforced coordination on sustainment and transition-to-conflict planning.

(4) Theater Posture and Sustainment (Posture / Precision)

DLA IP advanced multiple initiatives to improve posture and sustainment across the theater. DLA Troop Support updated an agreement with U.S. Forces Korea on operational ration storage in Busan and supported the HMS Prince of Wales Carrier Strike Group through Acquisition and Cross-Servicing Agreements. Andersen Air Force Base in Guam allocated land

for DLA posturing, and the Defense Fuel Support Point in Darwin, Australia, became operational. Coordination continued on additional sites in Northeast Australia and the Philippines.

(5) Warfighter Support (Precision / Partnerships)

DLA IP aligned efforts with INDOPACOM and Service component priorities to strengthen distributed logistics and enhance theater readiness. This included enabling Distributed Maritime Operations, advancing the Agile Combat Employment roadmap, optimizing theater resources through the Global Positioning Network, and expanding fuel posture locations. DLA supported Army and Air Force initiatives to improve visibility, responsiveness, and partnered logistics across the region.

(6) Disposition Services (Precision)

DLA Disposition Services worked with the Australian Defense Force Disposal Group to improve material accountability and implement Acquisition and Cross-Servicing Agreements. The team supported hazardous waste removal under the Philippines HazWaste Contract and facilitated the turn-in and disposal of two U.S. Air Force F-15 aircraft. Across the region, nearly 5,000 items - including vehicles, containers, and electronics - were processed, enhancing disposal efficiency and environmental compliance.

(7) Summation

DLA Indo-Pacific enhanced sustainment agility, posture, and logistics responsiveness throughout the theater. Through close coordination with U.S. allies and regional partners, DLA IP executed dual-location C2 operations, expanded fuel and supply posture, and improved joint readiness through large-scale exercises. These efforts strengthened DLA's role as the premier logistics partner in the Indo-Pacific and reinforced the Agency's capacity to sustain the Warfighter across the world's most complex operating environment.

7. Nuclear & Space Enterprise Support Office (NESO)

DLA conducted an Agency-wide review of the Nuclear Enterprise (NE) and Space Enterprise (SE) ecosystems to better align logistics support with Warfighter expectations, operational requirements, and the broader U.S. strategic deterrence strategy. The review determined that establishing an ecosystem model centered on the core triad systems would best support current and next-generation NE/SE systems.

As a result, DLA restructured NE/SE systems into five core categories: Core Air (six systems), Core Land (two systems), Core Sea (four systems), Core Space (34 systems), and Core NC3 (four primary systems). The final structure and findings were briefed to the OSD to inform funding alignment and prioritize material support requirements across the enterprise.

8. Risk Management and Internal Control Program (RICA)

J3 advanced its Risk Management and Internal Control (RMIC) Program, which is built around six assessable units (AUs): three financially driven (Plan to Stock, Order to Cash, Excess to Disposal) and three operationally driven aligned to J3's 2-digit codes. This structure supported the DLA Enterprise Risk Management Program led by the Chief Risk Officer.

J-codes and MSCs continued strengthening local RMIC programs aligned with enterprise requirements. The J3 RICA office applied a standardized methodology to identify material subprocesses, document end-to-end business processes, assess and prioritize risks, test key internal controls, and report on coverage. The approach aligned with GAO Greenbook, DLAM 5010.40 Volume 1 and 2, and Internal Control over Financial Reporting guidance.

FY 2025 served as the first full assessment year and established a repeatable RMIC cycle to support future audit readiness:

- a. Executed the full annual RMIC cycle across all financially driven AUs, to include quantitative/qualitative risk analysis, foundational documentation updates, risk assessment, test plan development, internal control testing, deficiency identification, and annual reporting.
- b. Tested 80 internal controls, the largest volume to date, with detailed Test of Design/Test of Effectiveness documentation, sampling methodology, and evidential support to enable external re-performance.
- c. Completed the Reporting Phase, producing AU-specific annual reports summarizing methodology, testing results, deficiencies, corrective actions, lessons learned, and status of financial assertion coverage.

In FY 2026, J3 will remediate identified deficiencies, mature internal controls, and continue building a sustainable RMIC program. J3 will promote a "One-DLA approach" to accelerate audit progress across the enterprise and strengthen financial reporting and internal control.

9. J3 Historical Report Conclusion and FY26 Outlook

The FY 2025 J3 Historical Report reflects DLA's continued commitment to driving and sustaining Warfighter readiness through precision logistics, global partnerships, and operational agility. Guided by the 2025-2030 Strategic Plan, DLA Logistics Operations advanced transformation across four imperatives – People, Precision, Posture, and Partnerships – strengthening its ability to deliver responsive, data-driven, and resilient logistics solutions. These collective efforts positioned DLA to meet the demands of contested environments, enhance joint force readiness, and reinforce its role as the Nation's Combat Support Agency.

Defense Logistics Agency

DLA Information Operations (J6)

Fiscal Year 2025 Historical Report



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

September 22, 2025

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: HISTORIAN

SUBJECT: DLA Information Operations (J6) Content for the Agency's History Report, FY25

I am pleased to endorse the Information Operations (J6) input for the agency's FY25 History Report. J6 is an enthusiastic champion of DLA's information technology (IT) modernization efforts and a conscientious manager of DLA's daily operations, like cyber resilience and network availability. J6 works effectively and fervently to assure and improve the agency's logistics combat support to the warfighter. Engaging in DLA's mission support daily, the J6 team employs data and technology to maintain the enterprise's infrastructure and utilizes new IT capabilities to assure mission success in contested logistics environments.

Our technically competent and resilient J6 team continues to model a culture that embraces change, seeks innovation, values teamwork, and fosters mutual respect. Our culture and principles of TEAMWORK remain foundational to our vision, plans, and dedication to mission execution. We fully embrace the DLA Strategic Plan – tying all we do to its four transformational imperatives of People, Precision, Posture, and Partnerships.

Our chapter in the history report contains highlights of the J6 team's efforts during FY25 – both those we have accomplished and those in progress. They provide evidence of our work ethic and devotion to duty as we enable DLA to support the Department's priorities. J6 moving forward!

Warfighter Always!

A handwritten signature in black ink, appearing to read "Adarryl M. Roberts", is positioned above the printed name and title.

ADARRYL M. ROBERTS
Director DLA Information Operations
Chief Information Officer

Attachment:
As stated

1. Introduction

Your J6 team had another banner year of providing DLA with continually modernizing and empowering information operations support to arm warfighters with the advantage they need to succeed in a contested logistics environment. The agency is concentrating efforts to expand capabilities for rapid adaptability, decision-making, and resiliency. We work intently to leverage data and analytics to enhance DLA's core capabilities in concert with the other critical functions our technically competent and resilient J6 team performs. While working on modernization, J6 executes its everyday operations, like cyber resiliency and network availability, to enable DLA's mission successes. I encourage you to read about our ongoing endeavors in the following FY 2025 highlights of progress as part of the transformative DLA team.

2. Changes to J6

a. Since April 2, 2023, DLA Document Services (J67) is under operational control (OPCON) of DLA Disposition Services. J6 will provide administrative control (ADCON) until a General Order (GO) formalizes the transfer.

b. The DLA Program Executive Office (J62) had three mission critical capabilities – Enterprise Business System (EBS), Federal Logistics Information System (FLIS), and Warehouse Management System (WMS) – deployed on DLA's Enterprise Resource Planner business software system, which is based on the System Applications and Products (SAP) suite of applications. J62 consolidated EBS (J62E) and Logistics Cataloging & Data Solutions (J62H) into Enterprise Resource Planner (J62X) by reorganizing work along mission, function, and skills. GO 02-25 established J62X on May 18, 2025.

c. The Chief Data and Analytics Office (J6D) will be designated as "Chief Digital and Artificial Intelligence Office," aligning with the updated Chief Digital and Artificial Intelligence Officer title. The Records Management Division will be disestablished and its functions integrated within the Information Governance and Compliance (IG&C) division. An Enterprise Data Management (EDM) division will be established, with personnel assigned under the appropriate organizational code. Finally, the DLA Artificial Intelligence Center of Excellence (AI COE) will be established to ensure DLA compliance with Department of Defense (DOD) requirements. AI COE was approved for operational control pending the issuance of a GO.

3. Key Personnel

TITLE	NAME	TENURE DATES
CIO Office (J6)		
Director/Chief Information Officer	Adarryl Roberts	Aug 3, 2023 - present
Acting Deputy Director	Brad Lantz	Apr 1, 2024 - present
Chief of Staff	Eric Gray	Sep 9, 2024 - present
Deputy Chief of Staff	Nelson Alvarez	Feb 26, 2023 - present
Acting Chief Technology Officer	Jeff Charlesworth	Jan 1, 2024 - Aug 24, 2024
Chief Technology Officer	Brad Lantz	Aug 25, 2024 - present

Office of Chief Data & Analytics Officer (J6D)		
Director/Chief Data Officer & Analytics	Linda VanDyke	Oct 5, 2024 - present
Acting Director/Chief Data Officer & Analytics	Teresa West	May 30, 2034 - Oct 4, 2024
Deputy Director	Teresa West	Feb 26, 2023 - May 7, 2025
Acting Deputy Director/Chief Data Officer & Analytics	Thomas Delaney	May 9, 2025 - September 20, 2025
Deputy Director	Marsha Ramsey	September 21, 2025 - present
Strategic IT Business Operations (J6T)		
Director	Jeff Charlesworth	Oct 1, 2021 - present
Deputy Director	Suzie Fairley	Nov 21, 2021 - Jan 3, 2025
Deputy Director	Natasha Porter	Jan 12, 2025 - 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	Travis Reid	Feb 12, 2023 - present
Program Executive Office, Enterprise Applications (J62)		
Program Executive Officer (PEO)	James Johnson	Mar 24, 2024 - present
Deputy PEO	Carl Veigle	Dec 31, 2023 - present
Enterprise Infrastructure Services (J64)		
Director	Dempsey Hackett	Dec 2018 - present
Deputy Director	Mark Jackson	Mar 9, 2014 - present
Logistics Research & Development (J68)		
Director	David Koch	Feb 11, 2020 - present
Deputy Director	Martina Johnson	Jul 1, 2024 - present

4. Total Personnel

The following J6 workforce totals are current as of August 20, 2025.

Civilian	1,986
Contractor	4,610
Military	9

5. Historical Narrative

a. People

Finding and retaining talent, empowering our team with data acumen and other technical “know how” for supporting the agency today and tomorrow – that’s a J6 ‘secret ingredient’ for success. Key topics to highlight this imperative follow.

(1) DLA’s Chief Digital & Artificial Intelligence Officer (CDAO) launched a strategic “Roadshow” initiative to disseminate DLA’s Data, Analytics, and Artificial Intelligence (DAAI) Strategy, aligning it with the DLA Strategic Plan. The CDAO presented a vision of optimized warfighter support through data, analytics, and AI, emphasizing the importance of culture, governance, and technology of data, information, and records. This effort aimed to transform data utilization across the agency to achieve strategic objectives.

(2) In February 2025, the Artificial Intelligence (AI) Center of Excellence (COE) published an AI overview trifold brochure for agency-wide distribution, providing a concise, visually appealing, and accessible introduction to AI, defining key terms, addressing frequently asked questions, and directing staff to available resources. The trifold increases AI awareness and understanding throughout DLA.

(3) In June 2025, J6, in collaboration with J1, launched the "Data Drive Podcast" series in its outreach efforts to enhance data acumen. Podcasts via LMS feature DLA employees sharing real-world experiences and case studies about data literacy, storytelling, and ethical data management. Seven episodes cover topics from how data acumen drives DLA’s strategic advantage to debunking common data myths, ultimately promoting better understanding and application of data principles across the agency.

(4) J6 EDM accomplished a strategic shift in refocusing the Metadata and Data Quality mission on DLA’s core data domains. This business-oriented approach connected metadata and data quality efforts directly to real business needs, resulting in meaningful improvements in data accuracy, accessibility, and usability across departments. Enhanced understanding of data boosted support for day-to-day workflows.

(5) The Mobile Unitized Group Ration (UGR) Kitting platform helped units assemble UGRs close to the point of need.

(6) The Heating Hydrating Combat Rations (HHYCOR) device provides an innovative solution for warfighter water purification and heating in austere environments. This

lightweight, reusable, and flameless device produces clean, hot water, enhancing mobility, safety, and efficiency by eliminating the need for stoves and fuel.

(7) J6 published a DLA Digital Strategy to align its technology and digital capabilities with business goals, enhance its ability to innovate, drive operational efficiency, and deliver greater value to the warfighter, workforce, customers, and strategic partners. J6 established an interorganizational communications group to convey digital strategy successes across the agency, in addition to building internal and external websites, including the monthly Digital Advantage Newsletter.

(8) J6 created the DLA Sourcing Talent and Technology (STAT) plan, outlining how DLA is maximizing resources and increasing efficiency by enabling the civilian workforce to perform IT services and management functions. This reduces reliance on third-party consultants.

(9) In addition to quarterly town halls, J6 implemented monthly check-ins with the CIO to improve employee-leadership engagement and communication.

(10) J6 created the DLA Online Video Streaming system to allow for improved video hosting, viewing, and accessibility.

(11) Employee Activity Guide for Labor Entry (EAGLE) Releases: J6 deployed six comprehensive releases of EAGLE, introducing pivotal enhancements to workforce management capabilities and addressing critical operational needs. Establishment of a Deferred Resignation Program (DRP) tracking mechanism, coupled with automated module access and enhanced timesheet annotation capabilities, further bolstered the efficiency and accuracy of workforce management processes, streamlining labor tracking and resource allocation.

(12) Human Resources: During Q2 and Q3 FY 2025 the hrPRO initiative significantly advanced human resources automation through rapid development and deployment of comprehensive DRP capabilities within ServiceNow. This supported OPM and DOD DRP objectives with streamlined, automated workflows and automated over 1,200 resignation letters. Securing ServiceNow Impact Level 4 approval expanded HR capabilities further, enabling the deployment of three new employee self-service functions and streamlining over 850 annual HR requests, increasing efficiency and empowering the workforce.

b. Precision

Success in a contested logistics environment depends on J6 aggressively and smartly identifying technology and honing resources to support the warfighter-focused DLA team.

(1) J6 embarked on a “100 Days of Summer Campaign” to accelerate delivery of valuable IT capabilities over the summer to prepare DLA for the next five to ten years.

(2) J6 EDM developed a Quality, Learning, Interaction, and Knowledge (QLIK) Application as a historical tracking tool for data sharing requests across DLA. This dynamic and filterable tool provides a comprehensive historical view of all data sharing activity, improving visibility, supporting knowledge retention, and reducing redundancy in processing similar requests, ultimately enhancing data sharing efficiency.

(3) DLA hosted a Futures Summit in early 2025, uniting DLA Enterprise participants with key stakeholders to discuss future concepts and perspectives for the Future Operating Environment (FOE) 2040. The summit, for which the Analytics Center of Excellence (ACE) developed learning objectives, provided leveling briefs and facilitated capabilities

discussions, informed an experiment plan to explore contested logistics in 2040. ACE plays a key role in the experiment's design, execution, and analysis.

(4) J6 EDM, in collaboration with LMI, developed an automated data profiling solution within the Cloudera Data Science Workbench to enhance the clarity and reliability of DLA data. This robust tool, leveraging a custom Python codebase, evaluates key data quality dimensions, such as completeness and uniqueness, across enterprise data tables. The solution's high performance and scalability deliver timely and actionable insights, supporting data governance and ensuring the reliability of data assets critical to the agency's mission.

(5) ACE developed a Standard Pricing model, internalizing a critical forecasting capability previously managed by contractors at substantial cost. This new model, developed with significantly fewer resources, uses inflation and weighted averages to determine current prices with comparable accuracy, offering greater transparency and control while substantially reducing costs to DLA.

(7) J6 EDM developed a QLIK Dashboard for Data Quality to promote greater transparency across the agency. Accessible to all employees, this dashboard provides insights into data table performance across multiple systems, highlighting key metrics such as completeness and uniqueness.

(8) For the FY 2025 audit, J6 supported the projected closure of 40 unique Notice of Findings and Recommendations (NFRs) and 74 NFRs across all funding streams for the Financial Statement Audit (FSA), and 11 NFRs for the Statement on Standards for Attestation Engagements No. 18 (SSAE 18) Audit. J6 also supported 68 Corrective Action Plans (CAPs) for the FSA and SSAE 18 Audit.

(9) J6 incorporated changes to its enterprise IT audit business processes, which resulted in management of 534 issued PBCs with an on-time submission rate of 98.3%.

(10) DLA Enterprise Architecture:

(a) J6 Strategic Architecture published the DLA Enterprise Architecture (EA) Roadmap 2025-2030, which provides a framework for collecting data about current and planned business processes, IT systems and technologies, data assets, interoperable data sharing, and cybersecurity necessary to enhance decision making. The roadmap directly aligns with the DLA Strategic Plan 2025 – 2030 and DLA's Digital Strategy, and focuses the DLA EA program on collecting data and developing tailored dashboards, reports, and visualizations to inform decision-making processes, enable efficient transformation, and support Connected IT.

(b) From May 2024 to May 2025, J6 improved Enterprise Architecture development, increasing the number of DLA systems in scope and total required and validated models by approximately 5%. This enhancement provides increased visibility into system capabilities, data exchanges, and operational activities. DLA Enterprise Architecture also expanded to include Production Visualizations and Dashboards in Power Business Intelligence, providing data relevant to DLA transformational initiatives and technology rationalization.

(11) J6 expanded change workflows in ServiceNow, automating change routing through implementation and ensuring efficient processing for both action and assessment. This expansion is a critical step toward implementing the Change Advisory Board module, which will automate approval processes and eliminate manual documentation.

(12) J6 deployed the new IT Health prime J6 metric and enterprise dashboard tile. This metric was developed to provide better Key Performance Indicators (KPIs) and more

meaningful, actionable data and insights into how well J6 supports the agency. These metrics capture a more wholistic view of IT capabilities/support health, including several factors that are not accounted for in previous J6 metrics.

(13) The Site Assessment Visit (SAV) Program, vital to DLA's mission of supporting the warfighter by ensuring adequate, available, and effective IT products and services, conducted 13 on-site assessments on various locations. While early FY travel limitations resulted in a 32% reduction of planned assessments, the SAV team leveraged visits to perform crucial preventive maintenance, identify areas for improvement, and strengthen relationships with field personnel. On-site assessments contributed directly to enhanced IT product and service delivery, improved system performance, and increased warfighter readiness.

(14) The Identity, Credentials, and Access Management (ICAM) solution went live on October 31, 2024, providing Privileged Access Management, Identity Governance and Administration, Automated Account Provisioning, and Single Sign-On capabilities. The ICAM system onboarded approximately 24,600 DLA employees, leveraging automated HR integration to enable centralized authentication and ensure comprehensive audit trails. The ICAM solution supports DOD EICAM hub federation, enhancing interoperability and security across the enterprise. The deployment significantly strengthens DLA's security posture through improved Separation of Duties enforcement, automated access reviews, and robust compliance reporting, thereby mitigating unauthorized access risks.

(15) In Q2 FY 2025, significant improvements were made to the Joint Additive Manufacturing Model Exchange (JAMMEX) platform to boost auditability and meet stringent security requirements. Specifically, JBoss application server logs were integrated with the Splunk database platform to fully satisfy Security Technical Implementation Guide requirements, ensuring comprehensive monitoring and improved security posture.

(16) Technical Data Management Transformation (TDMT) initiative completed User Story Review Phase 1 with Stakeholders, Q2 FY 2025, having reached a critical milestone with completion of User Story Review Phase 1. Key requirements were identified for TDMT Phase 1 integration with DLA's EBS. Subject Matter Experts and program stakeholders across DLA reviewed 71 user stories and associated acceptance criteria, ensuring alignment with agency-wide needs and contributing to the strategic advancement of TDMT.

(17) Procurement Integrated Enterprise Environment (PIEE) leveraged AI across multiple domains in Q2 FY 2025. PIEE integrated AI strategically to enhance user support and streamline operations. A new AI capability, known as Albert, was implemented to provide instant and intelligent support to PIEE users. Albert answers common questions and resolves issues quickly, reducing response times and improving overall user satisfaction. This initiative demonstrates a commitment to leveraging cutting-edge technology to optimize the procurement process.

(18) PIEE was recognized by the DOD CIO as an approved Identity, Credentials, and Access Management (ICAM) solution, specifically for Single Sign-On (SSO) functionality. This designation validated PIEE's commitment to ensuring secure access to systems while maintaining comprehensive auditability across the suite of tools, thereby strengthening the overall security posture and compliance framework.

(19) DLA Troop Support Modernization - Construction and Equipment (C&E) enhanced the Vendor Contract Awarded Logistics (VCAL) solution in Q2 FY 2025. This program achieved a significant milestone with the Wave 1 Go Live of the enhanced VCAL solution for Fire & Emergency Services Equipment on March 31, 2025. A dedicated hypercare

support team ensured a seamless transition for users. The implementation has demonstrated strong initial performance, with over 400 orders processed. Robust API adoption has been achieved by vendors. This deployment establishes a critical foundation for Waves 1-3 implementation.

(20) The Hazardous Material Management System (HMMS) initiative achieved a key advancement through automation and promotion of the Chemical Information Program (CIP) Data Warehouse to production in Q2 FY 2025. CIP Data Warehouse is a critical asset for securing vital data related to chemical management within DOD. Its deployment supports recording and reduction of DOD employee chemical exposures, mitigates supply chain vulnerabilities, expands mission impact awareness, and improves overall environmental management efforts. This enhancement strengthens DLA's commitment to safety, sustainability, and operational resilience.

(21) The JAMMEX platform implemented significant enhancements to the Cold Spray Module, focusing on improved user experience and enhanced functionality in Q3 FY 2025. These improvements contribute to a more efficient and intuitive user experience, fostering greater adoption and use of the JAMMEX platform.

(22) In Q3 FY 2025, the Laboratory Information Management System (LIMS) project developed and delivered comprehensive user training programs to support system adoption and proficiency. J6 conducted 21 training events with DLA's Troop Support and Land & Maritime users, showcasing core system functionalities for new personnel. Additionally, 31 application demonstrations were recorded for future user reference, ensuring ongoing accessibility to training resources. The project team finalized a comprehensive system user manual, which focused on end-to-end testing procedures and specialized DLA processes and empowered users to effectively leverage the LIMS platform.

(23) The Defense Agencies Initiative (DAI) Program Management Office (PMO) received its ninth consecutive Unmodified Opinion for the FY 2025 Statement on Standards for Attestation Engagements (SSAE) 18 Audit from Ernst and Young on August 15, 2025. For FY 2025, DAI received only one NFR, for which a comprehensive remediation plan is already under development further solidifying its commitment to financial accountability and transparency.

c. Posture

J6 is essential in enabling DLA's successes in supporting warfighters across the continuum of conflict in contested logistics environments – continually seeking and employing IT capabilities to positively impact every mission now and in the future.

(1) J6 reshaped the DLA Assured Logistics Cyber Center by establishing the Cyber Intake and Cyber – Integrated Planning Elements, creating a mission-focused and proactive Cyber Resilience program. Cyber Intake identifies, assigns, and monitors requirements, ensuring responsiveness to DLA's needs. The Cyber Integrated Planning Element identifies and prioritizes mission-relevant cyber risks and resilience gaps proactively, utilizing critical elements of readiness through planning, participation in exercises, and routine assessment of J6 Mission Essential Tasks. These efforts inform planning, execution, and evaluations, strengthening DLA's cyber resilience posture.

(2) J6 modernized capabilities by completing the Cisco Unified Communications Manager migration for Pacific and Europe sites.

(3) J6 Enterprise Infrastructure Services oversaw 24/7 network operations worldwide, maintaining high network availability for both NIPRNet (99.88%) and SIPRNet (99.73%). This ensured reliable communication and data access for DLA operations globally.

(4) J6 Voice Services consolidated the Enterprise Voice over Internet Protocol (EVoIP) Call Manager footprint, reducing costs and onboarding 15 DLA locations, while also establishing Enterprise Classified VoIP (ECVoIP) infrastructure at 29 additional locations for secure calling. Furthermore, J6 established the Microsoft Teams Audio Conferencing and DOD365 Integrated Phone System, ordering and porting 20,000 telephone numbers to support inbound and outbound calling through Microsoft Teams.

(5) Azure DOD Environment Decommissioning achieved 100% completion on April 30, 2025. DLA's Azure VDI environment runs completely from Azure GOV.

(6) J6 commenced architectural planning for future Google Cloud Platform Secure Cloud Computing Architecture Enterprise Security Stack and AI/ML platform, which included development of system designs to migrate ERP's "non-SAP" workload from AWS to Google Cloud Platform. This marked a significant step toward cloud modernization.

(7) J6 enabled Teams Recordings, M365 Bookings, and M365 Insights to enhance productivity and collaboration. Teams Recordings allows users to record meetings and training sessions with transcriptions. M365 Bookings provides a system for customized appointments and scheduling, while M365 Insights offers personalized recommendations to improve work habits related to meetings, teamwork, and communication.

(8) J6 automated and improved the DLA user Offboarding Process, reducing Offboarding technician workload by 70%.

(9) DLA implemented MetaVault, a Palantir Foundry SaaS instance, to centralize real-time data quality metrics, data lineage tracing, and collaborative data management. MetaVault's AI-driven automation of tasks like data lineage and issue detection promotes data standardization, reuse, and sharing, positioning it as a critical component of DLA's data management strategy.

(10) DLA's ACE, in coordination with DLA Logistics Operations, leveraged machine learning (ML) to identify suitable substitutes for DLA-managed items. The ACE-developed ML algorithm analyzes millions of items and identifies substitutes with a 98% accuracy rate compared to existing lists, even suggesting potentially better alternatives. This Minimum Viable Product is undergoing further development to enhance DLA's substitute discovery capabilities.

(11) In May 2025, DLA streamlined the management of AI-related demands by implementing a new "AI Request" classification within the Strategic Portfolio Management (SPM) Demand Management system. This enhancement ensures strategic alignment and appropriate technical oversight by routing new or modified AI application requests to the AI Triage Group.

(12) In March 2025, the DLA Digital and Artificial Intelligence Governance Board established the DLA AI Working Group (AIWG) to provide enterprise-wide guidance for the development, implementation, and use of AI within DLA. The AIWG, composed of members from various DLA organizations, held its inaugural meeting in June 2025, led by the DLA AI Officer.

(13) The Joint Food Management System (JFMS) project delivered key requirements, documentation, and a pilot demonstration, outlining a path to improve the subsistence supply chain. With benefits including enhanced visibility, automation, and data-

driven decision-making. The JFMS analysis (now Joint Food Management Analytics - JFMA) was recognized with the FY 2025 Defense Manufacturing Technology Achievement Award.

(14) The Hackathon R&D team developed a comprehensive process for procuring and sustaining AI, generative AI, and ML technologies. This process will support future applications across the organization.

(15) In Q1 FY 2025, the FLIS PMO, in collaboration with DISA and DLA Server/Network Administrators, completed production migration of the FLIS Mid-Tier and Web-based applications from the DISA Enterprise Computing Center Ogden to DLA's Azure Cloud. This strategic cloud migration enhanced the agility, scalability, and resilience of the FLIS platform, positioning it for future growth and improved service delivery.

(16) A critical upgrade of the Blue Yonder non-energy planning system to v.2022 was implemented in Q2 FY 2025. This essential upgrade addresses potential cybersecurity vulnerabilities and enhances overall system efficiency, ensuring the continued operational reliability of this vital planning tool. Blue Yonder supports 4,000 users and maintains robust supply chain planning capabilities, managing 4 million National Item Identification Numbers, 16 million Demand Forecasting Units, and 24 million Stock Keeping Units.

(17) Electronic Stored Information Disclosure and Discovery ESIDD achieved a significant security milestone by completing its initial migration to an Impact Level (IL) 5 Kubernetes environment in Q3 FY 2025. This move strengthens the security posture of the ESIDD system, ensuring a higher level of protection for sensitive data.

(18) The Defense Automatic Addressing System (DAAS) processed over 13 billion transactions for DOD, federal civilian, state/local, and commercial organizations in FY 2025. To date, DAAS has implemented over 189 Application Programming Interface (APIs) utilizing the enterprise API Gateway, further enabling seamless data exchange and supporting DLA and other agency IT modernization initiatives. DAAS has strategically incorporated AI / ML, implementing three use cases to enhance internal operations, with further AI / ML applications under development. DAAS remains dedicated to supporting customers' transition from the Military Standard System to Defense Logistics Management Standards (DLMS), ensuring standardized and efficient logistics processes.

(19) DLA strategically restructured its Celonis deployment in Q3 FY 2025 to optimize analytical capabilities across the enterprise. The Celonis pilot efforts were transitioned from Research & Development to the J6's Program Executive Office team, who leveraged Celonis to support business process re-engineering and audit initiatives across the enterprise. The Celonis Process Mining Application provides visualization and analysis for end-to-end business processes to DLA Enterprise, driving data-driven decision-making and process improvement.

(20) In Q3 FY 2025, the Advanced Planning and Optimization system for energy planning transitioned to SAP's Integrated Business Planning (IBP) platform. This upgrade will provide enhanced capabilities including improved demand forecasts, more efficient planning through the integration of artificial intelligence and machine learning, enhanced collaboration tools for better demand/supply alignment, advanced real-time analytics and data visualization, and an improved User Interface with resulting gains in efficiency. The move to SAP IBP will enable more agile and data-driven energy planning, supporting DLA's mission-critical operations.

(21) The Integration Council (IC) achieved significant efficiencies through consolidation of redundant Tier 3 governance bodies. Specifically, Robotic Process Automation (RPA) Steering Committee and Data Sharing Automated Programming Interfaces (APIs) were

integrated, resulting in a 50% reduction in the number of governance entities and a corresponding decrease in stakeholder meeting attendance requirements. The IC actively participated in several functional process improvement initiatives, including those impacting R&D. A key accomplishment was the enhancement of the SPM demand process, incorporating RPA demands to streamline approval workflows. This intervention yielded a substantial 70% reduction in approval lead time.

d. Partnerships

J6 seeks to foster interoperability across the Department and the Whole of Government.

(1) The DLA & DCMA AI/Fraud Prevention Working Group, led by DLA's J6 and J3, focused on sharing DLA's AI/Fraud Prevention models and their results with DCMA. This collaboration aimed to strengthen fraud prevention capabilities in both organizations.

(2) J6's EDM Data Quality team completed a pilot program in partnership with DLA Finance (J8), establishing a comprehensive Data Quality program using J8 data. Key accomplishments included development of a robust data profiling tool and a definition of business rules for critical Finance tables, laying a strong foundation for expanding Data Quality efforts across additional data domains.

(3) In February 2025, DLA and DCMA's CDAOs presented two collaborative data sharing and AI efforts. One project focused on AI-driven fraud detection to mitigate vendor risk, while the other, a DLA Acquisition (J7)-led pilot, aimed to improve commerciality determinations and price reasonableness for DLA procurements. J6 anticipates this AI Commerciality Pricing pilot to expedite acquisition timelines, reduce administrative burdens, and optimize life cycle sustainment costs.

(4) J6 DEDSO continued critical support by addressing critical gaps in G-Invoicing, developing new DLMS transactions for FLIS modernization, and supporting WMS deployment through transaction testing, addressing emerging requirements, and enhancing interoperability with FEMA and USTRANSCOM.

(5) DEDSO and DAAS advanced DLMS adoption through transaction reporting, LOGIT-PCAT integration, improved change coordination, and prioritization of key requirements like SFIS, SLOA, and G-invoicing. These efforts support DOD-wide standardization, enabling future AI-driven logistics capabilities.

(6) J6 developed a QLIK dashboard creating a 3D Digital Twin of the DLA Disposition Services warehouse, leveraging modeling and simulation in a virtual environment. This tool provides recommendations for optimizing warehouse operations, saving DLA time, money, and resources.

(7) J6 implemented a significant improvement to streamline the processing of EBS generated Local Stock Number (LSN) Material Master (MM) Records in WMS in Q1 FY 2025. This enhancement enables the systematic transfer of EBS Local Stock Number (LSN) information to WMS, resulting in a reduction of Intermediate Documents (IDocs) and a decrease in the manual processing of EBS-generated LSN MM Records within WMS. This optimization improves data flow and reduces manual effort, enhancing overall operational efficiency.

(8) J6 updated EBS in Q1 FY 2025 with Federal Procurement Data System (FPDS) service pack changes, including validation logic and definitions, to ensure ongoing compliance with policy and regulation. These system enhancements are crucial to reducing the

occurrence of missing actions, drafts, and errors reported by FPDS, improving the accuracy and reliability of procurement data.

(9) The Technical Data Management Transformation (TDMT) initiative achieved a key milestone with the successful completion of a System Interface Technical Requirements Review with the Army in Q2 FY 2025. Coordination with Army advanced manufacturing SMEs enabled a comprehensive review of engineering data transmission requirements between the service branch and DLA's TDMT platform. This thorough requirements and process review has established a solid foundation for the next phase of engineering work, focused on establishing robust connectivity between the systems.

(10) Nine WMS distribution site retrofits were completed successfully, resulting in increased storage efficiency, complete asset accountability, and consolidated outbound shipment capabilities that surpass previous iterations. These enhancements, implemented across all quarters of FY 2025, optimize warehouse operations and improve overall supply chain performance.

(11) J6 strategically expanded WMS capabilities by deploying WMS to three additional distribution sites in Norfolk, San Joaquin, and Germany. These deployments increased operational efficiency, improved inventory accuracy, and streamlined warehouse processes, contributing to a more responsive and resilient global supply chain.

(12) The DAI PMO earned significant recognition for its exceptional work in modernizing financial systems and driving digital transformation. The Society of Defense Financial Management (SDFM) awarded DAI the prestigious 2024 Financial Systems/Digital Transformation Team Award, recognizing the PMO's hard work and accomplishments. DAI's selection as the winner over nominations from military components, the Fourth Estate, and industry underscored the significant impact and value of their efforts.

6. Closing Remarks

I hope you have enjoyed reading about J6 contributions to the agency's advance toward reaching its goals during FY 2025. I'm proud of the work we have done and are doing in progressing modernization efforts while optimizing IT infrastructure and architecture worldwide 24/7 for DLA. Your J6 team is a capable and motivated proponent of modernization, moving forward!

Defense Logistics Agency

DLA Acquisition (J7)

Fiscal Year 2025 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 FY25 Annual History. I am exceedingly proud of this team and organization that enables the effective and efficient operation of DLA's critical procurement mission.

The pages that follow demonstrate the scope, breadth and reach of DLA's acquisition mission. Also captured are the highlights and significant achievements of the J7 organizations and divisions. It is my hope that all readers will find the information to be valuable.

A handwritten signature in black ink, appearing to read "Matthew R. Beebe".

MATTHEW R. BEEBE
Director, DLA Acquisition

1. Introduction

This DLA Acquisition Annual Historical Report is a narrative summary of the organizational events and actions J7 took over the course of Fiscal Year 2025 (FY 2025) to execute its mission of sustaining Warfighter readiness and lethality by delivering proactive global acquisition solutions in peace and war. The report summarizes high-level Agency performance for the entire DLA Acquisition Enterprise and is written around J7 organizational missions and functions, and activities and initiatives covered by foundational governance documents such as the DLA Strategic Plan, the J7 Annual Operating Plan (AOP) and the J7 Acquisition Road Map (ARM).

2. Organization

a. J7 is comprised of three distinct organizational units

(1) J7 Headquarters (HQ)

DLA's Acquisition Directorate and staff element. Responsible for providing HQ guidance and oversight of DLA's acquisition workforce and procurement system. Provides support to J7 Director and Deputy Director to carry out their executive function roles, including Senior Procurement Executive (SPE), Component Acquisition Executive, Head of the Contracting Activity, Senior Services Manager (SSM), Competition Advocate and Enterprise Business Cycle Owner.

(2) DLA Contracting Services Office (DCSO)

One of two operational components of J7. Supports internal Agency business operations through its contracting capabilities. Responsible to plan, organize, direct, and manage procurement and contract administration for the acquisition of highly-specialized Electronic and Communication Services, Research and Development, Logistics Management Services, Knowledge-Based Services, Facility Related Services and Financial Management Services, and materials in support of DLA internal operations and to other federal agencies customers.

(3) DLA Strategic Materials

One of two operational components of J7. Operates the Defense National Stockpile and supports U.S. Government efforts to decrease and preclude dependence upon foreign sources or single points of failure for strategic materials in times of national emergency. Provides for acquisition and retention of stockpile materials; conversion and upgrade of stockpile materials to prevent obsolescence; development and qualification of domestic sources of strategic materials; recycling of strategic materials from end-of-life Government items and disposal of excess stocks for operational funding.

b. The J7 organizational structure and current leadership is depicted in the below chart (current as of September 30, 2025):



c. FY 2025 Organizational and Personnel Changes

(1) FY 2025 marked a significant transformation for J7 and the entire federal workforce. In March, the Secretary of War mandated a Department of War (DoW) wide civilian structure realignment focused on warfighter readiness, eliminating redundancies, flattening hierarchies, and digitizing manual processes. J7's realignment included the elimination of two divisions (AMP and J74), division portfolio adjustments, and personnel reassignments.

(2) Key Senior Executive Service members' participation in the Deferred Resignation Program (DRP) led to leadership changes. Mr. Atwood, J7 Deputy Director, was detailed to DLA Energy as Acting Deputy Commander. Ms. Joy Mullori was selected to serve as Acting J7 Deputy Director beginning in June 2025.

(3) CAPT Kevin McNulty, J7 Chief of Staff, departed for Command, Naval Forces Korea in May 2025 and was succeeded by Col Wardrias Little.

(4) Ms. Leigh Ann Massey replaced Ms. Erin Ralph in September 2025, who departed via DRP as J71 Division Chief.

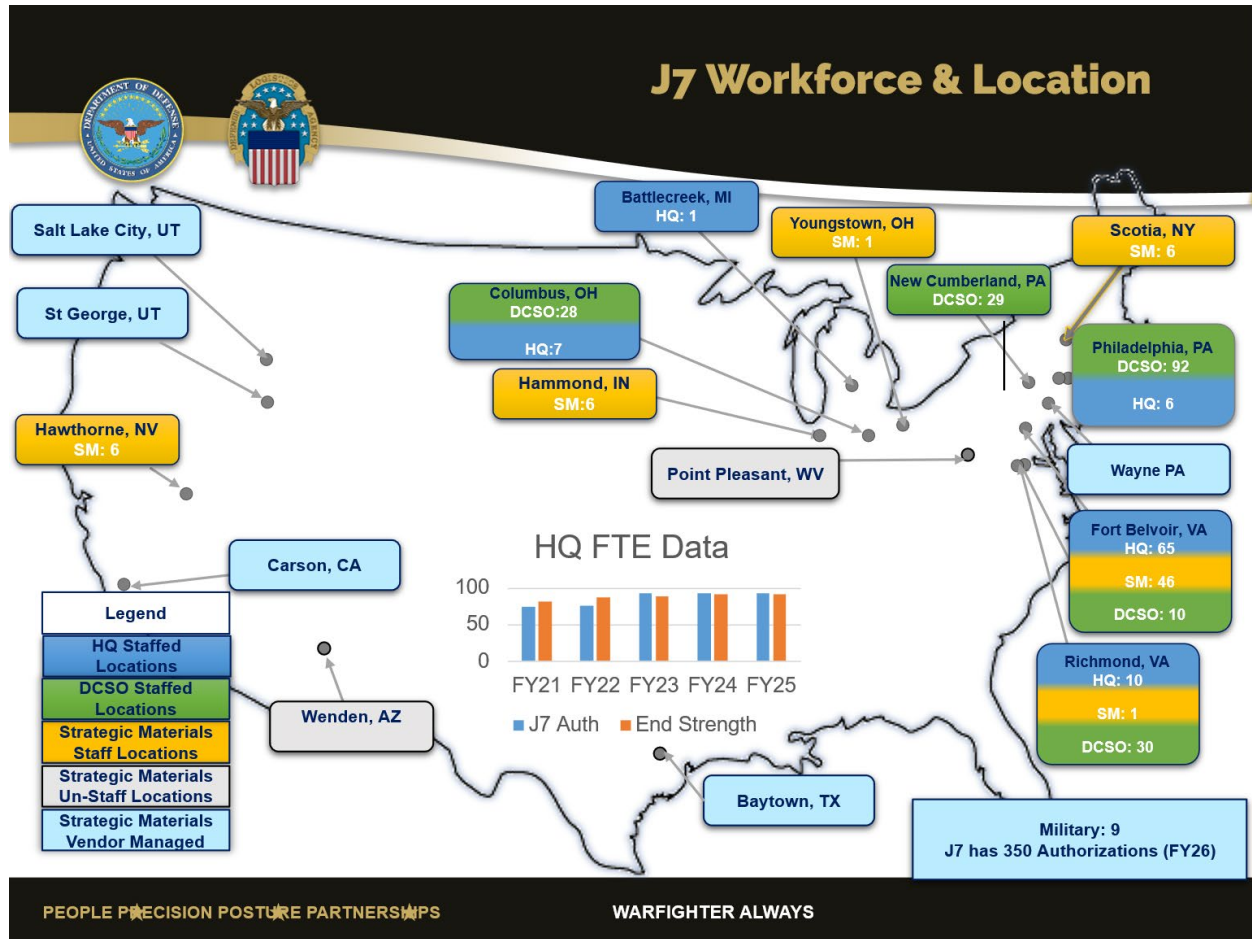
(5) Ms. Amarilis Cartagena became J72 Division Chief in February 2025, following Ms. Kathy Hammer-Wells retirement in December 2024.

(6) Personnel changes within the J7 directorates continue with CAPT Jason Morgan joining J7 as J73 Division Chief in August 2025.

(7) Mr. Ronnie Favors, former Administrator of the National Defense Stockpile and Director of DLA Strategic Materials, was inducted into the DLA Hall of Fame in July.

(8) To support civilian workforce shaping, OPM and DoW offered a DRP. Twenty one (21) J7 employees (~6%) accepted the DRP and left federal service.

d. J7 has personnel physically located across the United States as depicted below:



3. Key Personnel

a. Key personnel (GS15/O6) and their dates of tenure:

Name	Current Position	With SM/DCSO/J7 Since:
Matthew Beebe	J7 Director (2014 to Present)	2011
George Atwood	J7 Deputy Director (Jan 2023 to Present)	2023
Joy Mullori	Acting J7 Deputy Director (Jun 2025 – Present)	2012
Col Wadrias Little	J7 Chief of Staff (May 2025 to Present)	2023
Kim Villarreal	Chief, ASG (Jul 2018 to Present)	2007
Leigh Ann Massey	Chief, J71 (Sep 2025 to Present)	2025
Amarilis Cartagena	Chief, J72 (Feb 2025 to Present)	2025
CAPT Jason Morgan	Chief, J73 (Aug 2025 to Present)	2025
Melvin Croll	Chief, J76 (Jan 2024 to Present)	2023
Col Greg Smith	Deputy Chief, J76 (Jul 2024 to Present)	2024

Mickey Zayas	Chief, J78 (Aug 2013 to Present)	2001
Tim Stark	Chief, J79 (May 2018 to Present)	2008
Sharon Croll	Warstopper PM (Jun 2022 to Present)	2014
Joe Marquis	Director, DCSO (Apr 2022 to Present)	2011
Mike Yacobacci	DCSO-P Site Manager (Jul 2022 to Present)	2012
Steven Resweber	DCSO-FRC Site Manager (Mar 2014 to Present)	2014
Eric Mata	Director, DLA Strategic Materials (Mar 2022 to Present)	2014
Terry Leland	Deputy Director, DLA Strategic Materials (Jun 2022 to Present)	2015
Gary Porter	Director of Material Management, DLA Strategic Materials (May 2013)	1991
Theresa Inman	Director of Strategic Planning and Market Research, DLA Strategic Materials (Sep 2022)	2003

b. DRP and Employee Turnover

The DRP allowed participants to resign from their positions while continuing to receive full pay and benefits until September 30, 2025, or their established retirement date. Twenty-one J7 employees (approximately 6% of the J7 workforce) accepted the DRP offer. The impact of the DRP varied across J7 organizations:

- (1) DCSO – 4 employees (~2% of the DCSO workforce)
- (2) J7 Headquarters – 16 employees (~17% of the J7HQ workforce), including 2 Division Chiefs
- (3) Strategic Materials – 1 employee (~2% of the SM workforce)

4. J7 Strategic Management Approach

DLA Acquisition has a very robust Culture & Climate Program through which the organization builds its strategic plans and drives organizational and process improvement to achieve its vision of performing as a High Performing Organization. With the discontinuation of Denison Culture survey and Federal Employee Viewpoint Survey, the DEOCS became the foundational workforce feedback source that supports J7's ongoing analysis of its capabilities and informs strategic planning efforts.

In addition to the DLA Strategic Plan, the J7 DOP, and its Culture & Climate Roadmap, J7 is guided by the internally developed ARM. The ARM was first developed in 2015 to guide the organization's actions and remind employees of the J7 strategic intent of maintaining "deliberate focus on executing the right things, the right way, for the right reasons." It is a complement to the DLA Strategic Plan and includes all J7 AOP initiatives as well as continuously monitored key performance metrics linked to J7 missions and functions. J7 maintained quarterly ARM Dashboard Reviews throughout FY 2025. The Dashboard, accessible to all J7 employees, continues to be a key management tool for J7, reinforcing program ownership and accountability for J7 action officers.

5. Historical Narrative

a. FY 2025 Enterprise Business Summary

J7 HQ provides oversight and guidance to enable effective operation of the DLA Acquisition Enterprise. The size and scope of that enterprise is reflected in the Agency's overall procurement activity, primarily through contract obligations and contract actions.

(1) Contract Obligations: \$55.4 billion (including \$7.502 billion for Depot Level Repairables)

(2) Fiscal Year Five-year trend

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Service	\$ 3.2 B	\$ 3.8 B	\$ 4.3 B	\$ 4.7 B	\$ 5.1 B
Supply	\$ 35.8 B	\$ 44.5 B	\$ 46.2 B	\$ 48.4 B	\$ 50.3 B
Obligations	\$ 39.0 B	\$ 48.3 B	\$ 50.5 B	\$ 53.1 B	\$ 55.4 B

(3) FY2025 obligations by organization

SUPPLY CHAIN	FY 2024	FY 2025	% Change	% Agency Obs
DCSO	2.308	2.258	-2.16%	4.07%
DLA AVIATION	8.780	10.384	18.27%	18.74%
DLA DISPOSITION SRVS	0.142	0.137	-3.52%	0.25%
DLA DISTRIBUTION	0.425	0.459	8.00%	0.83%
DLA ENERGY	13.365	9.626	-27.98%	17.37%
DLA LAND	3.426	3.384	-1.23%	6.11%
DLA MARITIME	2.154	2.983	38.49%	5.38%
DLA TS - C&E	9.124	10.666	16.90%	19.25%
DLA TS - C&T	1.872	2.156	15.17%	3.89%
DLA TS – MED	8.493	10.030	18.10%	18.10%
DLA TS – SUB	3.015	3.333	10.55%	6.01%
Grand Total	53.104	55.416	4.35%	100.00%

*In billions

(4) DLA Troop Support represents approximately 47% of the Agency's contract obligations. All Troop Support supply chains experienced notable growth in contract obligations over FY 2024.

(a) Subsistence: A supplemental meal, ready-to-eat award (~\$231 million for an additional 1.8 million cases) – and the award of guaranteed minimum quantities for Guam & Japan (\$90 million) were the primary driver behind the increased obligations.

(b) Clothing and Textiles: An effort to increase safety levels for go to war items and recruit training items, as well as a purchase for non-domestic cloth (due to unavailability) contributed to the increase in contract obligations.

(c) Medical: The increase in Medical obligations is partly attributable to an increase in spending on pharmaceuticals due to more offerings for specialty drugs and an increase in E-CAT offerings.

(d) Construction and Equipment: C&E obligations continued trends of prior years, increasing in response to customer demands and requests for rapid acquisition support at year-end.

(5) Aviation and Maritime both significantly increased obligations over FY 2024, while Land decreased slightly.

(a) The increase in both Aviation and Maritime is partly attributable to an increase in requirements from the DLR mission transferring back to DLA from the Navy, and in the case of Aviation, an approximate doubling of assisted acquisition support to PEO/PM customers, from \$845.5 million in FY 2024 to \$1.776 billion in FY 2025 (\$1.1 billion awarded within the last 10 days off the fiscal year.

(b) In addition to the increase from Navy DLR spend, Maritime attributes the significant increase in obligations to focus on working through backlogged requirements.

(c) Maritime cites the focus on workforce development, training, establishment of an “Acquisition Flexibilities” Team to streamline processes and expand authority to more personnel, and execution of prioritized buying activity as a reason for the increase in contract obligations.

(d) In FY 2024, Energy obligations represented 25% of overall Agency spend. For FY 2025, Energy’s share of Agency obligations was the fourth largest by supply chain at 17.37%. Energy obligations were \$3.739 billion less than FY 2024, which was attributable to a decrease in fuel prices (15%) and product cost (13%), as well as a decrease in dollars per action.

(6) DLA’s service contract obligations (DCSO, DLA Distribution and DLA Disposition) remained stable at 5% of Agency obligations. DCSO obligations have been over \$2 billion for the last two years. Services were the major driver of DLA Distribution’s spend (85% of obligations and 8% over FY 2024), including critical acquisitions for hazardous material support at DLA Aviation Cherry Point, the Global Distribution Expeditionary Contract for DDSP and DDJC support.

b. DLR Obligations

DLR Obligations are captured above within the DLA Aviation, DLA Land and DLA Maritime supply chains. DLR obligations account for approximately 13.54% of Agency obligations. DLR obligations trends:

DLR Obligations	FY21	FY 2022	FY 2023	FY 2024	FY 2025
	\$ 2.61 billion	\$ 4.23 billion	\$ 5.90 billion	\$ 5.91 billion	\$ 7.50 billion*

**DLR obligations are reported by contracting activity rather than funding source. Totals include some funding for non-DLR assisted acquisitions and some limited spares support. The FY 2025 figure includes \$528 million in working capital funded procurements for spares.*

c. Material Prices

(1) Contract obligation increases displayed above may be somewhat attributable to higher than historical inflation.

(2) For the economy in general, Bureau of Labor Statistics data concerning the Consumer and Producer Indexes (CPI and PPI) are showing that FY 2025 inflation levels continue to moderate from inflationary peaks of 2021-2022.

(3) The PPI for final demand less foods, energy, and trade services rose 2.6% percent for the trailing 12 months in August 2025.

(4) The CPI for All Urban Consumers rose to 2.9% over the trailing 12 months in August 2025.

(5) DLA is still experiencing higher inflation across the board, as compared to standard economic indicators.

(6) Based on the tracking of 649,300 NSNs (minus Energy) - DLA change from Q3FY 2024 to Q3FY 2025 is 10.18%.

(7) Aviation, Maritime, Land, and C&E continue to experience higher inflation:

(a) Aviation - 12.92%

(b) Maritime - 10.09%

(c) Land - 9.43%

(d) C&E - 8.48%

(8) Subsistence, Medical, and C&T experienced more moderate inflation:

(a) Subsistence - 2.94%

(b) Medical - 4.75%

(c) C&T - 5.48%

(9) Contract prices are impacted by several factors, including the availability of raw materials, overhead costs, supply chain costs, competition, quantity fluctuations and not buying direct from Original Equipment Manufacturers (OEMs). Inflation impact is tied mostly to the prices of material, transportation, and labor.

(10) Since the inflationary peaks of 2021-2022, there continues to be uncertainty and risk related to follow-on contract pricing and negotiations for both the Government and Industry. DLA expects that acquisition price impacts will continue to be seen for several years, as long-term contracts expire and are renewed.

(a) Pricing is expected to be higher as the recent years inflationary impacts are incorporated into new contract pricing.

(b) Some contractors remain apprehensive about entering into longer term contracts with DLA due to the inflationary unknowns.

(11) The tariff environment will continue to be monitored for price impacts. The implementation and scope of tariffs continue to evolve based on emerging geopolitical factors.

d. Price Benchmarking Initiative

To assess DLA's price competitiveness for material acquisition, DLA partnered with an independent commercial entity to benchmark DLA prices paid against those paid by commercial and other government customers.

(1) Of DLA's ~\$40 billion in material spend, ~65% (~\$26 billion) is commercially benchmarkable (e.g., food, clothing, fuel), while ~35% (~\$14 billion) is military-specific and not comparable (e.g., weapons system parts).

(2) Based on a sample of \$12.8 billion (32%) of FY 2024 spend, ~94% was in line with or beat commercial benchmarks – 64% outperformed and 30% was in line.

(3) Based on the sampled spend alone, DLA is offering customers ~\$6 billion in buying power, which could be extrapolated to ~\$6-9 billion across the entire benchmarkable portfolio, covering DLA's operational costs while providing material readiness across the Services.

(4) DLA has opportunities to optimize pricing for select items across all supply chains, collaborate with large federal partners to increase purchasing power in areas where DLA lacks market-scale advantages (particularly in Class I and VIII), and reduce costs by driving customer preference towards more cost-effective items where comparable and appropriate.

(5) DLA is taking direct action to address the ~6% of spend above benchmarks (incl. partnering with the VA/DHA for better medical prices, holding multi-award C&E bids, and collaborating with USDA to increase buying power in produce).

e. Contract Actions and Methods

Remained steady at 3.9 million awards, ~11,000 per day; automation remains key for handling volume and velocity, with Long Term Contract delivery orders processing in 0.51 days and fully automated awards in 23 days.

(1) DLA contract obligations represented 10.70% of DoD obligations in FY 2025.

(2) Yet, in terms of volume, DLA dwarfs all other DoD organizations. DLA awards 7.6 times the number of actions as the all the Military Services combined – automation and standardization are Agency force multipliers. When excluding USTRANSCOM orders, 86% of all DoD contract actions were awarded by DLA.

(3) Contract Automation: 93.7% (of DLA actions) are fully automated (no human intervention)

(4) Long-term Contract (LTC) Delivery Orders (inclusive of Prime Vendor): 93.7% of actions and 83.9% of obligations

(5) LTC Delivery Orders (Hardware only): 74.8% of actions and 43.6% of obligations.

(6) Utilization of LTCs continues to be the most efficient, cost-effective mechanism for supporting high demand/frequency items, thus an Agency focus on increasing use of LTCs when appropriate. DLA increased the number of hardware items on LTC from 319,495 in September 2023 to 309,567 in September 2024 to 266,815 in September 2025.

(7) The percentage of fully automated awards decreased slightly in FY 2025, leading to an enterprise focus on actions that can be taken to maximize throughput, while still addressing various elements of risk (price, delivery, quality, etc.)

f. DLA Supplier Base

DLA's Supplier Base remained steady from FY 2024 at approximately 8,500 vendors. The percentage of DLA suppliers that are Small Businesses has stayed roughly consistent at about 80%.

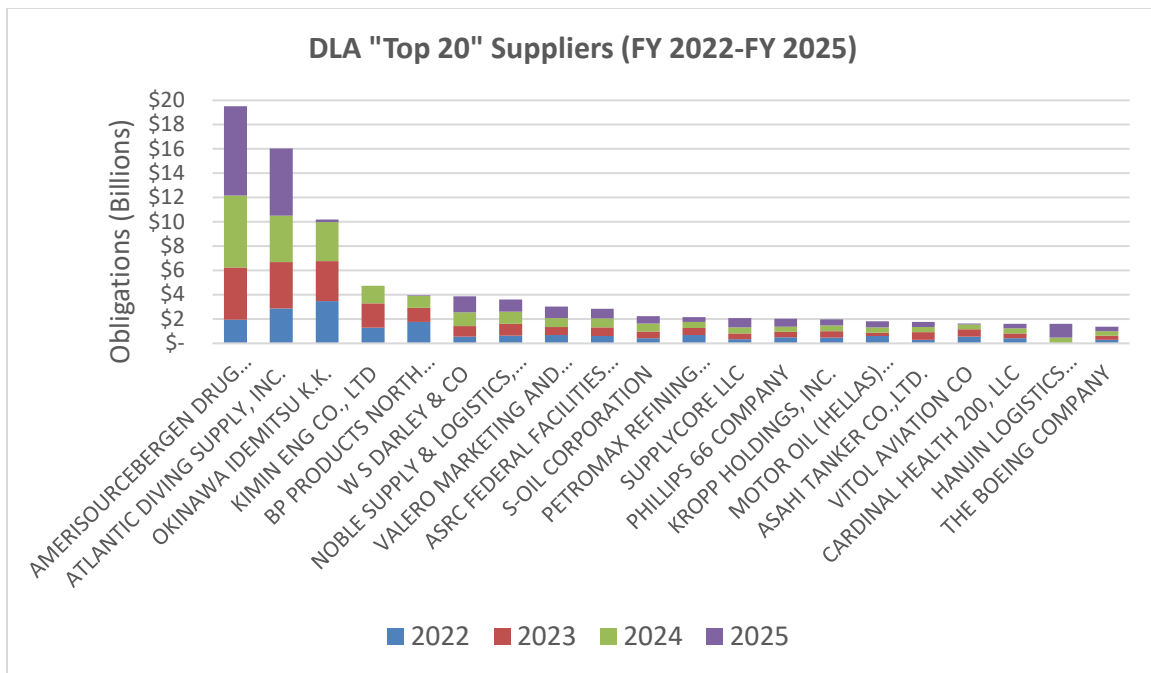
(1) Since 2016, DLA has seen a steady decrease in the number of vendors in its supplier base, from a high of about 6% loss from FY 2019-FY 2021 during the COVID-19 pandemic and associated supply chain disruptions, to approximately 4% from FY 2022 to FY 2023.

(2) FY 2024 to FY 2025 was the first year where the DLA supplier base actually increased, albeit only slightly, since DLA began tracking.

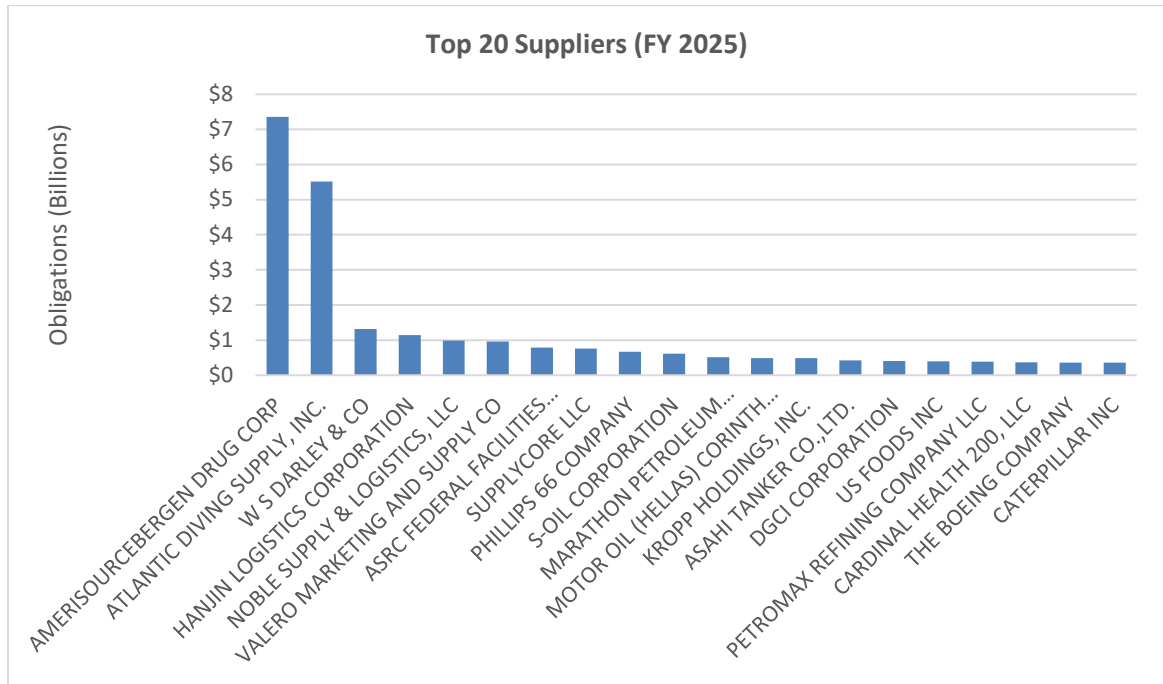
(3) Overall, DLA spend remains highly concentrated with nearly 63% of contract obligations going to 1% of suppliers.

(4) The chart below depicts DLA's "Top 20" suppliers by spend for the past four fiscal years. The population is heavily dominated by vendors from the Energy and Medical sectors, as well as supply chain integrators that support the C&E supply chain.

**Supplier count of 8,500 based on the count of companies that had positive obligations with DLA over the past year.*



In comparison, the following chart illustrates DLA's Top 20 Suppliers based on just FY 2025 spend. Of note, four major OEMs (Raytheon, GE, Lockheed Martin, and United Technologies) were in the Top 20 in FY 2024, but not FY 2025.



g. Small Business

Exceeded prime contracting goal for the 13th consecutive year and obligated highest amount ever.

Small Business Category	Obligations (in billions)	Percent Achievement	Goal %
Small Business Primes	\$22.60	46.06%	37.30%
Small Disadvantaged Business (SDB)	\$4.15	8.47%	5.00%
Woman-Owned Small Business (WOSB)	\$2.55	5.21%	5.00%
Service-Disabled Veteran-Owned Small Business	\$1.32	2.69%	5.00%
HUBZone (Historically Under-Utilized Business Zone) Small Business	\$1.43	2.92%	3.00%

**Subject to change - data snapshot as of October 15, 2025. DOW continues to capture reporting data for FY 2025 performance until FY 2026 Q1 to capture data fluctuations in SAM.gov.*

(1) DLA contributes significantly towards DoD being able to exceed the Department goal (23.90%, \$98.9 billion against a 23.17% FY 2025 goal). DLA obligations accounted for 11.84% of overall DoD spend and 22.85% of the Department's FY 2025 small business obligations.

(2) DLA initiated two new Key Performance Indicators (KPI) in FY 2024 - New Entrants (based on OMB's criteria and tracked as part of the DLA Strategic Plan) and Socioeconomic Program Set-Asides.

(a) DLA increased new entrants by 20% from 794 (in FY 2024) to 959, of which 813 were small businesses (in FY 2025).

(b) Small business socioeconomic program set-asides obligations increased by 31% from \$551 million to \$720 million. Ability one set-aside obligations increased by 7% from \$808 million to \$862 million. Combined socioeconomic and Ability one set-asides exceeding the FY 2025 KPI by 23%. DLA implemented specific strategies designed to increase small business participation as follows:

h. Competition

DLA buys mostly competitive items & services – 81.1% (\$44.92 billion) of obligations; in comparison, the overall DOD competition rate ranges between 50-60%.

(1) Competition remained relatively consistent with FY 2024 (82%), and still exceeding DOD goal (80%).

(2) Competition was primarily consistent with fluctuations in non-competitive spend categories.

(3) Obligations to sole source OEMs accounted for 76.5% of the Agency's non-competitive spend.

(4) For FY 2025, while other areas remained stable within the non-competitive spend arena, OEM sole source obligations increased 11.59% from \$6.9 billion to \$7.7 billion. Additionally, bridge contracts (extensions of existing contracts that are not offered for competition) increased 21%, rising from \$751.2 million to \$905.4 million. The majority of bridge contracts stemmed from acquisition delays unrelated to protests, primarily due to the failure to finalize new awards promptly.

(5) Goals and achievement by Supply Chain:

Supply Chain / Contracting Activity	Goal	Result
DLA Disposition Services	86.5%	88.31%
DLA Distribution	88%	91.95%
DLA Troop Supt C&T	71.62%	74.79%
DCSO	82%	88.34%
DLA Maritime	77%	95.39%
DLA Troop Supt SUB	78.42%	78.83%
DLA Land	67%	65.96%
DLA Energy	93%	97.23%
DLA Troop Supt MED	68%	97.42%
DLA Aviation	19.29%	34.23%
DLA Troop Supt C&E	94.17%	97.31%
Agency	80%	81.1%

(i) AbilityOne

DLA once again was among the federal government's strongest AbilityOne supporters (2nd highest across the federal government), obligating a total of \$802 (\$55 million over FY 2024 and highest ever total) to AbilityOne suppliers for various items.

(1) DLA procured \$692 million in products and \$110 million in services. In total, AbilityOne Program awards represented 2.3% of DLA spend, exceeding the Agency self-directed goal of 1.5%.

(2) Troop Support C&T remains the biggest share of DLA spend, with \$504 million and 63% of enterprise AbilityOne spend. Efforts to increase AbilityOne support included Distribution Warehouse Management and manufacturing support for no-bid parts. Below depicts the top five types of products procured through AbilityOne.

Product or Service Code	Dollars Obligated	100% of Total Spend
8415 - Clothing special purpose	\$338,345,782.28	42.18%
3990 - Miscellaneous Materials Handling Equipment	\$115,167,180.01	14.36%
8405 - Outerwear, Men's	\$35,026,266.29	4.37%
8465 - Individual Equipment	\$20,770,244.06	2.59%
6135 - Batteries, Nonrechargeable	\$18,736,213.95	2.34%

(3) The Agency maintains an Ability One Representative (ABOR) network which consists of representatives from HQ J7 (agency lead) and each MSC/contracting activity. ABORs advocate federal buying in accordance with mandatory source contracting procedures, engage with the workforce to build use of the Program, and offer feedback to the U.S. AbilityOne Commission to improve the value of the Program. Mr. Beebe has been presidentially appointed as an AbilityOne Commissioner.

6. FY 2025 Overarching Themes

One of the primary external influences on J7 activities were the multitude of Executive Orders and other Administration directives that were a result of the 2024 Presidential election. Specifically, J7 led efforts to respond to or take action in support of the following Executive Orders and directives which had the most impact on Department acquisition, requiring response or action by J7:

- a. EO 14222 "Department of Government Efficiency Cost Efficiency Initiative" and Secretary of Defense memorandums dated May 27, 2025, on Contracted Requirements Reviews
- b. EO 14240 "Eliminating Waste and Saving Taxpayer Dollars by Consolidating Procurement"
- c. EO 14271 "Ensuring Commercial, Cost-Effective Solutions in Federal Contracts"
- d. EO 14275 "Restoring Common Sense to Federal Procurement"

Of particular note, EO 14275 initiated what will be the most significant change to the federal acquisition regulatory structure in decades. Under the EO, the Federal government is undertaking

the first-ever comprehensive overhaul of the FAR – the Revolutionary FAR Overhaul (RFO). Led by the Office of Federal Procurement Policy and the Federal Acquisition Regulatory Council (FAR Council), this initiative will return the FAR to its statutory roots, rewrite it in plain language, and remove most non-statutory rules. In addition, non-regulatory buying guides will provide practical strategies grounded in common sense while remaining outside the FAR. Throughout FY 2025, J72 has participated in this review and in the coming year will be responsible for its roll-out to the DLA contracting activities.

There was continued interest in the role DLA can play in supporting Whole of Government efforts to increase domestic procurement and build industrial resiliency in critical supply chains. J7 leadership engaged frequently with officials from Congress and the Administration, to include the Made in America Office, informing them of DLA’s expertise and strong industry relationships, specifically as it relates to clothing & textiles and critical and strategic materials.

There were also several internal themes that drove J7 activity throughout FY 2025. That includes J7’s creation of its “Off-the-Plate” initiative, building off the theme of the Agency’s Mission Validation and Review Process. Under this initiative, J7 leadership and staff solicited suggestions of policies, processes or other activity to eliminate or streamline. Suggestions were reviewed by SMEs and recommendations on what to eliminate or streamline were presented to the J7 Director for decision. J7 plans to continue this process in an effort to continuously improve the overall efficiency and effectiveness of the DLA acquisition enterprise.

The Director’s focus on training and testing capability via exercises was another overarching theme in FY 2025. The exercise focus resulted in the drafting of a detailed policy on the succession of acquisition authorities in the event of an emergency, an “acquisition authorities” playbook that serves as a reference for exercise participants and a doubling of acquisition “injects” for Global Thunder and Elite Constellation. In FY 2026, J7 will be responsible for integrating industry involvement in future DLA exercise.

7. J7 Organizational Summaries

a. DCSO

FY 2025 marked the second consecutive year that DCSO exceeded total obligations of \$2 billion, ending with \$2,257,833,527. DCSO awarded a total of 11,933 actions in support of DLA operations in FY 2025.

Small Business Overall: 50.21% (Goal 50%)	Woman-Owned: 15.45% (Goal 10%)
Small Disadvantaged Business: 27.49% (Goal 25%)	Hub Zone: 2.30% (Goal 3%)
Service-Disabled Veteran-Owned: 13.63% (Goal 10%)	Competition: 90.04 (Goal 82%)

Highlights from the contracting activities illustrate the expansive range of requirements that DCSO supports for DLA operations, including some of the most critical, strategic and highly visible in the Agency. DCSO contract actions support both day-to-day operations, as well as the Agency’s long-term strategic business transformation efforts.

Notable acquisitions included the DLA Enterprise Platform Support Services (ServiceNow), FedMall sustainment & development support, STORES modernization and rationalization, ERP Execution (upgrade to S/4 High Performance Analytics Appliance (HANA) Cloud), Warehouse Management System deployment & sustainment, Federal Logistics Information System modernization and the first DLA Enterprise Operational Technology (OT) Pillar contract vehicle.

Collaboration between DCSO and Strategic Materials increased even more in FY 2024 as DLA was tasked with executing acquisition strategies and plans to acquire critical materials funded via additional the \$2 billion from the reconciliation bill. DCSO stood up a NDS Rapid Acquisition team to award the IDIQ vehicles and spot buys to enable the purchase of material as soon as funding is provided to DLA, demonstrating DLA's commitment and support to this national priority.

DCSO-Philadelphia also awarded 94% of its competitive J6 Enterprise Technology Services (JETS) awards in less than 85 days, and 100% of non-competitive JETS awards in less than 45 days, exceeding the 85% target for those metrics. JETS is DLA's most widely used service contract vehicle for IT support, representing 35% of DCSO's requirements.

DCSO also provided critical customer support and contracting expertise to Agency requirements owners who were asked through Department of Government Efficiency (DOGE) reviews to justify their requirements, ensuring there were no delays to procurement actions. As part of the Agency's MVRP process, DCSO discontinued assisted acquisition support to the Defense Contract Audit Agency.

b. DLA Strategic Materials

DLA Strategic Materials has been delegated operational responsibility for managing the National Defense Stockpile (NDS). As the field operator of the NDS, DLA manages NDS inventories, upgrades existing stocks to prevent obsolescence, sells materials excess to NDS needs, executes environmental remediation activities, acquires critical materials, qualifies domestic sources of supply, and recycles critical materials from end-of-life or excess government items. DLA Strategic Materials also provides economic and supply chain analysis to the Office of the Secretary of War and other whole of government (WOG) partners. In FY 2025, DLA Strategic Materials managed \$987 million in critical/strategic materials (54 materials). Significant FY 2025 activities:

(1) Financial Audit

In February 2025, the National Defense Stockpile Transaction Fund (NDSTF) received an Unmodified ("Clean") Audit Opinion on its financial statements. This meant the opinion was issued without any modifying statements or scope limitations that would indicate concern or exception in any areas. The DoW goal for the NDSTF was to achieve a "modified opinion," but through dedication and perseverance, DLA exceeded expectations.

(2) Congressional Reporting and Engagement

Delivered the FY 2024 National Defense Stockpile Annual Operations and Materials Plan, the Strategic and Critical Materials 2025 Biennial Report on Stockpile

Requirements, the 2025 Briefing on Shortfall Requirements, and the FY 2025 NDAA, Section 1411 Report: Restoring the NDS. Engaged frequently with Congressional staff to address RFIs and closed four DLA-SM specific critical gaps reported in GAO-24-106959, “NDS: Actions Needed to Improve DoD’s Efforts to Prepare for Emergencies.”

(3) War Department and WOG Support

As subject matter experts, SM provided inputs on DLA-SM’s investment pathway for the National Defense Stockpile for the Critical Minerals Task Force led by OUSW(A&S). Drafted memorandums and documentation for White House and senior DOW leadership on NDS acquisitions. Led intergovernmental and DOW wide interactions pertaining to critical materials with USGS, OSC, DOC, DOE, DOI, DOS, FBI, and WH CEA. Organized external engagement with more than 50 companies and organizations including key rare earth element (REE) and REE magnet manufacturers and end users, and DOD primes impacted by NDS acquisitions and Chinese Export Restrictions. Engaged with Joint Munitions Command, OSD, AFRL, JPEO, and the Navy in an effort to get annual consumption, supply, price, and defense application data for all materials and critical chemicals that are produced at Holston Army Ammunition plant.

(4) Research and Development (R&D) and Qualification Efforts

Evaluated 41 proposals for DLA-SMs BAA Program. Made seven investments totaling \$5 million, fulfilling the allocated R&D budget. These included work on rare earth metallization and magnet production, domestic tungsten recovery and refining, energetic material qualification, fiber qualification.

(5) Sales Program

Completed twenty-six sales offerings resulting in 35 contracts realizing \$40.45 million: 96.49% of the FY 2025 sales goal.

(6) Acquisition of Strategic and Critical Materials

In July 2025, DLA SM was appropriated \$2 billion to improve the stockpile of critical materials and quickly moved forward awarding IDIQs to obligate this funding across more than 30 materials over the next two years. SM developed 19 rapid acquisition packages for the total of \$2.057 billion received in FY 2025. Eight contracts have been awarded totaling \$800 million, and \$51 million in delivery orders have been obligated. Following these 19 packages, DLA SM anticipates submitting 11 additional packages to DCSO for award by the end of the second quarter of FY 2026, maintaining the same “rapid” posture. Between FY 2025Q3 and FY 2026 Q4 DLA SM anticipates awarding a total of 30-40 contracts.

(7) Germanium Recycling and Recovery Program

Deliveries to date of 5N purity intrinsic metal Ge ingots are 4,396 kg. The current contract ends on October 1, 2026, and SM expects an additional delivery of approximately 7,040 kg of Ge in early FY 2026, for a total of approximately 11,436 kg of Ge over the life of the

contract. This program has drastically improved the recovery of Ge from DoW end of life items, preventing export of this strategic material to foreign entities.

(8) Mercury Repackaging Program

Successfully passed all Federal and State audits and had zero accidents or spills of the 4,438 metric ton inventory of mercury. Repackaged 3,016 35 Kg flasks into 104 new one-metric tons containers.

(9) Environmental Safety and Occupational Health System (ESOHMS)

Completed FY 2025 operations year with another year of zero OSHA recordable injuries. Conducted internal ESOH audit of all SM depots; ensured policies and procedures were accurate, complied with all regulatory requirements. Continued virtual monthly safety training. This allows all SM employees to get required safety training at one time.

(10) Philly Lab Project

Through the agreement between SM and DLA Troop Support's PTC in Philadelphia, SM sent samples to PTC to run trial analyses in a proof-of-concept analysis. Samples include cobalt, cerium carbonate, samarium/europium/gadolinium, tungsten ores and concentrates, electrolytic manganese metal, tantalum-niobium concentrate, and titanium 6-4 (Ti6-4), non-extra-low-interstitials. The PTC expects to have the proof-of-concept completed by the end of 2025.

(11) Somerville

SM provided oversight of the daily operations for the final leg of the remediation at Somerville and ensured regulatory compliance with federal, state (NJ), and local regulations and permit conditions. The project consisted of remediation of contaminated soil, treatment of contaminated water, and the restoration of the wetlands. The completion of the project moves the restored area into monitoring phase to ensure the wetland restoration is maintained in accordance with the post remediation permit conditions.

(12) Strategic and Critical Material Inventory Operations

In FY 2025 Strategic Materials received energetics, REEs, and base industrial metals into its inventory in EBS, with substantiating testing performed by EY.

c. J71

J71 provides plans, guidance, and direction to manage, oversee and sustain the agency's acquisition workforce (AWF) of over 9,500 employees. Contracting continued to be the largest functional area, with 3,982 employees coded, followed closely by Life Cycle Logistics at 3,367 employees and Engineering & Technical Management at 1,751 employees. The initial wave of professional certifications under the Back-to-Basics framework came due in FY 2025, marking a key milestone in the modernization of Defense Acquisition Workforce Improvement Act (DAWIA.) J71 focused efforts to ensure full compliance with DAWIA certification requirements and program/training offerings addressing unique DLA skillsets and priorities. Significant FY 2025 activities:

(1) In line with the Agency decision to disband Level 2 governance boards, the Acquisition Workforce Program Board was redesignated as the Acquisition Workforce Program Advisory Council (APAC). APAC functions as a working-level body, co-chaired by the Chief of Acquisition Workforce Development and Compliance and the Director of Human Capital Transformation. The council is charged with advancing strategic initiatives for strengthening and aligning the acquisition workforce across the enterprise. In its inaugural year, APAC prioritized developing supervisor training to support DAWIA requirements and strengthen workforce accountability. The training is in production and is scheduled for release in 2026.

(2) The DLA Enterprise employs an Acquisition Workforce of 9,491 professionals, representing approximately 40% of the agency's total workforce. Of the 9,491 acquisition professionals, 6,622 are currently DAWIA certified and 2,768 are actively working toward certification.

(3) DLA continues to strengthen its acquisition workforce through two strategic academic-industry partnership programs: the Acquisition Workforce Leadership Academy and the Industry Partnership Management Course (IPMC). Since 2023, the Acquisition Workforce Leadership Academy has trained approximately 29 DLA professionals across three cohorts. The IPMC has graduated over 500 employees since 2018, enhancing innovation and mission execution. In FY 2025, the IPMC course was redesigned to incorporate contested logistics into the curriculum, aligning with DLA imperatives and equipping the workforce with critical skills to operate more effectively in increasingly complex operational environments.

(4) DLA maintained 99.5% compliance rate for DAWIA certification and 99% compliance with requirements for Continuous Learning Points (CLPs), based on cycle ending Calendar Year 2023. The next CLP cycle will conclude December 31, 2025.

(5) J7 executed \$2.3 million in Defense Acquisition Workforce Development Account (DAWDA) funds, supporting programs and classes for the DLA AWF such as the AWF Leadership Academy, Industry Partnership Management Course, attendance at National Contract Management Association events, FAR Boot Camps, and developed training to enhance supervisor awareness and ensure compliance with statutory DAWIA requirements.

(6) During FY 2025, the KO warrant program terminated 272 warrants, issued 637 new warrants/certificates (up from 322 in FY 2024), administered 103 warrant tests and six MSC compliance reviews.

d. J72

The J72 Acquisition Policy and Pricing Division provides guidance and maintenance of procurement processes that support DLA's AWF. In FY 2025, J72 played a crucial role in ensuring compliant and effective procurement practices across DLA, particularly during a period of significant regulatory change driven by Executive Orders and the Revolutionary FAR Overhaul (RFO). Significant FY 2025 activities:

(1) Completed various Congressionally mandated reports related to contractor pricing.

(2) Issued 16 Procurement Letters, 7 deviations, 4 designations, and 3 delegation memos, requiring 4 DLA Master Solicitation and 3 DLAD updates. These actions clarified policies, improved efficiency, and ensured consistent application of procurement regulations.

(3) Facilitated the transition of critical compliance functions (CQR, APM, KO warrants) to J71, to provide comprehensive process reviews and support for the KOAT tool.

(4) Concluded a successful Army Aviation Critical Safety Item Pilot Program after three years of testing, paving the way for a permanent program. Aviation is leading discussions with the Army to establish a permanent program.

(5) Spearheaded Phase 1 of the RFO initiative. Key activities included stakeholder engagement, comprehensive review/consolidation of FAR part changes related to all 53 RFO updates, rigorous compliance/risk mitigation for the DLA acquisition enterprise, and the submission of formal comments to the FAR/DAR councils. This ongoing effort will continue into Phase 2 in FY 2026.

(6) Proactively addressed challenges related to prompt payment regulations by submitting a DLA Prompt Pay deviation request (FAR Part 32.9) to DPCAP. The DLA SPE authorized a test pilot program for LTCs supporting FSG53, Caterpillar, and Chemical/Petroleum requirements while awaiting DAR Council review of the deviation, anticipated in Spring 2026 due to pending FAR and DFARS RFO efforts.

(7) Played a pivotal role in advancing the Agency's Cybersecurity Maturity Model Certification (CMMC) posture through strategic initiatives and interagency collaboration. Serving as a liaison to DoD CIO and DCMA, J72 launched a Cyber Resources webpage, developed DLAD guidance, assessed supplier readiness, and led a DLA CMMC Working Group. The division developed DLAD guidance, responded to over 300 RFIs, and collaborated with J76 to modernize procurement systems for future CMMC integration. Moreover, J72 assessed over 100 strategic suppliers for CMMC Level 3 readiness.

(8) Managed FOCI/Section 847 policy and authored information paper, assisted in revising DFARS rule text, which is scheduled for a DAR Council review. The proposed rule expands FOCI requirements to include non-classified contracts valued at \$5 million or more, increasing the number of affected suppliers from approximately 2,000 to over 40,000 annually.

e. J73

As the Acquisition Operations Division, J73 has three primary missions: 1) providing strategic and tactical guidance and oversight to the MSC teams regarding contract execution, 2) service acquisition program execution and oversight and 3) enterprise program support for Operational Contracting Support, Small Business, Competition, Domestic Sourcing Initiatives,

Contracting Officer Representative (COR) oversight, and management of the DLA/DCMA relationship. Significant FY 2025 activities:

(1) DLA Acquisition Red Teams

Conducted one red team to review an acquisition's source selection strategy and a second red team to identify potential impacts with implementing the Department's CMMC program, enabling DLA to identify best practices and improve acquisition processes.

(2) DOGE Service Contract Reviews

Received and responded to several taskers from DOGE/DPCAP pertaining to the justification of existing Information Technology), Consulting, and Subscription contracts. DOGE lines of effort, encompassing both General Services Administration and non-GSA contracts, involved a review of 89 contracts and task orders valued at \$336 million, for which J73 provided comprehensive responses.

(3) Military Exercise Participation

Validated and improved contingency acquisition readiness and OCS capabilities by confirming the effectiveness of existing policies and alternate business processes and identifying key areas for increased agility. Global Thunder and Elite Constellation 2025 exercises pinpointed internal authorities that could be decentralized to empower faster decision-making and responsiveness and highlighted the need to secure specific external authorities and waivers to expedite support to the Warfighter in dynamic environments.

(4) Organic Industrial Base (OIB)

With J3, established a DLA Organic Industrial Base Campaign Plan and led efforts within the Department's OIB Working Group. The working group developed the DoD OIB Marketplace which enables sharing of information between DoD requirements generators and the OIB in real time, identifying capabilities, and centralizing this procurement process. The Marketplace will play an important role in connecting needs to capabilities. DLA's spend with the OIB increased from \$60 million in FY 2024 to over \$94 million in FY 2025.

(5) Contracting Officer's Representative (COR) Oversight

COR appointment compliance averaged an enterprise-wide 90.29% passing score. 2-in-1 invoice review also passed at 91.61%. COR training and tracking methodologies were developed, job aids were instituted, and higher-level tracking of findings assisted with passing the Ernst & Young Corrective Action Plan.

(6) Services Acquisition Program Management

(a) Service Requirement Review Board (SRRB): Fifteen SRRB packages worth \$1.5 billion were processed and briefed to the DLA Vice Director/SRRB Chair.

(b) Annual Portfolio Reviews: Conducted an in-depth review and validation of DLA funded service contracts. The review focused on determining the essentiality categories and reduction risk levels, while also addressing compliance, program-level reviews, service and efficiency performance.

(c) Service Requirement Decision Process: SSM was designated to serve as the decision authority for all Professional Services, Electronics and Communication Services and Information Technology requirements below \$10 million in response to DOGE and recent Executive Orders.

f. J76

J76 leads a network of 80 Procurement Sub Process Owners and Business Process Analysts across the Enterprise, championing the functional interests of the agency's four thousand procurement end users. The division provides acquisition systems oversight, executing surveillance over processes and system operation for current operations, while also preparing procurement systems and processes for future transformation. Significant FY 2025 activities:

(1) Facilitated efforts to improve compliance and reporting on various Department level metrics. For Procurement Data Standard transmission to EDA, awards averaged an 96% success rate. For CPARS on time reporting, averaged an 94% compliance rate.

(2) Continued promotion of Robotic Process Automation (RPA), with greater focus around "data acumen. J7 championed 49 RPA "bots" related to 13 unique audit NFRs. Combined, those RPA will eliminate 118,000 hours of work annually.

(3) J7 Championed the Digital Business Transformation (DB-X) Umbrella effort collectively described as Integrated Procurement Applications Transformation consisting of four primary projects - Procurement for Public Sector (PPS), Supplier Portal, DIBBS Modernization, and Procurement Dashboard. Together they represent the future of the core tools for Procurement activity, allowing for advanced decision making, risk management, and the leveraging of AI capabilities, making DLA more efficient, auditable and adaptive.

(4) Planning for Agency transition to PPS Contract Writing System: J7 is the champion for DB-X effort to modernize DLAs contract writing system from the existing eProcurement to future state titled PPS. J7 has conducted 22 workshops and 8 Pilot Testing Sessions and 9 Show and Tell Sessions on site at SAP. These sessions resulted in 2,528 User Stories, and the proposed elimination of almost 300 instances of customization.

(5) Championed development of the DB-X effort to develop and deploy a cutting-edge ecosystem known as "Supplier Portal" which will allow for supplier interaction, to include posting of solicitations, receipt of quotes and proposals, award and modification issuance, and post award requests.

(6) Led the End to End (E2E) Procure to Pay (P2P) Process Mapping effort coordinating input from stakeholders and SMEs across to agency to develop and document detailed and accurate process maps for multiple process areas.

(7) Expanded exploration of Artificial Intelligence/Machine Learning Capabilities in the procurement process. Initiated and kicked off project for a collaborative effort with DCMA to establish requirements for a joint AI program to perform accurate commercial item determinations and improved pricing objectives based on DLA, DCMA and commercial data feeding the AI model.

(8) Focused on improving procurement “data acumen” by holding “Procurement Data Huddles” and designating enterprise “data stewards.” These meetings focused on critical topics such as documenting and defining critical data, data archiving and cleansing, and improving the procurement data user experience.

g. J78

The J78 Procure-to-Pay (P2P) process cycle integration team, with enterprise-wide collaboration, leads and facilitates End-to-End (E2E) business process and internal control development, Independent Public Auditor audit response, internal control testing, and the remediation of Notice of Finding and Recommendation (NFR) control deficiencies via effective Corrective Action Plan (CAP) development and remediation. This applies to the Working Capital Fund (WCF) and General Fund (GF) P2P business cycle and the Transaction Fund (TF) Plan-to-Stock (P2S), Order-to-Cash (O2C), and P2P business cycles. Additionally, J78 leads the J7 enterprise risk management and internal control program, the statement of assurance, the P2P intra-governmental order program, and P2P G-invoicing implementation efforts. Significant FY 2025 activities:

(1) Obtained and maintained the first DLA unmodified audit opinion for the Transaction Fund (TF) in FY 2024 and 2025 via substantive audit procedures, exceeding the FY 2024 modified opinion goal.

(2) Remediated internal control deficiencies to complete 16 of 55 (29%) of J7 P2P, P2S, and O2C CAPs in FY 2025. This achievement specifically reduced the Accounts Payable (29%), Inventory (29%), Revenue (50%), and Accounting for Long-Term Production Contracts (100%) CAP counts.

(3) Reduced J7 P2P, P2S and O2C Notice of Finding and Recommendation (NFR) counts by 8 NFRs or 14% in FY 2025 (8 of 57). This annual reduction is 33% of the cumulative 24 NFR reduction earned since the FY 2023 high of 73 was realized.

(4) Demonstrated process maturity within J7-owned P2P, P2S, and O2C processes has driven success for J7 NFR completion attempts from 4% (1 of 23 attempts) in FY 2018 through FY 2021, to 73% (8 of 11 attempts) in FY 2025.

(5) Exceeded the 90% timeliness goal for provide-by-client (PBC) requests (94%). Additionally, J7 has provided more than 285 documents in support of external audits for the military services and other federal agencies.

(6) To meet the G-invoicing P2P implementation target of October 1 ,2025:

(a) Created Enterprise Business System (EBS), ServiceNow, and Global Exchange (GEX) system solutions and 11 interfaces to address 453 system requirements.

(b) Key team contributor in driving workforce development, change management, and cutover strategies for G-Invoicing implementation of all P2P order types.

(7) Leading over 1K DLA users, managed the successful lifecycle performance of 5k line items for FY 2025 P2P MIPRs worth \$3.2 billion in obligations yielding a 95% EBS workflow timely performance rate.

(8) Remediated 5 Defense Contract Management Agency (DCMA) Contract Pay Services (CPS) System and Organization Controls (SOC) 1 NFR conditions.

(9) Successfully closed two third-party audit CAPs (E2E process documentation insufficient & Buy American Act non-compliance) in FY 2025.

h. J79

The Industry Engagement & Analysis Division, J79, is responsible for managing the enterprise's industry engagement strategy, developing a market intelligence program, managing the Warstopper Program, participating in wargames, and administering DLA's Defense Priorities and Allocations System (DPAS). The division works closely with industry, DLA commands, DLA J-Codes, and customers to ensure a resilient Defense Industrial Base (DIB). Significant FY 2025 activities:

(1) Facilitated communication between DLA leadership and industry, ensuring alignment of strategic objectives and operational outcomes to support Warfighter readiness. Included synchronizing industry engagements across the enterprise to ensure consistent messaging, leveraging the Agency Supplier Advocacy Network, and conducting annual capstone events such as the Demand Forecast to Industry. In total, the team supported 128 strategic industry engagements for DLA senior leaders attending 18 defense events.

(2) Published the Industry Partnership Plan, aligned with the "DLA Transforms: A Call to Action" (Strategic Plan 2025-2030). This plan outlined DLA's enterprise-wide strategy for enhanced supplier engagement (products and services), focusing on four key imperatives: People, Precision, Posture, and Partnerships.

(3) In accordance with the Strategic Plan, established the DLA Industrial Base Partners Impact Roundtable (DIBPIR) and the DIBPIR Working Group for enhanced dialogue and feedback from key DLA suppliers.

(4) Completed the fourth DLA Supplier Feedback Survey, providing valuable insights from across the entire DLA supplier spectrum.

(5) Continued exploration and experimentation with commercial capabilities for collecting and applying market intelligence for decision making, exploring processes and capabilities of other government organizations, partnering Govini Govini for access to its Decision Science Analytic Platform, and developing specialized applications to assess Industrial Base Health, conduct Event Impact Analysis, and illuminate Associative Sub-Tier and Critical Minerals Supply Chains.

(6) Executed over \$50 million in both manpower and industrial readiness investments under the Warstopper Program. Conducted agency risk boards to prioritize DLA supply chains presented Industrial Capability Assessments (ICAs) candidates, resulting in 50 ICAs assigned to Warstopper industrial specialists for investigation.

(7) Partnered with J3 and J8 in drafting the Agency's Global Resilience Initiative (GRI) issue paper. While the Warstopper portion of the issue paper was advanced through multiple voting rounds this cycle, ultimately the resource constraints within the Department were such that only a smaller GRI prepositioned stock portion was considered in the final review phases. The program will continue to align its workload with Secretary of War's priorities, draft unfunded requirements opportunities, and begin budget submission activities for FY 2028.

(8) Instituted increased monitoring and rigor to DLA's application of rated orders under DPAS, conducting four Quarterly Verification & Validation contract compliance reviews across the enterprise, with a 97% DPAS accuracy ratings and only 3 to 5 records requiring

corrective actions each quarter. Conducted broad reaching training sessions for the acquisition community through two targeted training sessions with 870 total DLA personnel trained.

(9) In partnership with J3, completed the final Campaign of Learning wargame (in a series of three) focused on the aluminum industry.

(10) Evaluated and reviewed over 150 Committee on Foreign Investment in the United States cases of foreign investments in combination with other oversight bodies to determine the risk to DLA and DLA equities.

(12) Supported OSD Industrial Base Policy in reviewing domestic mergers and acquisitions, including up to 30 domestic cases.

Defense Logistics Agency

DLA Finance (J8)

Fiscal Year 2025 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 Finance (J8) FY 2025 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.

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SUSAN J. GOODYEAR
Director, DLA Finance
Chief Financial Officer

1. Introduction

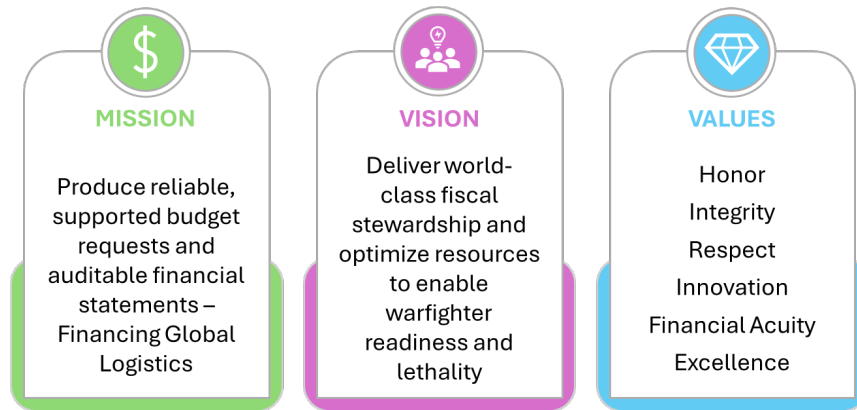
The DLA Finance (J8) Director/Chief Financial Officer (CFO) serves as the principal financial advisor to the DLA Director and is the primary advocate for the agency when working with the Office of the Under Secretary of Defense (OUSD) (Comptroller) and the Office of Management and Budget (OMB). J8 provides 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, Working Capital Fund (WCF), General Fund (GF), and National Defense Stockpile Transaction Fund (NDSTF), to include programming, budgeting, execution, accounting, financial reporting, audit response and sustainment, process management, process health, financial policy, human performance, and strategic planning for its workforce. J8 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. Functions for this organization include:

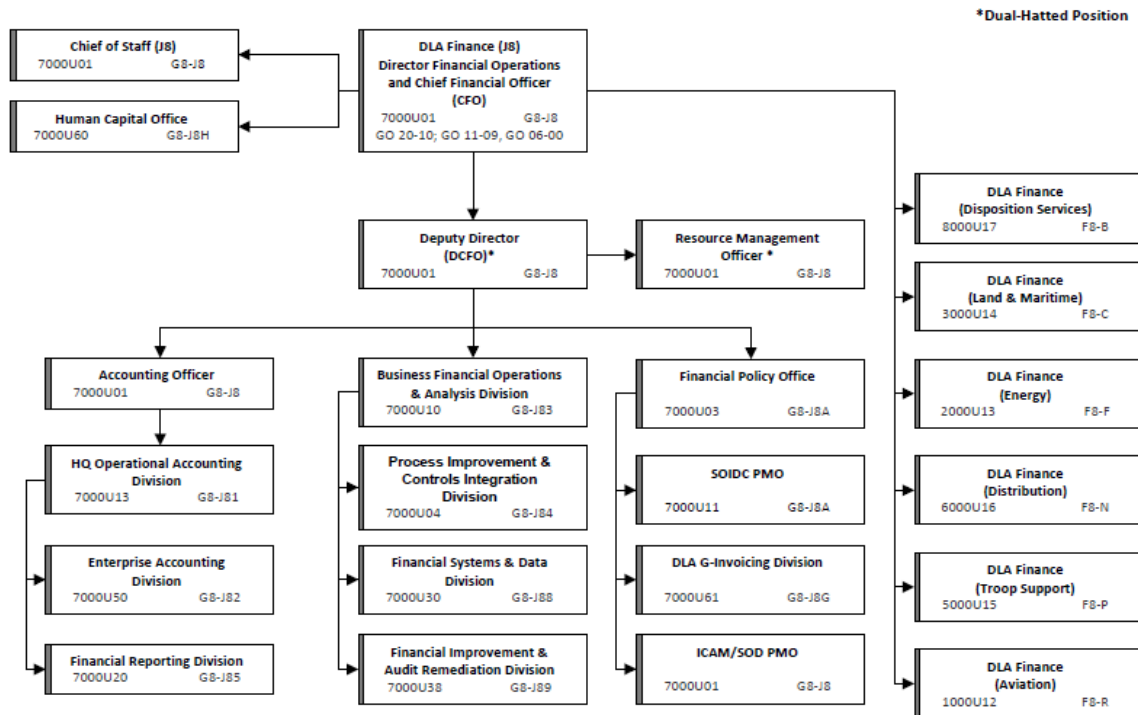
- (1) serves as lead on all DLA financial management matters
- (2) maintains effective financial management and control for the DLA enterprise
- (3) assures DLA compliance with federal financial management laws and regulations and DoD financial regulations
- (4) assures the availability of budgetary 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 agency financial reports are produced
- (7) directs 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
- (10) manages and administers OMB Circular A-136 requirements for financial reporting.

b. Mission, Vision, and Values



2. Organization

a. Organizational Structure



b. Explanation of organizational changes

Consolidated J8 HQ Budget functions under one organization, Business Financial Operations & Analysis Division J83, for standardization and efficiency.

3. Key Personnel

a. Key Leaders

The DLA Finance organization was headed by two Senior Executive Service officials: Ms. Susan (Sue) Goodyear (October 1, 2023 – Present) and Mr. Shawn Lennon (June 5, 2022 – June 28, 2025). Mr. Michael Witsman became acting Deputy CFO June 29, 2025.

b. Key Leadership Changes

(1) Ms. Julia Jefferson retired and Mr. Daniel Molina replaced her as Director Operational Accounting J81.

(2) Mr. Robert Callahan retired and Ms. Felicia Wright became Acting Comptroller Land & Maritime J8C.

(3) Ms. Linda Van Dyke moved to another DLA organization and Ms. Rebecca Smith became Director Service Owned Items in DLA Custody Project Management Office.

(4) Mr. David Opatz moved to another DLA organization and Mr. Michael Lane became Acting Director Government Invoicing (G-Invoicing) Division J8G.

(5) Mr. Ronald Black retired and Ms. Catherine Davidson became Acting Director Identity, Credential, and Access Management/Segregation of Duties (ICAM/SoD) functional program management office.

(6) Mr. Jason Buys retired and Ms. Lisa Yeagle became Acting Director Process Improvement & Controls Integration Division J84.

4. Total Personnel

DLA Finance has workforce across the continental United States with an authorized end strength of 787 positions. At the end of September 2025, DLA Finance had 722 employees on-board with a total of 722 FTEs.

5. Key Events and Accomplishments

a. In response to the Department's focus on reform and optimization, assisted in development of a "future state" organizational structure for the agency in support of the Defense Comprehensive Review. Proposal reduced redundancy, streamlined operations, and more appropriately aligned resources with core mission priorities.

b. Led efforts to socialize requirement for Global Resilience Initiative across the Department, showcasing DLA's efforts to address challenges of a contested logistics environment.

c. Received an unmodified, "clean" audit opinion on the fiscal year (FY) 2024 NDSTF financial statements for the first time since assuming the mission in 1988.

d. Hosted the ICAM internal control roadshow to explain the relationship and integration between DLA's ICAM/SoD program and the DoD and DLA goals, programs, and efforts. Provided an overview of relevant control frameworks supporting the ICAM/SoD program and explained how stakeholders can support program implementation.

e. Implemented the new G-Invoicing process, providing workforce training and user assistance support to ensure a smooth transition, improved efficiency, and enhanced financial transparency across transactions.

f. Successfully trained over 800 functional and financial end users on the G-Invoicing Procure to Pay standard process, an important milestone in ensuring treasury compliance for the 7600B as part of the agency's overall G-Invoicing implementation efforts.

g. Finalized the J8 FY 2025 Annual Operating Plan (AOP) and held a Town Hall to discuss the DLA Strategic Plan and how J8 objectives and key results fit into each imperative.

h. Implemented Statement of Federal Financial Standards 64, Management's Discussion and Analysis.

i. Supported the Enterprise Resource Planning Transformation program modernization of the Agency's Core Financial system, Enterprise Business System (EBS), which will be replaced by SAP S/4.

j. In support of the agency's strategic objective to develop Artificial Intelligence (AI)-powered solutions, established a finance AI team in J8A. Under transformational leadership of the CFO and Chief Information Officer, formed a joint working group for Catalyst, one of DLA's top three AI priorities, with a goal to enhance audit readiness and compliance. J8 submitted three AI use cases in FY 2025.

k. Received two USD(C) Financial Management Awards: Contributions to Data Driven Decision Making – Below Major Command Level Team (Aviation Pricing Team) and Under Secretary of Defense (Comptroller) Salute to Excellence in Government Service – Exceptional Innovations (NDSTF Financial Statement Audit Superstars).

6. Historical Narrative

a. People: Build Organizational Agility Through Our People and Culture

(1) Attract and retain talent with the right skillsets and expertise who are invested in DLA's mission.

(a) Focused recruiting efforts on strengthening brand outreach to attract service members, veterans, and military spouses for vital roles in accounting and financial management. Through targeted marketing, SkillBridge internships, and recruiting event engagement, this initiative directly supported our military partners by creating meaningful career pathways and reinforcing mission-critical financial operations.

(b) With contract support, developed an accounting staffing model, which helped J8 leaders devise a strategy and plan to achieve the future vision for the finance organization and helped prioritize critical people-related challenges. As part of this effort, completed a Critical Factors Lab and workforce assessment survey, which provided insights into current capabilities and helped visualize the future J8 organization.

(c) Established an automated "Ask the CFO" form on the J8 SharePoint site, providing a means for J8 employees to submit comments, concerns, or general inquiries, along with a repository of questions and answers. A series of recurring lunch and learn sessions were held, allowing for more direct dialogue between employees and CFO.

(d) J8 leaders held a series of discussions on J8 training needs and future finance career paths. To inform this effort further, J8's human capital team held short sessions

with each J8 organization to get feedback on training in preparation for updating the finance training plan and career roadmap.

(e) Supported review and implementation of Presidential Executive Orders and Office of Personnel Management/OMB/DoD directives through the Executive Order Task Force. J8 also collaborated with our partners in J1 on FTE targets in support of hiring plans and organizational structure reviews.

(f) Performed an assessment of critical gaps created by Deferred Resignation Program departures and developed a plan to meet required workforce reductions. The CFO held leadership sessions with each J8 division, which centered on charting a path forward for consolidating functions, streamlining operations, and automating processes across the J8 enterprise. The input received directly informed our approach to meeting Defense Comprehensive Review commitments as well as our input to the Staffing and Workforce Optimization Plan. J8's overarching commitment remained sustaining critical support to the warfighter while meeting customer demands and accomplishing J8's mission.

(g) Introduced the Financial Excellence Awards – both individual and team categories – within DLA's Annual Awards program to honor outstanding employee contributions. These recognitions reinforce J8's commitment to fostering a positive, high-performing workplace culture.

(2) Enhance Agency performance by instituting DLA data literacy and acumen; empowering the workforce to interpret and use data effectively.

(a) In support of the agency's data acumen efforts, J8 implemented a multifaceted approach to workforce development. Over 80 employees participated in the Society of Defense Financial Management Data and Analytics Decision Support Virtual Conference, reinforcing foundational knowledge in data-driven decision-making. J8 also surpassed its 90 percent goal for employee completion of the DLA basic and intermediate Data Acumen Journey, achieving impressive completion rates of 94 percent and 91 percent, respectively. Further, more than 350 employees engaged in a virtual "Basics of AI" session, gaining insights into strategic finance in the age of AI.

(b) DLA Finance activities supporting the Major Subordinate Commands (MSC) also supported data literacy efforts. J8C developed and delivered a Power BI training curriculum, equipping employees with tools to harness innovative technology, streamline processes, and enhance operational efficiency. Additionally, J8R launched "Timeout for Innovation," a monthly Directorate-wide standdown initiative that dedicates time for all employees to explore new ideas and foster a culture of continuous learning and innovation.

b. Precision: Calibrate Resilient and Responsive Logistics Solutions in Support of Military Readiness

(1) Strengthen digital interoperability and develop AI-powered solutions to achieve decision advantage.

(a) Completed the acquisition of a corporate performance management application, OneStream and interim authority to operate. OneStream, renamed "FinHUB" for Finance Hub is a single intelligent platform to unify, simplify and automate key finance

processes: planning, programming, budgeting and execution, financial close and consolidation (automated reconciliation, automated data/transaction matching and dynamic transaction linking), reporting (AI generated financial statements and management reports). This solution turns financial data into actionable business insights and decision intelligence, enabling compliance with existing laws and regulations. FinHUB is a complementary application to SAP S/4 HANA for all operational/business activities in support of DLA Finance and the CFO.

(b) Led the S/4HANA business process reengineering prototype and design phases workshops discussions to gather requirements on whether to implement segment reporting where a segment represents each MSC supply chain. Led the development of 19 test scenarios and coordinated the execution of the test cases along with J8 headquarters and MSC resources for zero-balance configuration on segment reporting functionality. Briefed the CFO on segment test results and recommended not implementing zero-balance at the segment level.

(c) Implemented updated business rules defined by DLA retention policy and legal to archive and dispose of EBS data. Became compliant to existing DLA records management (RM) and J8 Finance audit policy. Completed the RM Schedule record assignment for all electronic (EBS) and physical records according to DLA policy and National Archives and Records Administration.

(2) Improve process discipline and align organizational resources to critical priorities

DLA's ability to identify and communicate requirements assisted with receiving midyear obligation authority (OA) increases within seven days of the request. With the assistance of DLA Logistics Operations (J3), DLA Finance's budget team took a more aggressive OA approach for the FY 2027 Program Budget Review. DLA CFO and the J3 Director met with Office of the Director of Cost Assessment and Program Evaluation in June 2025 to discuss including the requirements in the FY 2027 DoD budget. Analyzing and communicating requirements, to include surge, as early as possible improved DLA's ability to provide critical support to meet the Warfighters' demands.

(3) Establish effective internal controls to mitigate risk, achieve audit goals, and enhance accountability.

(a) The J8 Risk Management and Internal Control (RMIC) team continued implementing aspects of the RMIC Program while testing the internal controls deemed ready.

(b) J8 completed a comprehensive risk identification/assessment for three of seven assessable units. The completed risk assessments included J8's strategic and operational priorities, informed by the AOP. J8 conducted test of design/test of effectiveness on controls that were ready for testing.

(c) DLA achieved an unmodified (clean) opinion on the FY 2024 NDSTF financial statements for the first time since assuming the mission in 1988. The fund, with over \$958 million in assets, was found by auditors to be fairly stated and in compliance with generally accepted accounting principles, demonstrating sound fiscal stewardship and emphasizing the agency's responsibility to the Warfighter and American public.

(d) Sustained an inventory eaches accuracy of over 98% at both Distribution Standard System and Warehouse Management System sites and established an

existence and completeness testing methodology to support service audits. DLA is committed to supporting the Military Services in their respective audit roadmaps.

(e) DLA implemented the Governance, Risk, and Compliance (GRC) capability to rationalize multiple disparate information technology solutions and track audit support and progress better. GRC integrates audit management, governance, risk management, enterprise policy, internal controls, and compliance functions, providing enhanced visibility, streamlined processes, and improved accountability across the enterprise.

c. Posture: Enhance Support to Integrated Deterrence Across the Continuum of Conflict in Contested Logistics Environments

(1) Develop resource strategies to support capital-intensive wartime inventory and forward positioning requirements.

(a) Championed an issue paper for Global Resiliency Initiative requesting \$8.5 billion over the future years defense program to re-establish deterrence, restore industrial capacity, and increase readiness and lethality. The agency worked closely with Office of Secretary of Defense (OSD) proponents to garner advocacy for the program in advance of the formal investment approval process.

(b) Supported LTG Simerly at the Joint Logistics Requirements Review Board, highlighting areas of concern regarding Navy's Born on Pricing pilot program and potential Department-wide implementation.

(c) Attended a meeting with DLA Aviation, Lockheed Martin, and the F35 Joint Program Office to outline process steps for the future F35 Performance Based Logistics Contract.

(d) Engaged with OUSD (Comptroller) and OUSD (Energy, Installations, & Environment) officials to develop a plan for United States Indo-Pacific Command infrastructure construction.

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

(a) Global Thunder 2025 prompted the development of new processes to address knowledge gaps in several areas, to include: general funds execution at MSCs, authority to create Annual Operating Budgets (AOB), separation of duties for AOBs and execution, how to create/track funds management with AOBs, communications with DFAS and OUSD (Comptroller), long-term EBS outage, and need for J8 white pages.

(b) Provided full coverage for Elite Constellation 2025 and participated in the Assassin's Mace Wargame. Provided lessons learned and feedback to inform agency posture and wargame development.

c. Partnerships: Enhance Support to Integrated Deterrence Across the Continuum of Conflict in Contested Logistics Environments

(1) Aggressively integrate with OSD, Joint Staff, Combatant Commanders, and Service logistics planning, execution, and training.

(a) Through the Supply Transactions Working Group (STWG), DLA's G-Invoicing Team spearheaded efforts to modernize supply transactions by identifying systemic gaps and collaborating across Military Departments, OUSD (Acquisition & Sustainment), and OUSD (Comptroller) to design future-state solutions. Its work enabled the STWG to establish standardized processes, remediate audit findings, and implement policies and metrics that lay the groundwork for a clean audit opinion.

(b) Senior leaders from DLA and Veterans Health Administration (VHA) formalized a strategic interagency agreement that outlines all the services DLA will provide VHA, aligning supply chain requirements and centralizing logistical support across VHA's nationwide healthcare facilities. This partnership advances both agencies toward G-Invoicing compliance by standardizing data, strengthening policy and process integrity, and supporting audit readiness.

(c) DLA and USACE's strong partnership was instrumental in advancing DLA's NDSTF audit, with USACE providing essential source data to validate key financial and operational elements. This collaboration enhanced transparency, strengthened communication, and delivered greater value to the Department through improved accuracy and mission alignment in a dynamic environment.

(d) Collaborated with Clothing & Textiles and General Counsel to determine a solution regarding assuming the United States Space Force contract with Burlington Cloth.

(e) The CFO attended the DLA Supply Chain Alliance Conference and Exhibition and served as a member of the Partners Working Group, participating in a "Cost of Risk" discussion with vendors.

Defense Logistics Agency

DLA Joint Reserve Force (J9) Fiscal Year 2025 Historical Report



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

J9-HQS

October 22, 2025

MEMORANDUM FOR COMMAND HISTORIAN

SUBJECT: DLA Joint Reserve Force (J9) Fiscal Year 2025 History Report

I have reviewed the JRF's submission chronicling its history for Fiscal Year 2025 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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KRISTIN D. KREMER
Deputy Director
DLA Joint Reserve Force

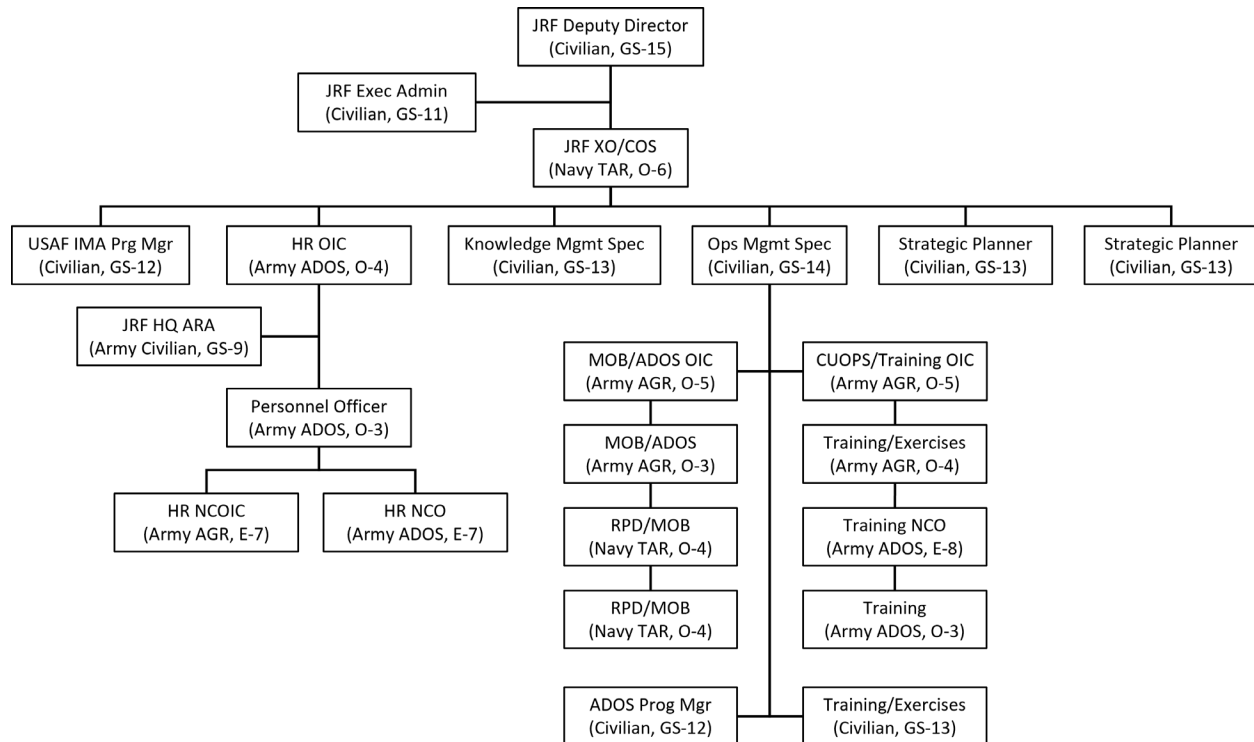
Attachment: DLA Joint Reserve Force (J9) Fiscal Year 2025 History

1. Introduction

DLA's J9 – Joint Reserve Force (JRF) provides DLA with trained and deployment-ready reservists for contingency operations and mission support to deliver responsive and flexible logistics capability and capacity. As the premier joint logistics capability for DLA, the JRF's capabilities include worldwide operational support to DLA, OCONUS individual mobilizations, mission support to DLA supply chains, support to regional commands and the Agency Synchronization Operations Center, joint exercises and training, and Defense Support of Civil Authorities.

2. Organization

The JRF has a full-time staff in the DLA Headquarters at Fort Belvoir, Virginia. This includes 9 civilian positions, 3 Navy Training Administration of the Reserve (TAR) billets, 10 Army (5 Active Guard and Reserve and 5 Active Duty for Operational Support) billets, and 1 Army civilian position.



In addition, Reserve Joint Directorate Chiefs (JDCs) serve as liaisons with DLA's major subordinate commands and the DLA J3. They are located within their components but report to the J9 Director.

3. Total Personnel

The JRF has 663 authorized billets, broken out as follows:

Unit	Location	Air Force	Army	Navy	Marines
DLA JRF HQ (J9)	Fort Belvoir, VA	10	18	7	1
DLA JRF J3	Fort Belvoir, VA	17	26	5	6
Aviation	Richmond, VA	7	10	15	1
Disposition HQ	Battle Creek, MI	1	--	3	--
DSU-1	JB Lewis-McChord, WA	7	10	23	--
DSU-2	Anniston Army Depot, AL	--	10	27	--
DSU-3	Camp Pendleton, CA	5	10	26	--
DSU-4	Columbus, OH	6	--	27	--
DSU-5	JB San Antonio – Fort Sam Houston, TX	7	10	--	--
DSU-6	NAS Jacksonville, FL	--	--	28	--
Distribution HQ	New Cumberland, PA	2	18	3	2
EDSU-JC	San Joaquin, CA	--	--	32	--
EDSU-NV	Naval Station Norfolk, VA	9	--	21	--
EDSU-SP	Susquehanna, PA	--	18	32	--
EDSU-OO	Tinker AFB, OK	--	--	22	--
EDSU-WG	Warner Robins AFB, GA	11	--	20	--
Energy HQ	Fort Belvoir, VA	10	23	8	1
Energy Europe	Kaiserslautern, Germany	1	--	--	--
Energy Americas	Tampa, FL	2	--	--	--
Energy Americas	Houston, TX	3	--	--	--
Energy Americas	Joint Base Elmendorf-Richardson, AK	1	--	--	--
Energy Americas	JB Pearl Harbor-Hickam, HI	4	--	--	--
Land & Maritime HQ	Columbus, OH	9	11	13	2
Troop Support	NSA Philadelphia, PA	6	19	14	1
Europe & Africa	Kaiserslautern, Germany	8	5	--	--
INDOPACOM	JB Pearl Harbor-Hickam, HI	--	4	--	--
TOTALS		127	196	326	14

4. Key Personnel

The JRF Director is Army Reserve MG Bowlman “Tripp” Bowles (October 2022 – present). His deputy is Dr. Kristin Kremer (June 2018 – present).

5. Historical Narrative

a. JRF Force Redesign and Loss of Naval Reserve Billets

Throughout FY 2025, J9 continued work on the JRF force redesign, a multi-year effort to ensure all reserve capabilities assigned to DLA are best aligned to support the agency's current and future mobilization requirements. As FY 2025 began, J9 had just received J3 approval for its design framework and scheduled a series of working group sessions to develop implementation courses of action. Where the JRF currently has components directly aligned to DLA's major subordinate commands, the redesigned force structure uses an Expeditionary Support Cell (ESC) concept to provide core functional capability for critical mobilization missions that will be available across the entire agency.

J9-led working groups outlined a training concept in which all ESC teams will undergo training on common activities such as operations center execution, future operations integration, LNO activities, expeditionary contracting and operational contracting support, and QSR/Fuel LNO activities. Some ESC teams will also receive enhanced training on one of DLA's regional commands, though ESC members could be sourced for other regions to maintain a surge support when required. The working groups also agreed upon a consolidated list of training locations, reducing the number by 50% to increase training efficiency through combined joint training, better utilization of equipment, streamlined command and control, and targeted recruiting.

The new presidential administration also had an impact on the force redesign, as the new Secretary of Defense directed the services to cut 8% from their budgets for the department to refocus those funds to other programs aligned with the President's priorities. As part of its cuts, the Navy slated all its DLA reserve billets for defunding, effective during FY 2026.

To account for this possibility, the J9 presented two sets of force redesign frameworks to the DLA Director in August 2025, one with Navy billets included and one without. The director approved both courses of action. As the end of FY 2025 approached, the J9 learned that the elimination of Navy billets would go into effect Oct. 1, 2025. Future force redesign work will be based on the framework that does not include Navy billets and plans for FY 2026 include further developing the manpower structure and execution strategy.

b. Mobilizations and Active Duty Operational Support (ADOS)

Over the course of FY 2025, 19 JRF members deployed to AFRICOM, EUCOM, and CENTCOM, where they fulfilled roles for support operations, senior enlisted leader, operations officer, quality assurance officer, forward commander, and technical POC/site lead. Another 176 reservists supported DLA on ADOS orders, augmenting critical capabilities across all J-codes, major subordinate commands, and regions. Contributions spanned a wide range of mission-critical functions including logistics operations, plans and analysis, battle management, IT support, HR functions, security, and administrative support. The following provides a detailed breakdown of ADOS support by service, highlighting major role categories:

(1) Army (96 reservists)

The Army provided the largest contingent of ADOS personnel, primarily filling roles in Logistics Operations (warehouse management, transportation coordination – 35 reservists), Administrative support (personnel actions, records management – 25 reservists), and IT Support (network maintenance, data analysis – 15 reservists). A smaller number supported Security functions (11 reservists) and Plans & Analysis (10 reservists)

(2) Air Force (51 reservists)

Air Force reservists were heavily utilized in Plans & Analysis (18 reservists), providing crucial support to strategic planning initiatives. They also made significant contributions in IT Support (15 reservists) and Battle Management (10 reservists), enhancing DLA's operational decision-making capabilities. The remaining reservists supported HR Functions (8 reservists).

(3) Navy (28 reservists)

Navy reservists primarily augmented Logistics Operations (12 reservists), focusing on supply chain management and inventory control. A substantial number also supported Security functions (10 reservists), providing expertise in physical security and law enforcement. The remainder provided HR Functions (6 reservists).

(4) Marine Corps (1 reservist)

A single Marine Corps reservist provided specialized support in Administrative Support, including records management and personnel actions.

c. Exercise Participation

The JRF sought to increase exercise participation in FY 2025 to strengthen cross-service and intra-agency integration, improve the force's readiness, and meet DLA mission demands. Working in concert with DLA J3, the JRF sent 157 members to exercises over the course of the year, a significant increase over the 52 members who participated in exercises during FY 2024.

(1) DLA Rapid Deployment Team (RDT) Training

In October and November 2024, JRF personnel served as part of the exercise control group training DLA Rapid Deployment Teams (RDTs) to deploy in support of humanitarian assistance and disaster relief operations. The group used injects, scripts, and role play to provide realistic training while developing a deeper understanding of the RDT mission, support to FEMA, and DLA integration in natural disaster operations.

(2) Disposition Services Training

JRF personnel attended a four-day event in December 2024 designed to train them in teams to deploy and establish a disposition site, either autonomously as a military-only site or to fall in and fully operate an existing site. During this event, Disposition Services civilians led the reservists in hands-on, left-seat/right-seat training, building the reservists' readiness to operate sites in contingencies where the agency cannot deploy civilians to provide disposition services.

(3) Freedom Shield

The JRF deployed personnel to the Republic of Korea in March 2025 to conduct sustainment activities in multiple locations in support of Freedom Shield. Their efforts helped enhance DLA's contingency response and posture planning.

(4) PAC Sentry 25-1

Also in March 2025, JRF personnel deployed to the Indo-Pacific area of operations to support the DLA Indo-Pacific Synchronization and Operations Center during PAC Sentry 25-1.

(5) Steadfast Deterrence

JRF personnel joined the Steadfast Deterrence exercise held in Germany in May 2025. During the exercise they fully integrated with DLA Europe & Africa, supporting key operations across multiple locations: the Europe & Africa Regional Synchronization Center in Kaiserslautern, EUCOM JLOC in Stuttgart, USAREUR-AF G4 in Wiesbaden, and USAFE HQ in Ramstein. Their key contributions included tracking RFIs, developing operational products, engaging with Service Components throughout the battle rhythm, and creating tools to streamline staff workflows. JRF participation strengthened the organization's ability to anticipate decision points, take appropriate actions, and support contingency operations while also educating stakeholders on DLA's capabilities in distribution of key classes of supply during theatre setup and throughout contingency operations.

(6) PAC Sentry 25-2

In late May and early June 2025, JRF personnel participated in PAC Sentry 25-2, where they embedded in a nearly 60-member Logistics Task Force and took on responsibility for operating the 24/7 DLA INDOPACOM Synchronization Operations Center. The reservists served as capability integrators, coordinating communication and logistics support between DLA Headquarters, the major subordinate commands, and INDOPACOM J4 – Logistics and Engineering partners. They expertly tracked DLA asset condition and accessibility to ensure products and services were consistently available to the various elements of the JTF-PAC across the AOR. JRF's participation provided realistic operational training in preparation to support DLA operations worldwide.

(7) Quartermaster Liquid Logistics Exercise 25

The JRF sent personnel to the Quartermaster Liquid Logistics Exercise (QLLEX) 25, held in June 2025 in various locations across the continental United States, where they served as Observer Controllers/Trainers for fuel quality assurance. The exercise saw over 2.1 million gallons of JAA/JP5 fuel delivered with zero spills and no loss of capitalized fuel assets. The JRF also provided direct support in the successful loading of over 62,000 gallons of FSSP fuel into both U.S. Army Reserve and British bags, showcasing proficient cross-national and inter-service logistics operations and interoperability, proving the JRF's ability to support joint and allied forces.

(8) Reserve Contingency Operations Readiness Training (RCORT) 2025

Disposition Services JRF deployed personnel across five field sites and Battle Creek, Michigan for the annual Reserve Contingency Operations Readiness Training (RCORT) exercise in July 2025. Building on training held in December, reservists in this exercise first worked alongside Disposition civilians, then took over disposition site operations themselves to prepare for contingencies where DLA needs to provide disposition services but cannot use civilian employees to do so. Exercise feedback reflected a successful operation with improved synchronization and backlog reductions, with participants processing over 34,000 line items with an acquisition value of \$52M.

(9) Talisman Saber

In July and early August 2025, JRF personnel participated as Distribution Planners in Talisman Saber in Australia. Cosponsored by the Australian Defense Joint Operations Command and the U.S. Indo-Pacific Command, Talisman Saber exercised forces in mid-intensity, high-end warfare, improving combined joint force interoperability. Additionally, this exercise supported four global campaign plans, the USINDOPACOM campaign plan, and the USINDOPACOM theater security cooperation plan.

(10) Ulchi Freedom Shield

JRF personnel deployed to the Republic of Korea in August 2025 to support Ulchi Freedom Shield, where their mission included reconnaissance activities, Quality Assurance Representative (QAR) support, and command and control responsibilities. The team surveyed two facilities, focusing on road access, facility layout, and satellite phone communication. Subsequently, they provided direct support to QARs, observing and assisting through the SF 76 loading process, including fuel testing, sampling, analysis, loading procedures, and documentation. JRF members also managed command post activities, overseeing simulated fuel movements across the Korean Peninsula via truck, rail, and pipeline. This training required coordination with the Combined Petroleum Support Cell, USFK J4, and various service component commands to anticipate and fulfill simulated operational fuel requirements. Operating from Camp Humphreys, JRF members engaged SAPO-K personnel and evaluated the strategic flow of petroleum logistics.

(11) Navy Large Scale Exercise 2025

JRF reservists participated in the Navy Large Scale Exercise in late July and early August 2025. This exercise brought together U.S. Fleet Forces, U.S. Pacific Fleet, and U.S. Naval Forces Europe-Africa, integrating them with their respective numbered fleets, Marine Corps forces, and staffs. Supported by joint and combined enablers, the exercise executed a whole-of-Navy approach to integrate and synchronize global naval operations across the full spectrum of conflict, aligning Naval operational concepts with the Joint Warfighting Concept 3.0. The reservists provided subject matter expertise and integrated DLA equities into the planning effort, contributing to the Navy's ability to globally synchronize all-domain operations.

Defense Logistics Agency

DLA Inspector General (DA) Fiscal Year 2025 Historical Report



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

September 30, 2025

MEMORANDUM FOR COMMAND HISTORIAN

SUBJECT: DLA Office of the Inspector General (OIG) FY25 History Report

I have reviewed and endorse the DLA OIG submission for chronicling the FY25 DLA history.

The POC for this action is Andrew J. Duszynski, Deputy IG for Operations, at 571-767-5417.

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DAVID J. OPATZ
Inspector General

1. Introduction

a. Mission

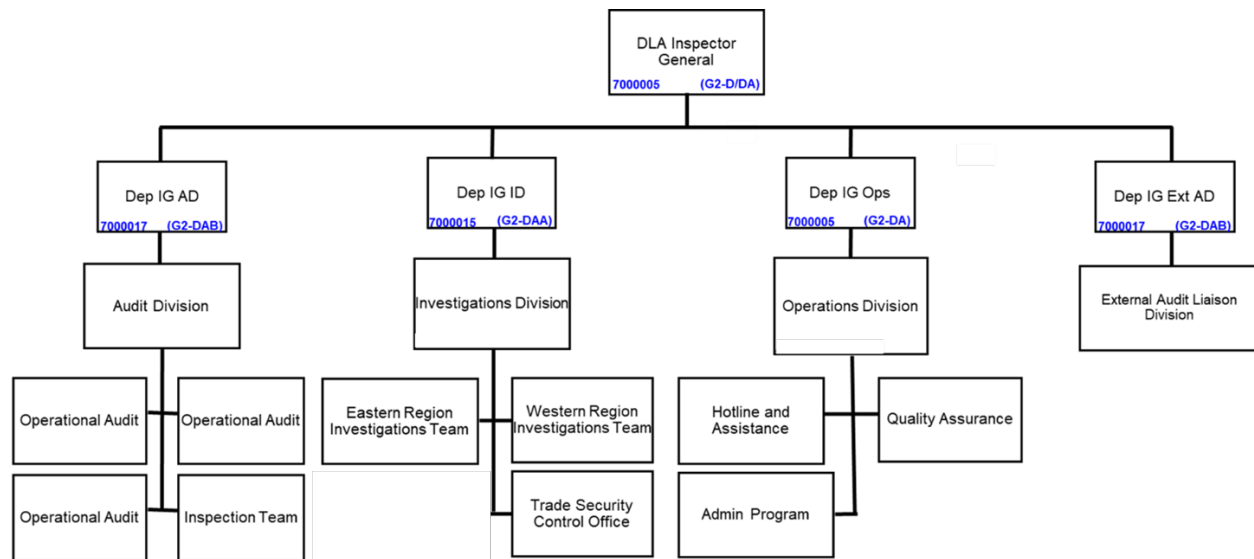
The DLA Office of the Inspector General (OIG) mission is to sustain Warfighter readiness and lethality by providing DLA leadership with facts, analysis, and recommendations through the execution of the five functions of defense inspectors general—teaching and training, assistance, audits, investigations, and inspections—to mitigate agency 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 with combatting fraud, waste, abuse, and mismanagement across the enterprise (which is a collaborative effort). Despite its independent status, the DLA OIG relies on the continuous support from mandated partnerships with the Defense Criminal Investigative Services (DCIS), Military Criminal Investigation Organizations, DoD Office of the Inspector General (DoD OIG), and meaningful relationships with other DoD inspectors general offices and their associated criminal investigative agencies. The DLA OIG works closely with the DLA General Counsel to determine the best course of action for many matters relating to DLA OIG operations.

b. Summary of key DLA OIG events and activities in Fiscal Year (FY) 2025

DLA OIG provided robust support to the enterprise in the areas of hotline and administrative investigative cases, operational audits, and external audit liaison efforts. The Investigations division (ID) opened 355 investigative cases and closed 375 cases, as well as processing 2,510 Trade Security Controls End Use Certificates. The Operations division (OD) Hotline Program processed over 441 hotline cases – compared to 449 cases in FY 2024 – and closed 452 cases. The Audit division (AD) completed 6 planned projects (2 follow-up reports; 2 inspection, and evaluations reports and 2 audit reports). The External Audit division (Ext AD) supported 99 external audits and closed 27 external audits recommendations, including 7 recommendations from GAO and 20 from DoD OIG.

2. Organization

DLA OIG provided functional and regional support to the command. Most DLA OIG investigators and auditors served in operationalized positions away from DLA HQC to support major subordinate commands (MSC) and regional commands. A small staff aligned with the DLA headquarters (HQ) provided oversight and administrative support, conducted quality assurance (QA) case reviews, managed the DLA hotline, and provided liaisons for external audit activities. The chart below captures the organization to which DLA OIG adhered in FY 2025.

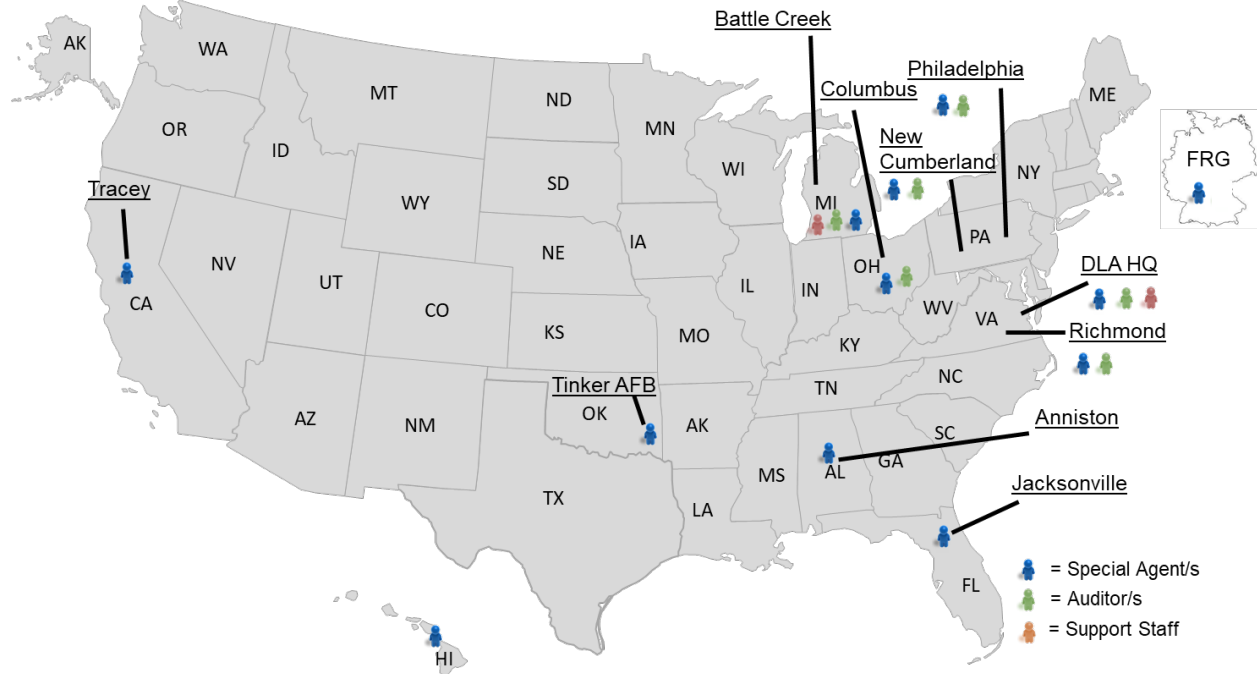


3. Key personnel

DLA OIG experienced significant changes to key leadership in FY 2025. The DLA Inspector General retired in June 2025. The division chief of internal audit also retired in the summer. The remaining three division chiefs – Investigations, Operations, and External Audit Liaison divisions – remained the same. DLA OIG did not experience any changes to first line supervisors. Finally, DLA OIG’s only active-duty service member retired in the first quarter of FY 2025.

4. Total personnel

At peak strength, DLA OIG had 49 full-time equivalents (FTE) on hand of a total 52 FTE’s authorized in FY 2025 (63 FTE’s authorized in FY 2026). DLA OIG also had one military service member (O4) on hand with an authorization of one O5.



5. FY 2025 historical events and activities

a. Operational Audits and Inspections conducted in FY 2025

The DLA OIG Audit division worked on the following operational audits and inspections in FY 2025:

(1) Follow Up Audit on the Recommendation for the Audits: Contracting Officer Representatives' Roles and Responsibilities, Enterprise Help Desk, and Off Boarding Procedures During 100-Percent Telework, report number FY 2025-Audit-01

(2) Follow Up Audit on Recommendation for Prior Audits: Unmatched Collections and Disbursements, COR Roles and Responsibilities for J6 Service Contracts, and Contractor Teaming Arrangements, report number FY 2025-Audit-02

(3) Audit of DLA Nuclear Weapons Related Materiel Program, FY 2025-Audit-03

(4) Audit of DLA Storage and Care of Materiel, report number FY 2025-Audit-04

(5) Inspection of the Reasonable Accommodation Process, report number FY 2025-Inspect-01

(6) Special Inspection Report on the Inspector General Concerns Over Preparation for Audit Readiness, report FY 2025-Inspect-02

b. Federal Inspector General Community Honors Outstanding Accomplishments

The deputy IG for investigations, Michelle Jordan, served on the DoD OIG Ukraine Oversight Interagency working group which monitors and conducts IG-related coordination for Operation Atlantic Resolve (OAR). On several occasions, DLA OIG supported DCIS investigations and deployed agents in support of OAR matters. In November 2024, this working

group was awarded the Glenn-Roth Award for Exemplary Service, which honors work of significant value to Congress. The award recognized DoD OIG for serving as lead IG for Operation Atlantic Resolve, launching UkraineOversight.gov website, and helping establish the first statutorily required report of the U.S. whole-of-government response to Russia's invasion of Ukraine.

c. Interagency Virtual Training for Investigators

Several DLA OIG agents attended "The Many Wonders of SAM," a virtual training opportunity hosted by the Procurement Collusion Strike Force, Department of Justice, on January 16, 2025. Special Agent James Femino, General Services Administration (GSA) OIG, provided familiarization with the entity and contract data housed by the GSA's System for Award Management (SAM). In this webinar, investigators and prosecutors learned about the many tools available in SAM and the ways data can be used for investigations.

d. New Independent Quality Assurance (QA) Capability

In early 2025, DLA OIG stood up an independent QA Program for the first time in over a decade. The program conducted QA case reviews of DLA OIG cases handled by both DLA OIG Hotline Program (Operations division) and Investigations division. QA case reviews assessed compliance with DoD and federal policies, regulations, and statutes regulating the standards for case reviews and investigative reports. The program also identified systemic and recurring case management problems and related trends to help DLA OIG improve case management efforts.

e. IG Town Halls

The DLA IG hosted town hall sessions with all DLA OIG employees in both February and April 2025. Topics included DLA IG priorities, new SecDef (now SecWar) priorities, personnel reductions, and DLA OIG Culture Action Plan Focus.

f. Hosting an IG-community Meeting

DLA OIG hosted the Defense Counsel on Integrity and Efficiency (DCIE) quarterly meeting on March 4, 2025. Representatives from 27 DoD component inspectors general attended the DCIE, including over a dozen SES and DoD senior leaders. The DCIE meeting host routinely provides a short discussion topic. DLA J7, Mr. Mathew Beebe, provided an executive level overview of supply chain risk management within the contested logistics framework.

g. DLA OIG Annual Training Summit Cancellation

Due to new DoD restrictive travel guidance, the DLA IG cancelled the 2025 DLA OIG Annual Training Summit, originally scheduled for March 2025. To meet minimum Yellow Book requirements for auditors continuing professional education, DLA OIG auditors participated in web-based training on cybersecurity, supply chains, and decision-making in June 2025.

h. Updates to FY 2025 Annual Operating Plan

As a result of the DLA director's update to the agency strategic plan at the end of FY 2024, DLA OIG updated its own annual operating plan in early FY 2025 and provided a progress update brief to the DLA chief of staff in mid-FY 2025. Key DLA OIG objectives remained on track throughout FY 2025 with the exception of the DLA OIG Annual Training Summit which the IG cancelled due to new travel restrictions imposed by DoD. Additionally, no DLA IG open door events were held in FY 2025 as the agency reset the agency management review program for FY 2025 (with intent is to resume IG open doors in FY 2026).

i. Deferred Resignation Program

Six DLA OIG employees opted to participate in the deferred resignation including two senior employees – the DLA deputy IG for internal audit and the DLA IG. These unplanned losses reduced the audit organization from three teams to two.

j. Investigative Case Management System (CMS) Modernization

After acquiring a new case management system in August 2023, DLA OIG continued to refine its reporting capabilities to enhance trends analysis relating to various investigations (the legacy system, DLA Criminal Incident Reporting System, became obsolete and was no longer supported by DLA J6). The DLA IG shared initial advances in Hotline specific complaint category trends analysis with the DLA director in May 2025 with a proposal to expand trends analysis among all major complaint categories.

k. Data Visualization

In support of the DLA Director's priority for data acumen training, DLA OIG arranged for a Management Concepts class on "Introduction to Data Visualization, which was conducted via web-based medium in May 2025. OIG auditors and investigators participated, while open seats were allocated employees from DLA Energy, DLA Finance, and the Enterprise Risk Management Office.

l. DLA OIG DLA Issuances (DLAI)

In a follow-up to DLA OIG updates to all functional DLAI in FY 2024, DLA OIG began drafting a new Inspections Process DLAI in FY 2025, DLAI 7601.04. DLA OIG's inspections team operated on an ad hoc basis in FY 2024, but with the retirement of its Inspection Chief in early FY 2025, combined with personnel reductions in second quarter FY 2025, the IG put a hold on inspections operations pending a change in hiring policies. DLA OIG plans to finalize DLAI 7601.04 in FY 2026.

m. Hotline Program Initiatives

Despite the Enterprise Hotline (HL) Program operating at 50% strength for most of FY 2025, the HL program manager (PM) partnered with DLA J6 to improve trends analysis

capabilities of the HL case management system. The DLA IG shared results of improved trends analysis in May 2025 with the DLA director – these results initially related to the personnel category of complaints. The HL PM later expanded this capability to other complaint categories in the last quarter of FY 2025. Continuous improvements to CMS capabilities throughout the FY gradually modernized the DLA OIG ability to analyze data – an effort to continue into FY 2026.

n. Senior Leader Orientation Course (SLOC)

On September 10, 2025, the DLA IG provided an orientation brief to SLOC participants. The DLA IG highlighted key aspects of the DLA OIG mission set, capabilities and functions, and working relationships with DLA MSC's & J/D-codes.

Defense Logistics Agency

DLA Small Business Programs (DB) Fiscal Year 2025 Historical Report



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

October 31, 2025

MEMORANDUM FOR DLA PUBLIC AFFAIRS (DB) OFFICE

SUBJECT: FY25 Historical Report

1. In accordance with DLA Instruction 5122.20 Annual Historical Report, the following information is provided:

a. An introduction stating the organization's mission, key events, and significant accomplishments: See attachment.

b. A chart or description of the organization's structure: See attachment

c. A chart or list of the organization's key leaders, with tenures: See attachment

d. Total military, civilian, contractor personnel on 30 September: See attachment

e. An historical narrative: See attachment.

2. Point of contact for this action is Kelvin Goodwine who can be reached at kelvin.goodwine@dla.mil.

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DANIELE J. KURZE
Director
Office of Small Business Programs

1. Introduction

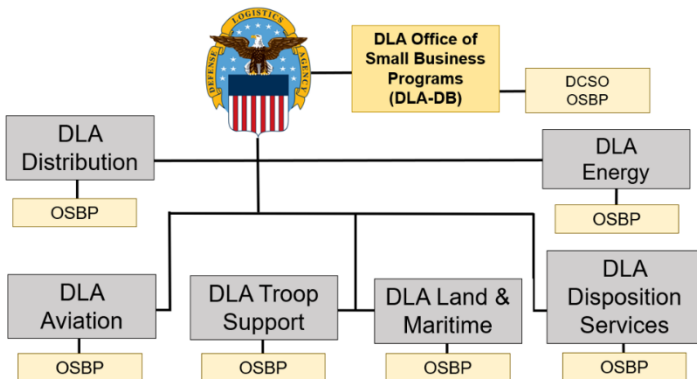
It is DLA policy to provide maximum practicable opportunities in our acquisitions to small businesses to include socioeconomic categories (small disadvantaged business, women-owned small business, service-disabled veteran-owned small business, and HUBZone). DLA prime contracts are also structured to facilitate maximum practicable opportunity for small business participation as subcontractors, consistent with efficient contract performance.

The DLA Office of Small Business Programs (OSBP), also 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 business concerns. DLA OSBP provides small business advocacy and promotes small business utilization to strengthen the competency, capability, and commitment of the industrial base that fulfills DLA’s mission as the Nation’s Logistics Combat Support Agency.

During Fiscal Year (FY) 2025, DLA OSBP demonstrated commitment to maximizing the contributions of small business in DLA acquisitions, while meeting the needs of the Warfighter. OSBP guidance and vision propelled DLA to increase opportunities for small business,

culminating in award of more than forty-six percent of eligible contract dollars to small businesses. At about \$22.6 billion, small business dollars were the highest ever for DLA.

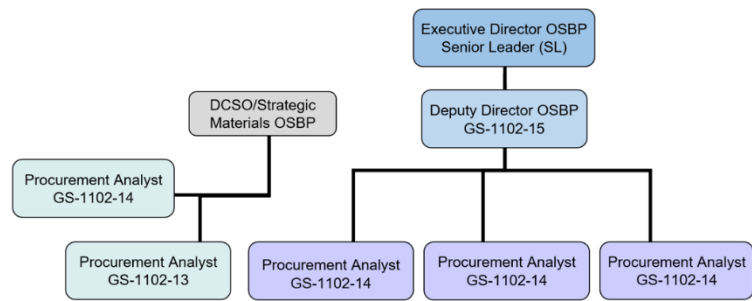
DLA Office of Small Business Programs Structure



departed in January 2025.

Two of OSBP’s FTEs are stationed in Philadelphia to support the DLA Contracting Services Office (DCSO). All other DB FTEs are stationed at DLA Headquarters in Fort Belvoir. Five FTEs, including the OSBP Executive Director and Deputy Director, support and oversee operation of the DLA Small Business Program at the headquarters level. DLA’s major

Office of Small Business Programs (DLA-DB) Organization



2. Organization

DLA OSBP was authorized seven FTEs for FY 2025, comprised of GS-1102 personnel and the Executive Director, Ms. Daniele Kurze. Mr. Kelvin Goodwine joined as the new Deputy Director after Christopher Hall

subordinate commands (MSCs) each have a staffed small business office, but those personnel report through their various chains of command and not through headquarters OSBP. DB personnel at DCSO, which also supports DLA Strategic Materials's contracts, report through DLA-DB because these activities are components of DLA Acquisition (J7). This reporting structure is in place to maintain separation between the contracting and small business functions, which is a Small Business Act requirement.

3. Key Personnel

- a. Daniele Kurze, Executive Director, OSBP (Feb 2024 – Sept 2025)
- b. Christopher Hall, Deputy Director, OSBP (May 2016 – Jan 2025)
- c. Kelvin Goodwine, Deputy Director, OSBP (Feb 2025 – Sept 2025)

4. Total Personnel

DLA OSBP was staffed with five full-time personnel at the end of FY 2025, all civilians.

5. Historical Narrative.

a. DLA Small Business Performance*

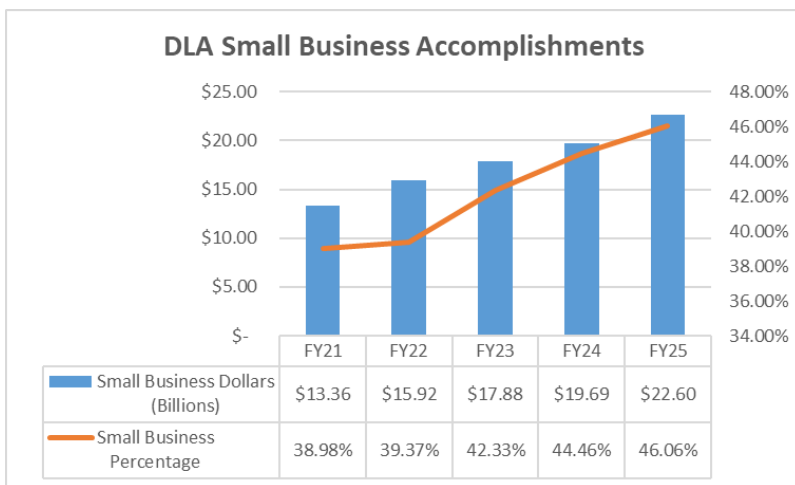
Small business represents a critical component of DLA's industrial base, which reduces risk in our supply chains and is essential to our ability to provide resilient and secure industrial support to the Warfighter. DLA has more than 8,000 suppliers and about 80 percent of them are small businesses.

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 individual agencies and departments, such as the Department of Defense, as it attempts to position the Government to meet the collective 23% goal -- for FY 2025, the DoD goal was 23.90%.

In similar fashion to what SBA does, the Department sets separate goals for DoD components, such as DLA, so that DoD can meet its overall goal. The DLA small business goal for FY 2025 was 37.30%. The above chart shows DLA small business dollars and percentage of eligible dollars obligated to contracts with small businesses. For FY 2025, DLA met its small business goal for the 13th consecutive year.



* FY2025 statistics are provisional and will change. These metrics will be finalized in February 2026.

DLA also has goals for small business socioeconomic programs. For FY 2025 DLA goals were – 5 percent for small, disadvantaged business (SDB), women-owned small business (WOSB) and service-disabled veteran-owned small business (SDVOSB), and 3 percent for Historically Underutilized Business Zone (HUBZone) small business. The chart below shows goals and proportion of DLA dollars obligated to the socioeconomic programs for FY 2025.

Socioeconomic Category	FY 2025 Goal	FY 2025 Achievement*
Small Disadvantaged Business	5%	8.49%
Women Owned Small Business	5%	5.23%
Service-Disabled Veteran Owned Small Business	3%	2.70%
HUBZone	3%	2.92%

* FY2025 statistics are provisional and will change. These metrics will be finalized in February 2026. FY 2025 SDB, WOSB, and SDVOSB Goals: 5%; and HUBZONE: 3%.

DLA initiated two new Key Performance Indicators (KPI), New Entrants (based on OMB's criteria) and Socioeconomic Program Set-Asides.

(1) DLA increased new entrants by 20% from 794 (in FY 2024) to 959 (817 small businesses) were small businesses (in FY 2025).

(2) Small business socioeconomic program set-asides obligations increased by 31% from \$551 million to \$720 million. Ability one set-aside obligations increased by 7% from \$808 million to \$862 million. Combined socioeconomic and Ability One set-asides exceeded the FY 2025 KPI by 23%.

b. DLA Strategic Plan and the DLA OSBP Operating Plan

DLA continuously reviews its small business strategy to ensure it aligns with the priorities of DoD and the DLA Strategic Plan. DLA published a refreshed Strategic Plan for 2025 – 2030 that identifies four transformative imperatives to provide DLA with its focus: people, precision, posture, and partnerships. In alignment with DLA's Strategic Plan, the DLA OSBP FY 2025 Operating Plan addresses the four transformation imperatives. It fosters alignment within the small business functional community to strengthen mission support. DLA implemented specific strategies designed to increase small business participation as follows:

(1) Developed and deployed an automated small business intake system accessible from DLA's external website, eliminating manual routing, providing self-service supplier options, tracking, and reducing redundancy across the agency. This digitization of supplier intake provides comprehensive visibility into small businesses trending issues, enabling targeted training and process improvements.

(2) Designed and launched the Supplier Pathway Program, an innovative DLA-wide initiative providing external automated tools for suppliers to identify products within DLA's supply chains and navigate contracting/certification processes, fostering enhanced engagement, productivity, and strategic supplier relationships.

(3) Developed and implemented automated internal analytics tools for existing/new entrants, long-term contracts, and obligations, revealing dependency risks and identifying areas of saturation/desaturation for small business penetration, optimizing resource allocation.

(4) Developed and launched a DLA-wide rollout of innovative external web-based training tools to enhance small businesses readiness in support of national security objectives, delivering 108 new self-service videos/guides through extensive cross-functional collaboration.

(5) Created and published new website pages and content tailored for small businesses to understand and comply with requirements for cybersecurity fostering small businesses cybersecurity readiness.

(6) Established an internal centralized platform consolidating small business-related processes and tools, facilitating real-time data access, standardizing practices, improving risk management, and accelerating decision-making for mission.

Defense Logistics Agency

DLA Enterprise Risk Management (ERM)

Fiscal Year 2025 Historical Report



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

October 14, 2025

MEMORANDUM FOR DLA PUBLIC AFFAIRS, ATTN - HISTORIAN

SUBJECT: DLA ENTERPRISE RISK MANAGEMENT FY 2025 HISTORICAL REPORT

Fiscal Year 2025 (FY25) marks the second year that DLA Enterprise Risk Management (DLA ERM) is contributing to the agency's Historical Report, and we are proud to continue telling our story and highlighting our accomplishments.

Building on FY24, a year defined by significant transition, DLA ERM entered FY25 with renewed stability and strengthened leadership. While more than half of the current DLA ERM personnel joined the team during FY24, FY25 was a year of maturation and alignment. With our leadership and our team solidified, DLA ERM focused on driving mission outcomes, enhancing program maturity, and aligning risk management practices with agency priorities.

DLA ERM remained committed to delivering value and exceeding expectations. Highlights of the team's mission accomplishments this year include:

- Hosting a Risk Management and Internal Control (RMIC) Workshop
- Execution of DLA ERM Corrective Action Plans (CAPs)
- Streamlined Contract Oversight
- Managed DLA's Multi-level Agency-wide ERM Governance Structure
- Execution of Governance, Risk, and Compliance Capabilities
- Enhancing Internal Control Standard Metrics (ICSM)
- Execution of RMIC-related Objectives and Key Results in DLA's Strategy
- Completing DLA ERM Policy Updates
- Standardizing the Risk and Control Matrix (RCM) Workbook
- Integration of Enterprise Process Management

The following report details the great work DLA ERM accomplished in FY 2025

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ERICH GABRIS
Chief Risk Officer
Defense Logistics Agency

1. Introduction

Since its establishment in 2019, the Defense Logistics Agency Enterprise Risk Management (DLA ERM) office has played a central role in advancing the agency's culture of accountability and informed decision-making. Operating under the direction of the Chief of Staff, DLA ERM provides leadership, policy guidance, and oversight to ensure compliance with Government Accountability Office (GAO) Standards for Internal Control in the Federal Government (Green Book) and the Office of Management and Budget (OMB) Circular A-123. As steward of the agency's Enterprise Risk Management and OMB A-123 programs, the office integrates risk management principles into operations to strengthen performance and support the agency's mission.

2. Organization & Personnel

DLA ERM has grown into a team of 15 professionals located across the agency's operational footprint, each contributing specialized expertise to advance the mission. The office is structured into two primary branches: Risk Management and Internal Controls. Within the Risk Management branch, the Fraud Risk Management function provides targeted oversight to identify, assess, and mitigate fraud related risks across the enterprise.

3. Leadership

DLA ERM continued under the leadership of Mr. Erich Gabris, who has served as DLA ERM Director and Chief Risk Officer since July 2023. The organization is structured around two branches. The Risk Management Branch is led by Ms. Jennifer Mackert, who assumed the role in October 2023, while the Internal Controls Branch has been under the leadership of Ms. Linda Esah since March 2022. Together, this leadership structure reflects the office's continued maturation and its ability to oversee an increasingly broad and complex mission set.

4. Historical Narrative

a. Risk Management and Internal Control (RMIC) Workshop

In January 2025, DLA ERM hosted a day-and-a-half RMIC workshop at DLA Headquarters with more than 60 participants attending in person, primarily Risk and Internal Controls Administrators (RICAs) and our contract partners. The workshop accomplished several key objectives: it strengthened alignment across the agency on core RMIC program implementation and solidified the FY 2025 Statement of Assurance Plan.

b. Execution of Corrective Action Plans

Building on the comprehensive revision and re-baseline of corrective action plans completed in FY 2024, DLA ERM dedicated FY 2025 to the full execution of these updated actions. Efforts centered on implementing remediation steps, monitoring progress against defined milestones, and coordinating with stakeholders to ensure timely resolution of audit findings and risk mitigation measures. Execution activities were managed through established governance

processes, with regular updates provided to leadership to maintain visibility and accountability. This transition from planning to implementation advanced the agency's risk reduction objectives and reinforced its commitment to continuous improvement in alignment with GAO and OMB A-123 requirements.

c. Streamlined Contract Oversight

Last year, DLA ERM expanded contract oversight to provide enterprise-wide support across multiple organizations. In FY 2025, that support was streamlined to improve efficiency, coordination, and alignment with mission priorities. Contract support during the year focused on four Major Subordinate Commands (MSCs): Aviation, Distribution, Energy, and Troop Support, ensuring consistent risk management and internal control assistance across these areas. For the headquarters contract, support was directed to DLA Human Resources (J1), DLA Acquisition (J7), DLA Finance (J8), and the combined D-Staff, providing integrated oversight and unified ERM support across functions. This streamlined structure reduced redundancies, enhanced communication between stakeholders, and strengthened the consistency and quality of deliverables across the ERM community.

d. Managed DLA's Multi-tier Agency-wide ERM Governance Structure

Governance remains a critical component of DLA ERM's oversight and monitoring responsibilities. The agency's multi-tier governance structure was originally chartered in 2020 and continued to provide the foundation for oversight in FY 2025. The ERM governance structure was updated in FY 2025 to reflect changes introduced through the new DLA Governance Council (DGC), which streamlined decision making processes, reduced executive time spent in recurring meetings, and consolidated level 2 briefings into weekly sessions held on Wednesdays. An Alignment Group meeting was changed to the fourth Wednesday of each month to ensure strategic issues were elevated and addressed in a consistent forum. The DLA ERM governance structure consists of:

(1) The Enterprise Risk Working Group (ERWG): The ERWG, chaired by the Chief Risk Officer, meets on a bimonthly basis and includes Risk and Internal Control Administrators (RICAs) from each organization. In FY 2025, DLA ERM held 10 ERWG meetings, providing a collaborative forum to address risk and internal control issues across the agency.

(2) The Senior Risk Management Team (SRMT): The SRMT, chaired by the Chief of Staff and comprised of SES leaders from across the agency, was directly impacted by the governance structure changes. With the implementation of the DGC framework, SRMT meetings were placed on hold beginning in the second quarter of FY 2025, resulting in a reduced number of sessions. This adjustment ensured greater alignment with the streamlined governance model while maintaining visibility of ERM and RMIC program performance. In FY 2025, DLA ERM held 4 SRMT meetings.

DLA ERM also provides regular updates at Executive Board meetings as required.

DLA ERM also holds organizational one-on-one meetings with the RICAs of each J-Code, Major Subordinate Command (MSC), and the D-Staff. In FY 2025, DLA ERM held 52 one-on-one sessions with organizations across DLA.

e. Governance, Risk, and Compliance Capabilities

In previous years, DLA ERM advanced the requirement for a modernized Governance, Risk, and Compliance (GRC) solution through the J6 capabilities demand process. GRC technologies are designed to transform manual ERM and OMB A-123 processes into an integrated, automated program that supports continuous monitoring, provides leadership with near real time insight, and enhances understanding of the agency's internal control environment. Previous implementations, such as Acadia and Biscayne, standardized and automated core ERM and audit requirements.

In FY 2025, DLA ERM strengthened this effort by hiring a dedicated program analyst to manage the GRC initiative. The role is focused on advancing automation and modernization through the ServiceNow platform in partnership with J6 and J8. The GRC project continues to be aligned under the agency's Digital Business Transformation (DBX) initiative, reflecting its enterprise-wide impact. With dedicated program management in place, DLA ERM is positioned to accelerate deployment of GRC capabilities that will enable more efficient oversight, better risk informed decision making, and improved mission effectiveness across the agency.

f. Internal Control Standard Metrics

In previous years, DLA ERM introduced the Internal Control Standard Metrics workbook to provide organizations with a structured and objective way to assess their internal control systems in accordance with Green Book standards. The workbook contains assessment questions and key metrics across the five internal control standards: control environment, risk assessment, control activities, information and communication, and monitoring. It enabled organizations to evaluate the assurance and maturity of their control environments and to brief results to the DLA Director.

In FY 2025, DLA ERM continued to refine and improve the internal control assessment process. Organizations used the workbook not only as a compliance tool but also as a framework for strengthening their internal control environments and demonstrating measurable progress from prior year assessments. Building on the Director's guidance, DLA ERM focused on reducing subjectivity, improving clarity, and enhancing the ability of organizations to provide a higher level of assurance. These efforts reinforced the agency's commitment to continuous improvement and accountability in internal control management.

g. ERM-related Objectives and Key Results in DLA's Strategy

In FY 2024, DLA ERM conducted a SWOT analysis to support the agency-wide review of operations and strategic priorities. The FY 2025 SWOT analysis reinforced DLA ERM's role in linking organizational insights to the broader mission of the agency. Building on the agency wide SWOT analysis and the inclusion of ERM related initiatives in the DLA Strategic Plan, DLA ERM advanced its role in developing and executing objectives and key results under the Precision Imperative in FY 2025. Prior strategies established an ambitious goal to improve the

agency's level of assurance each year, beginning in FY 2025. To support this commitment, DLA ERM worked to operationalize ERM objectives, with particular emphasis on maturing the OMB A123 program and strengthening internal control assurance processes. These initiatives marked continued progress in elevating ERM from a supporting function to a core element of the agency's strategy. By carrying forward its objectives into action in FY 2025, DLA ERM reinforced its position as a critical enabler of risk informed decision making and mission success.

h. DLA ERM Policy Updates

DLA ERM advanced its policy framework by updating the DLA ERM, RMIC, and Fraud Risk Management (FRM) Instruction (DLAI 5010.40) to align with the DoD Enterprise Risk Management and Risk Management and Internal Control Program (DoDI 5010.40) and publishing the new FRM Manual (DLAM 5010.40 Volume 3). These updates reinforced consistency with DoD requirements while ensuring DLA specific guidance was clear, standardized, and fully integrated into the agency's risk management framework. The revised policy documents strengthened direction for internal controls, clarified responsibilities across organizations, and established a more structured foundation for monitoring and reporting.

i. Risk and Control Matrix (RCM) Workbook

DLA ERM developed and completed a standardized RCM workbook in alignment with the GAO Standards for Internal Control in the Federal Government (Green Book) and OMB Circular A-123. The workbook provides organizations with a tool for documenting key controls, linking them to risks, and supporting assurance activities. It increases uniformity across DLA organizations and provides a reliable basis for monitoring and testing controls. This standardization marked a significant step in strengthening DLA's internal control environment and advancing the agency's maturity in risk management practices.

j. Integration of Enterprise Process Management

In FY 2025, DLA ERM absorbed elements of the EPM function from DLA Transformation, including enterprise process documentation, oversight, and standardization. EPM provides standardization and standards for enterprise process management by developing, publishing, and maintaining policies, templates, training, and other process documentation. It also facilitates strong partnerships and collaboration across the process management and process health communities.

The vision of EPM is to establish a culture of operational excellence by seamlessly integrating and optimizing processes across DLA, driving efficiency, innovation, and strategic alignment to achieve auditability, sustainable growth, and superior performance.

5. Future

In FY 2026, DLA ERM will continue building on the progress achieved in recent years, advancing its role as a key driver of the agency's strategic direction. The office will realign the organizational structure and rationalize functions in line with the FY 2026 Staffing and

Workforce Optimization Plan. Additionally, DLA ERM will enhance its ability to measure and demonstrate assurance and advance automation and modernization through GRC capabilities.

DLA ERM's priorities for FY 2026 include deepening partnerships across functional areas through workshops, training, and staff assistance; and supporting the continued maturity of the OMB A-123 program by designing and implementing the five components of internal control. Leveraging enterprise process management will enable DLA ERM to promote consistency, standardization, and efficiency across business functions. As the agency pursues its transformational objectives, DLA ERM will remain focused on providing clear guidance, practical tools, and hands-on support to enable risk-informed decisions, mitigate emerging threats, and strengthen mission execution.

Defense Logistics Agency

DLA Safety and Occupational Health (SOH)

Fiscal Year 2025 Historical Report



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

September 22, 2025

MEMORANDUM FOR COMMAND HISTORIAN

SUBJECT: Endorsement of the Fiscal Year (FY) 2025 DLA Safety and Occupational Health (SOH) Office (DCS) Historical Report

I reviewed the FY 2025 DLA Safety and Occupational Health (SOH) Office historical report, and I endorse its findings and recommendations. This report provides a comprehensive overview of the office's activities, challenges, and accomplishments throughout the fiscal year.

The point of contact for the FY 2025 DLA SOH Historical Report is MAJ Derek Monthei at (571)-767-0391 or Derek.Monthei.res@dla.mil.

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TOD D. MELLMAN
Director
DLA Safety and Occupational Health

Attachment:
DLA Safety and Occupational Health (SOH) Historical Report for FY2025

1. Introduction

a. Mission

Establish the Agency Safety Program and provide oversight of the Agency Safety and Occupational Health (SOH) program and management system. Serve as the principal advisor and consultant to the DLA director, DLA chief of staff, and senior staff on all matters related to SOH. Ensures the agency complies with applicable laws, regulations, and policies. Protects and enhances the health, safety, and well-being of every employee, enabling the agency to deliver readiness through quality and proactive global logistics.

b. Safety and Occupational Health Core Responsibilities

(1) Provide guidance to leadership for the implementation and the execution of safety and occupational health missions and functions.

(2) Provide oversight by establishing Agency SOH guidance, developing implementation plans, and evaluating resource and project requirements for assigned programs.

c. Safety and Occupational Health Core Programs

- (1) Medical Programs
- (2) Pest Management
- (3) Radiation Safety/ Radiation Health Protection
- (4) Safety and Occupational Health
- (5) Industrial Hygiene
- (6) Accident Investigation
- (7) Safety Assessments
- (8) Safety Training

d. Lines of Effort

(1) Provide advice on the development, implementation, and oversight of all agency medical services, medical surveillance, and medical service contracts. Preserve, protect, and improve the health of the DLA workforce through effective and proactive occupational health practices.

(2) Advise on inspections and surveillance efforts to anticipate, recognize, evaluate, and control environmental factors or stressors in the workplace that may cause illness, impaired health, or significant discomfort through safety and industrial hygiene programs.

(3) Provide advice for the chief of staff as the designated agency safety and health official. Coordinate Mishap Investigation Boards (MIBs) for Class A investigations and oversee the Class B MIB process. Aid the major subordinate commands, regions, and DLA Installation Management safety staff in reporting and documenting all other classes of mishaps.

(4) Serve as principal advisor and program manager for DLA's force health protection, pest control, radiation safety, low-level rad waste disposal, and radiation health protection efforts.

(5) Serve as the agency liaison with the DoD and Department of Labor Occupational Safety and Health Administration (OSHA) for SOH issues. Develop SOH-related plans, goals, and metrics for the Agency Strategic Plan.

(6) Develop and conduct training to improve risk awareness, hazard management, and safety inspections.

(7) Serve as the principal point of contact for DoD Boards and working groups associated with the previous lines of effort.

2. Personnel

a. Office Manning

The SOH HQ staff is allotted eight civilian personnel. Two positions were transferred to DLA Installation Management. Two managers left HQ SOH and took reoriented positions with DLA Fort Belvoir Installation Management in January 2025. Of the positions available, five were vacant at the beginning of the FY. In October 2024, the Industrial Hygiene program manager departed on permanent change of station orders to a DLA Europe and Africa. A new SOH manager was onboarded in January 2025. Mr. Adrain Kendrick (SOH director) retired in September 2025. Ms. Anna Lyons was acting SOH director until Mr. Tod Mellman was assigned in July of 2025. A Safety and Occupational Health specialist was onboarded September 2025.

b. Contracts

Efforts were made to identify options to cover gaps in DLA's occupational health coverage. Two contracts, an acquisition and a service were issued August and September 2025 to provide Industrial Hygiene equipment and to support laboratory analysis.

c. Military Personnel (Personnel Force Innovation program)

At the start of FY 2025, a U.S. Army reservist on Title 10 orders was the special projects officer. That officer's orders ended June 19, 2025. A U.S. Army reservist major on Title 10 orders continued as the command entomologist. A U.S. Army reservist lieutenant colonel on Title 10 orders served as the radiation safety officer from January 2025 to July 2025. A U.S. Army reservist colonel on Title 10 orders onboarded in August 2025 and is a physician's assistant. The command surgeon has been selected and is awaiting orders.

3. Strategy & Key Events

a. Directors Guidance

On December 5, 2025, SOH completed its annual operating plan. On April 7, 2025, the chief of staff received the mid-year AOP review. The FY26 SOH AOP was developed in August.

b. Strengths, Weaknesses, Opportunities and Threats analysis

The directorate conducted a thorough review of strategic documents relating to safety business/operations to ensure alignment with higher-level national, department, service, and combatant command priorities and identified potential gaps and opportunities. The information was submitted on March 31, 2025.

c. Reporting Requirements

(1) Bureau of Labor Statistics report (May 1, 2025)

DLA reported 92 cases involving days away from work, 144 job transfer cases, and 53 other cases (e.g., sutures, hearing loss, and laceration).

(2) DoD CY24 Annual SOH Program Management Review and CY24 Annual OSHA Report (DoD consolidated the requirements) (April 11, 2025)

(3) Department of Defense Pest Management Measures of Merit (December 30, 2024)

d. Important Briefings

(1) On November 13, 2025, and 28 May 28, 2025, DLA conducted bi-annual SOH executive council meetings with the DLA director. He reiterated his guidance, intent, expectations, as well as DLA's focus on preventing and stopping the next mishap to DLA senior leaders. Also, DLA leaders updated status, initiatives, and challenges regarding their SOH programs. The Enterprise Safety Application Management System Dashboard was introduced during the May meeting. The Dashboard provides an interactive experience with live data.

(2) DCS participated in the OSD Defense Agencies and DoD Field Activities (DAFA) Safety and Occupational Health Program Management Review (PMR) meeting on Friday, February 28, 2025. The DAFA community will work together to determine five things to address by the end of FY 2026 based on the CY 2024 PMR results.

(3) Armed Forced Pest Management Board (AFPMB) 220th Meeting – on March 17-21, 2025, representatives from all service branches and DLA briefed a review of all AFPMB NSNs that DLA manages to identify items that need to be changed or removed from the system.

e. Outreach

Bring Your Child to Work Day - On 24 April 2025, the command entomologist supported Bring Your Child to Work Day by providing an entomology display table with insect displays and live insects as well as explaining his job as DLA pest management consultant.

4. Planning & Policy Efforts

a. Update to the Policies.

The DLA SOH staff began updating and/or published the following issuances:

(1) DLAI 6055.08, Radiation Safety program (published June 17, 2025)

- (2) DLAI 6055.01, Safety and Occupational Health program (provided for peer review September 2025; projected publication end of January 2026)
- (3) DLAM 6055.01, Volume 1, Mishap and Near Miss Notification, Investigation, Reporting and Recordkeeping (projected publication end of January 2026)
- (4) DLAM 6055.01, Volume 2, SOH Inspections and Hazard Management (projected publication end of January 2026)
- (5) DLAM 6055.01, Volume 3, SOH Training and Awareness (projected publication end of February 2026)
- (6) DLAI 6055.12, Hearing Conservation program (published July 11, 2025)
- (7) DoDI 6055.01, DoD Safety and Occupational Health program (formal coordination 3rd Quarter FY 2025, expected publication FY 2026)
- (8) DoDI 6055.05, Occupational and Environmental Health (formal coordination 3rd Quarter FY 2025, expected publication FY 2026)
- (9) DoDI 6055.07, Mishap Notification, Investigation, Reporting and Recordkeeping (formal coordination 3rd Quarter 2025, expected publication FY 2026)
- (10) Directive Type Memorandum – 200 DoD Safety and Occupational Health Management System Minimum Standards (on hold pending review by ASD(R))

b. SOH Communication Campaign Plan

- (1) This plan has been in place since May 2018
- (2) DLA 101 Critical Days of Summer Campaign Message – DLA Public Affairs posted a variety of safety messages on DLA Today for the 101 Critical Days of Summer on behalf of SOH. The theme this year was “Stay Ready, Stay Safe – All Summer Long.”

Defense Logistics Agency

DLA General Counsel (DG) Fiscal Year 2025 Historical Report



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

October 10, 2025

MEMORANDUM FOR DLA, ATTN: Command Historian

SUBJECT: Submission of the DLA General Counsel FY25 Annual History Report

The DLA Legal Enterprise has achieved tremendous success this year, and I am incredibly proud to be a part of this organization, one I hold in the highest regard. Leading this talented legal team, renowned throughout the DoD for its expertise and dedication to excellence, is a privilege. Our legal support is critical to achieving the DLA Strategic Plan, directly impacting military readiness and Warfighter support, as you'll see in the following pages. The Office of General Counsel will continue to provide exceptional service to the DLA enterprise, confidently navigating future challenges and providing expert legal guidance.

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Acting Deputy General Counsel

1. Introduction

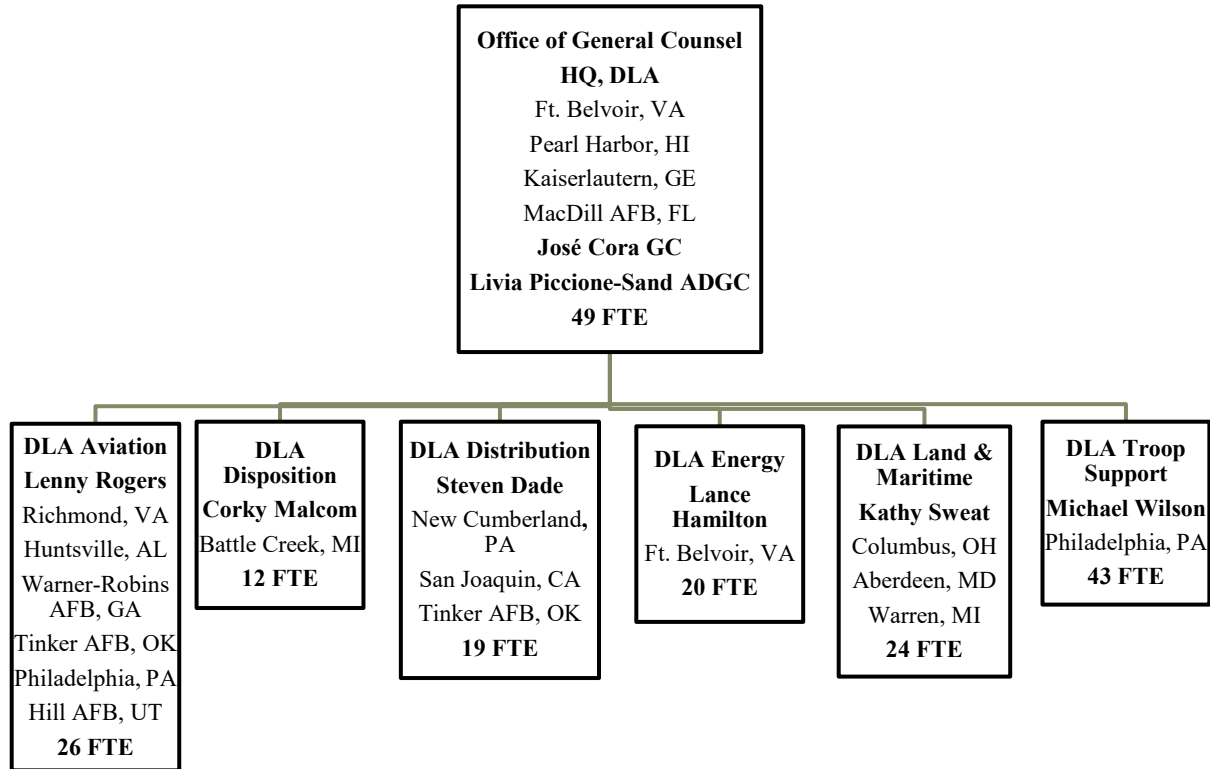
The Office of the DLA General Counsel stands as the exclusive source of legal advice, counsel, and representation for the entire DLA enterprise. As the largest general counsel in the Fourth Estate, our legal enterprise is a multifaceted organization comprised of a broad range of experts dedicated to delivering professional, candid, and independent legal advice and support. From the headquarters Office of the General Counsel (DG), which advises key DLA leadership on the full spectrum of agency matters and ensures legal compliance to the invaluable contributions of our Major Subordinate Command (MSC) legal offices, we provide comprehensive legal support across the agency.

Our legal practices areas are organized under five divisions at DLA Headquarters: international and operational law; administrative and civil law, which includes the ethics and standards of conduct program and legislative program; the procurement fraud and business integrity program; labor and employment law; and acquisition law. Together with our Administrative Management team, these six Divisions comprise HQ DG. DG also oversees the delivery of legal support by the MSC Offices of Chief Counsel, who also advise in all practice areas at the MSCs. The timely and effective resolution of legal issues contributes significantly to the goals, lines of effort, and priorities in the agency's strategic plan. Additional information about each of the Divisions is set forth below.

2. Organization and Personnel

The following is the organization chart of the DLA legal enterprise:

DLA OGC LEGAL ENTERPRISE



3. Historical Narrative

a. International and Operational Law highlights

This area of the Legal Enterprise is dedicated to providing comprehensive legal support for contingency operations, offering 24/7 legal advice on DLA logistics operations and activities, regardless of whether they are planned or arise unexpectedly. We serve as proactive counselors to the DLA Logistics Operations Director (J3) and the three DLA regional commands. DG strategically maintains legal offices in Tampa, FL, Hawaii, and Germany to advise effectively regional commands supporting six geographic and functional combatant commands. We are the agency's recognized authorities in operational and international law, military justice, and discipline. Our attorneys possess specialized expertise in disaster-preparedness and overseas contingency law, providing vital legal counsel on topics ranging from local law and customs to international agreements and the rights of federal employees and contractors in areas where humanitarian military operations are conducted.

During FY 2025, our directorate and regional command legal offices provided client-focused support to regional commanders, empowering them to develop and implement innovative logistics solutions for their combatant command commanders. Key areas of focus included Operations Southern Border and Southern Guard in support of the Department of Homeland Security, the Joint Staff global exercise series Elite Constellation, application of the Berry Amendment to contingency and combat operations, adapting to sweeping policy changes directed by the new Presidential Administration, and Class I support to foreign partners via

Acquisition and Cross-Servicing Agreements. Towards the latter effort, the International and Operational Law division drafted and staffed a legislative proposal to allow greater flexibility to increase DLA inventory in order to provide Class I ACSA support to foreign naval partners. We also maintained our commitment to supporting Whole of Government initiatives, with a particular emphasis on FEMA as its role in disaster response evolves.

b. Administrative and Civil Law Highlights

The mission of the Administrative and Civil Law Division is to provide timely and effective advice in the areas of environmental and safety, installations, fiscal, ethics, information, non-litigation labor & employment, investigations, and general administrative law. Included in the administrative and civil law division are two agency programs: the standards of conduct and employee ethics program, and the legislation program. Specific highlights from 2025 are identified below.

(1) Standard of Conduct and Employee Ethics Program

Guided by directives from the Office of Government Ethics (OGE) and the Standards of Conduct Office, we implemented a robust ethics program, with the DLA Director serving as the designated agency ethics official. Our attorneys proactively provided mandatory ethics training and identified the 5,251 individuals required to file financial disclosure statements. We then trained these employees and meticulously reviewed their statements to ensure legal sufficiency and identify potential conflicts of interest. Beyond this, we provided comprehensive advice on employee disqualification statements, divestitures, and navigating post-employment restrictions. We maintained transparency and accountability by reporting ethics compliance to the OSD and the OGE.

(2) DLA's Legislative Program

This year saw several changes to responsibilities in DLA's Legislative Program. In past legislative proposal cycles, DLA DG would issue the "call memorandum" to the agency to start the DLA's legislative program's process. Throughout the process, DG would drive the process, collect, vet, and review the various legislative proposals submitted by interested parties. DG would also coordinate with DoW Office of General Counsel (OGC), the OMB, other interagency parties, and finally with Congress. After extensive review and in concurrence with DLA Legislative Affairs, DL is now the office of primary responsibility for this program with DG in the coordination role. This realignment is in line with DL's stated mission DG, specifically the administrative and civil law team, will actively support DL to ensure the smooth enactment of any legislative proposals.

(3) General Support

Our installation support attorneys provided specialized legal expertise to the agency's Sexual Assault Prevention and Response program in FY 2025. They also advised on critical issues across the installations support directorate, including environmental compliance, occupational health and safety, real property management, security and emergency services, and

morale, welfare, and recreation programs. Our fiscal law attorney provided invaluable guidance on numerous complex matters, such as the proper use of DLA funding, cost allocation methodologies, overhead cost recovery, and high-profile issues associated with DLA's creation of a new major subordinate command, Weapons Support. This division also provided significant legal support to DLA through the transition of administrations and continues to provide advice on compliance with new laws, regulations, and policy guidance. In addition, our legal team helped the agency incorporate the DLA Strategic Plan in its decision making.

c. Procurement Fraud and Business Integrity (PFBI) highlights

The PFBI division is responsible for examining potential contract fraud and other improper conduct involving contractors and offerors. DLA attorneys flag matters warranting investigation, which they refer to the appropriate investigative bodies. We also report on DLA's comprehensive efforts to prevent, detect, deter, and remedy procurement fraud and related irregularities, coordinating administrative, civil, and criminal remedies as needed. The PFBI division executes the Suspension and Debarment Program, preparing recommendations for the Suspending and Debarring Official and engaging affected parties.

In FY 2025, the Suspending and Debarring Official issued 30 suspensions, 112 notices of proposed debarment, and 103 debarments, leading to 245 ineligibility actions. In addition to these actions, we employed alternative resolution methods, entering into 14 administrative agreements and accepting 18 voluntary exclusions. These agreements, alternatives to ineligibility, mandate verifiable actions such as implementing stronger internal corporate governance practices and/or using independent third-party monitors within a specific timeframe.

d. Labor and Employment Law highlights

The mission of the Labor and 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), and Federal Labor Relations Authority, and assist Department of Justice attorneys representing DLA in court. We advise management officials on labor and employment matters, to include disciplinary actions, policy issues, and Office of Special Counsel or congressional inquiries.

In FY 2025, a six-member team of labor and employment law legal advisors reviewed and advised on 950 reasonable accommodation requests for remote work or regular recurring telework that went through DLA centralized decision-making process.

In FY 2025, DLA attorneys across the enterprise defended 78 EEOC cases, 57 MSPB cases, 2 Federal court cases, 7 arbitrations, and 4 unfair labor practice cases.

The L&E Law division ran the agency's Alternative Dispute resolution (ADR) program, which has approximately 38 DLA mediators. Our ADR program establishes procedures to resolve disputes at the earliest possible stage, thereby reducing the time, expense, delay, acrimony, and other negative consequences associated with adversarial dispute resolutions. DLA uses ADR in the areas of EEO, workplace, labor, contracts, and Freedom of Information Act requests. In FY 2025, we continued to promote ADR, conducting 87 mediations, saving the agency time and money.

e. Acquisition Law highlights

The Acquisition Law division plays a vital role in enabling DLA to procure effectively billions of dollars' worth of goods and services critical to supporting military services and federal agencies. Our work encompasses a broad spectrum of acquisitions, including fuel, construction, medical supplies, subsistence, uniforms, weapons system parts, and distribution and disposition services. We analyze the strategic impact of evolving acquisition laws, regulations, and policies, and represent DLA on the Defense Acquisition Regulation Council. Our attorneys contribute to major acquisitions by assisting with solicitation and contract documents, advising source selection panels, and facilitating contract negotiations.

We provide strategic support to the Director and DLA Acquisition on key initiatives such as procurement policy, justifications and approvals requiring senior procurement executive approval, procurement oversight and review, and responses to Department of Defense Inspector General audits and congressional inquiries. We also support the Director, J3, and J3 staff in procurement-related areas, including F-35 support, reform initiatives, and GSA/Whole of Government engagements.

Key accomplishments in FY 2025 included providing guidance to our clients (J-7 and others) on the effect of several Executive Orders (E.O.) impacting DLA acquisitions, such as: E.O. 14299, Deploying Advanced Nuclear Reactor Technologies for National Security; E.O. 14285, Unleashing America's Offshore Critical Minerals and Resources; E.O. 14275, Restoring Common Sense to Federal Procurement; E.O. 14271, Ensuring Commercial Cost-Effective Solutions in Federal Contracts; E.O. 14265, Modernizing Defense Acquisitions and Spurring Innovation in the Defense Industrial Base; E.O. 14240, Eliminating Waste and Saving Taxpayer Dollars by Consolidating Procurement. In addition, the Acquisition Division provided critical support and input to ongoing efforts by the Office of Federal Procurement Policy (OFPP) and the FAR and DFARS Councils to revise significantly the FAR (Revolutionary FAR Overhaul). DLA has unique insight and experience in certain areas and provided input to proposed revisions of FAR Part 8, Required Sources of Supplies and Services, FAR Part 41, Acquisition of Utility Services, and FAR Part 27/DFARS Part 227, Patents, Data, and Copyrights.

The Acquisition division provided guidance on IP, privacy, and export control laws in data exchange agreements with international partners, and collaborated with DoD to revise DODI 5000.93, Use of Additive Manufacturing in the DOD. The Acquisition division significantly advanced the agency's strategic goals by supporting the drafting of three legislative proposals to strengthen the Berry Amendment. These proposals aim to: (1) increase government procurement of U.S.-made clothing, textiles, and individual equipment; (2) modernize the law to align with the current industrial base; and (3) reduce reliance on non-availability determinations, enabling DLA to better address supply shortfalls ensuring DLA can reliably meet warfighter needs. The Acquisition division collaborated with other DG divisions to draft a Berry Amendment Information Paper (published to DLA Campaign of Learning) and is developing a comprehensive guidance document discussing domestic preference laws (e.g., Buy American Act). The Electronic Information Disclosure and Discovery program, guided by our eDiscovery attorney, continued to significantly enhance DLA's litigation hold and storage capabilities.

We oversee the contract litigation program, defending the agency in GAO protests, ASBCA cases, and Department of Justice casework, including the Court of Federal Claims. MSC legal offices typically lead these cases, with oversight from headquarters attorneys. In FY 2025,

the program addressed cases involving over \$310,778,734 million in dispute (including government claims), with DLA attorneys handling 78 GAO bid protests, 32 ASBCA cases, and 4 court cases.

f. Administrative Management Division (AMD) highlights

The Administrative Management division plays a crucial, behind-the-scenes role in enabling the OGC at DLA to fulfill its mission effectively. AMD provides essential support in areas like budget management, personnel administration, facilities management, information technology, and recordkeeping. This allows the OGC attorneys and staff to focus on providing legal advice and guidance to DLA without being burdened by administrative tasks, ultimately ensuring the agency operates within legal and regulatory frameworks. In essence, AMD acts as the operational backbone, ensuring the OGC has the resources and infrastructure needed to function efficiently and effectively.

FY 2025 witnessed noteworthy transitions within the OGC. Driven by the implementation of the Deferred Resignation Program and the Strategic Workforce Optimization Plan, the office experienced the departure of seasoned staff members through the channels of attrition, voluntary resignations, and internal transfers. In addition, the OGC was compelled to bid farewell to key figures in its leadership ranks, whether through retirement, separation, or the acceptance of appointments elsewhere. Key leadership changes included Mr. Jon Lightner, Deputy General Counsel, who retired in September 2025, and Mr. Mike Gordon, Chief Counsel, Land and Maritime, who retired in December 2024.

These events opened a discernible gap in the collective knowledge and expertise of the office, potentially affecting its ability to maintain operational continuity and fulfill its strategic goals. The OGC, acknowledging this challenge, has since initiated a program of targeted recruitment, along with enhanced opportunities for professional development, and a renewed emphasis on collaborative efforts, all directed toward integrating new personnel and preserving its mission.

(1) DLA Legal Enterprise Strategic Plan

Created from the voices of our paraprofessionals, administrative staff, attorneys, senior leaders, and clients to help set our strategic direction. The Legal Enterprise is an integral component of furthering the DLA Strategic Plan and meeting the urgent need to change, and as such, we are sharing the same imperatives and values.

(2) FY 2025 AOP

Our leadership team proudly acknowledges the significant accomplishments of our FY 2025 KR teams. Driven by the hard work and dedication of every member, we successfully completed 18 of 22 of our FY 2025 Key Results (KRs). The four additional have been shifted to complete next FY. In FY 2026, DG will focus on a manageable number of OKRs, aligning workload with capacity. **Turning the problem into a solution!**

Defense Logistics Agency

DLA Chaplain (DH)

Fiscal Year 2025 Historical Report



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

9 October 2025

MEMORANDUM FOR DLA HEADQUARTERS, ATTN - Historian

SUBJECT: DLA Office of the Chaplain (DH) Historical Report for Fiscal Year 2025

The DH Fiscal Year (FY) 2025 historical report outlines the actions and initiatives taken over the course of the fiscal year to improve and coordinate the deployment of ecclesiastical supplies to our customers, civilian and military, internal and external to DLA. This report will also outline the actions taken by the Office of the Chaplain to provide religious, moral, and ethical support to the Defense Logistics Agency.

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THOMAS A. BROOKS
CHAPLAIN (COL) USA
Defense Logistics Agency

1. Introduction

The mission of the DLA Office of the Chaplain (DH) is to provide religious logistics support for religious affairs personnel, enabling the free exercise of religion across DoD. DH also provides confidential pastoral care and support to DLA employees as well as other co-located agencies.

2. Organization / Key Personnel / Total Personnel

DH is comprised of two active-duty service members, the director and NCOIC. CH (COL) Thomas A. Brooks and SFC Michael Hyer were the chaplain and NCOIC for all of DLA's 25,000 personnel. SFC Hyer began terminal leave July 3, 2025; a replacement is not due until later this calendar year.

3. Historical Narrative

DH focuses heavily on managing Federal Supply Code "9925" Ecclesiastical Supply, while also supporting the DLA director's efforts to ensure a spiritually resilient workforce. In FY 2025, DH ensured ecclesiastical supply contracts were updated for continued support to low density religious demographics as well as support across the board IAW a Warfighter First emphasis. Chaplain Brooks continued pastoral support with an emphasis upon the transition to a new Federal administration as DLA employees had to adapt to uncertainty and changes at an accelerated pace.

To manage the supply code, DH works closely with DLA Troop Support Subsistence and DLA Troop Support Clothing and Textiles. A meeting was held bi-monthly with the supply chains to discuss backorders, contracts, sales, seasonal items, and additions to the Ecclesiastical Supply Catalog. FY 2025 sales for ecclesiastical items were \$1,205,900, while sales for Kosher and Halal MREs were \$1.6M and \$3.7M respectively. An after-action review was conducted with DLA Troop Support in the spring revealed that 100% of orders for Easter and Passover were delivered on time. We identified opportunities to streamline the shipping process and serve customers better with timely deliveries, particularly in the face of customs issues in the CENTCOM AOR. The Office of the Chaplain and DLA Troop Support Clothing and Textiles continued the long process of adding items to the Christian, Islamic, and Jewish contracts. These additions were at the request of the Warfighters. The ecclesiastical furniture contract was updated to support Christian, Islamic, and Jewish items.

SFC Hyer attended the National training event for Ministry to the Armed Forces in January 2025, which gave him the opportunity to inform and educate chaplains about our ecclesiastical supply program. SFC Hyer attended the Orthodox Jewish Chaplain Endorser's Conference in February 2025. He was able to make connections with chaplains and Jewish leadership from both endorsing organizations. With all military services represented at the conference. SFC Hyer was able to speak directly to customers about the importance, availability, and scope of what DLA can offer low-density faith groups. SFC Hyer met with many leaders in the Jewish community about possible changes to catalog items, the addition of catalog items, and strategies for informing the services about what DLA can offer. SFC Hyer started working a complete overhaul of the Jewish Chaplain Kit with DLA Troop Support out of this conference.

DH published “How to Videos” on our customer-facing webpage. Along with the continuous improvement of our “How to?” and “FAQs” questions and info, these resources improved customer experience, particularly in complicated areas such as PEE and FEDMALL which are less familiar to our demographic.

The Office of the Chaplain provided prayers for 25 special events, 20 retirements, and 8 promotions across the Defense Logistics Agency, Defense Contract Audit Agency, Defense Threat Reduction Agency, and Defense Technical Information Center. These occurrences ranged from the Hall of Fame ceremonies to SES inductions, employee recognition events, and the Holiday Tree Lighting (and more). We also held a memorial ceremony at the Fort Belvoir Chapel for DLA Soldier LTC Sparks (July 2025). Additionally, CH Brooks visited DLA Disposition, DLA Land & Maritime, DLA Troop Support, DLA Distribution, DLA Energy, and DLA Aviation. He met with DLA leadership and employees during these visits and provided counseling to those who requested it.

Chaplain Brooks attended his annual chaplaincy endorsement training (February 2025) and continued to support the Fort Belvoir Chapel Traditional Protestant service as senior pastor.

Defense Logistics Agency

DLA Intelligence and Security (DI&S)

Fiscal Year 2025 Historical Report



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

MEMORANDUM FOR DLA, ATTN: COMMAND HISTORIAN

October 15, 2025

SUBJECT: FY25 DLA Intelligence & Security Historical Report

Fiscal Year 25 was a busy period where we addressed customer questions, anticipated new needs, kept our senior leaders informed about foreign threats, and worked to safeguard both classified and unclassified information by minimizing risks. We also focused on increasing awareness about security and intelligence. In the attached Historical Report, you will see how our Intelligence and Security teams collaborated throughout the DLA Enterprise to provide DLA employees with the information they needed to make safe, timely, and well-informed decisions that support the DLA mission. This year, our CI Cyber team had an analyst complete Counterintelligence training, enhancing our capability in this area, and our newly created Supply Chain Security position continued to add value by protecting the Agency's supply chains. The DI&S team looks forward to another successful year as we address current and future challenges. We are eager to support DLA's new Strategic Plan by continuing to offer tailored intelligence that helps DLA decision-makers understand the intelligence factors impacting logistics in contested environments and the importance of safeguarding both classified and unclassified information.

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Director, DLA Intelligence & Security

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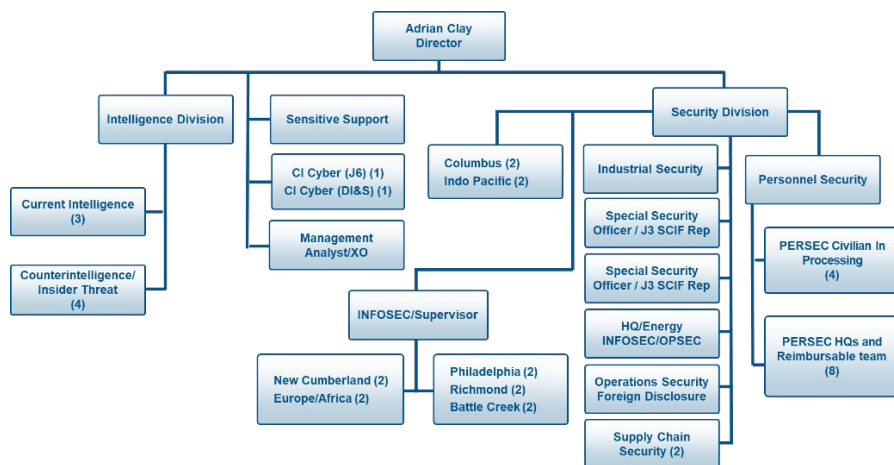
1. Introduction

This year, we rebranded DLA Intelligence to DLA Intelligence & Security to bring clarity to the varied and diverse mission sets implemented by DLA Intelligence. The DLA Intelligence and Security (DI&S) organization provides enterprise-wide agency policy, program, and operational support for the following programs: Intelligence, Counterintelligence (CI), Insider Threat (InT), Sensitive Support, Personnel Security (PERSEC), Information Security (INFOSEC), Operations Security (OPSEC), Industrial Security, Special Security Office, Supply Chain Security (SCS), and Foreign Disclosure (FD). DI&S acts as the principal advisor to assist the DLA director, his senior staff, and the commanders of DLA Major Subordinate Commands (MSC) on the development and implementation of intelligence and specified security policies and programs.

DI&S presents tailored intelligence to ensure DLA decision-makers are aware of the sensitive international factors impacting current and potential support requirements; are informed of foreign intelligence entity collection operations targeting DLA equities worldwide and have awareness of foreign threat activity occurring wherever the DLA footprint resides. DI&S ensures personnel have received adequate training, security clearances, and security awareness to ensure unclassified and classified information is protected from compromise and are equipped to detect, deter, and mitigate potential risks posed by trusted insiders to DLA networks, personnel, facilities, and operations.

2. Organization

The DI&S Director is the Senior Intelligence Official, leading the intelligence and security divisions, sensitive support, and a CI Cyber team. Currently, the Intel Division is managed and staffed at Headquarters, supporting all DLA employees and contractors. The Security Division is managed from HQ, and staffed with two FTEs at each DLA MSC, DLA INDO-PACIFIC, and Europe/Africa, ultimately covering the security programs that protect DLA's information.



3. Key Personnel

- Director - Adrain Clay (15 years at DLA)
- Intelligence Division Chief – Vacant since early March 2025

- c. Security Division Chief - Tim Sullivan (8 years at DLA)
- d. Sensitive Support Programs - Linda Uehling (22 years at DLA)

4. Total Personnel

At the end of FY 2025, DI had 48 positions in 10 locations providing support to the DLA Enterprise worldwide. There are also 4 reimbursable PERSEC positions and 1 position Operationally Controlled (OPCON'd) from J6 to cover the CI Cyber mission.

5. Historical Narrative

a. Managing DI Personnel and Customer Expectations

Fifteen years ago, Vice Admiral Alan Thompson, DLA Director, established the new DLA Intelligence directorate. In September, we hosted a nice ceremony celebrating our 15th anniversary with an expanded name (DLA Intelligence & Security) and invited past and present employees. Mr. Brad Bunn, DLA's Vice Director, served as our keynote speaker.

Throughout FY 2025, DLA leadership and DI&S have reached out to members of the Intelligence Community to determine how best to incorporate intelligence information into the decision-making of the DLA commanders across the enterprise. The Director of J3 and Chief of Staff deliberated over multiple courses of action, including establishing a DLA J2 office, to address gaps, which has led to the approval of adding an intelligence specialist at Europe/Africa, INDO Pacific, and Northern Command.

Beyond the DLA J2 study, DI&S partnered with the logistics community and positioned its employees to surge as needed by investing in mission and personal training and exercising flexibility to support other locations and provide the best intelligence and security services. DI&S personnel embraced data acumen for its measurable initiatives and strives to find efficiencies while maintaining top notch customer service.

DI's four reimbursable personnel continued to provide PERSEC services to more than 7,800 reimbursable customers from six external organizations and some internal DLA entities. They provided these customers with pre-appointment security checks on civilian personnel selected to occupy a sensitive position, granted interim security clearances, processed serviced employees for entry into the Continuous Evaluation (CE) program, and an immense number of additional tasks.

DI&S leadership continued to prioritize the care and feeding of its employees through one-on-one and "all hands" meetings to hear how they were doing and to thank them for their customer support. The Director pushed weekly communication and targeted messages to ensure every member of DI&S were kept informed of DLA's strategies, initiatives, and relevant programs that impacted their work and support to the Enterprise.

b. Current Intelligence Support

In close coordination with the DLA Agency Synchronization Operations Center (ASOC), J3, Regional Commands, and MSCs, DI&S continued to provide tailored intelligence reports to address DLA's operational equities worldwide.

This compact team consistently delivered high-quality intelligence, meeting daily production targets and every deadline. They produced over 450 topical Intelligence Summaries and Global Update Brief Intelligence Presentations, providing crucial support to DLA planners and other key staff. Twice-weekly briefings to the agency director or his representative directly informed decision-making, enabling mitigation of reported threats and proactive safeguarding against future ones. The team responded rapidly to frequent requests for information from the agency leadership and senior staff. The Director frequently highlighted the team's intelligence and its direct relevance to the DLA mission.

The Current Intelligence team provided critical logistics intelligence support to global exercises focused on USSTRATCOM and USINDOPACOM. Facing significantly increased demand for exercise support, the team worked tirelessly with the DLA Plans and Exercises team to meet these growing mission requirements while maintaining high-quality daily production. Additionally, the team continued presenting bi-weekly, TS/SCI-level intelligence briefings for DLA senior leaders, informing decisions and facilitating mitigation of reported threats at the highest classification. Briefings to the agency director facilitated prompt action and underscored the value of intelligence to the DLA mission.

Modeled after the TRADOC G-2 program, DLA Intelligence and Security (DI&S) is implementing a Program of Analysis and collecting Key Intelligence Questions (KIQs) to integrate threat awareness into leadership development, training, and doctrine to enhance analytical thinking throughout the organization. The goal is to transform intelligence reporting into a "two-way street", ensuring DLA leaders across the enterprise share their priorities and concerns as DI&S builds a more comprehensive intelligence program.

c. Counterintelligence (CI) Highlights

DI&S's Counterintelligence team strengthened collaboration with federal and DoD partners, working closely with US Army Counterintelligence Command (ACIC)'s Directorate of Intelligence to update the DLA Enterprise CI Threat Assessment, including a first-ever publicly available information review to enhance protection strategies for DLA and its leadership. The team supported new staff across the enterprise, provided CI coverage at multiple national events—including DLA Energy's Worldwide Energy Conference—and secured backing from various DoD entities.

Managing CI services for over 28,000 employees, the team conducted thorough vetting of 330+ foreign visitors from over 50 countries, the highest since before the pandemic, while delivering CI briefings to more than 80 employees and supporting eight trade conferences. They also supported OSD requirements for SBIR and STTR programs through partnerships with ACIC, AFOSI, and NCIS, and reestablished critical ties with Installation Management to ensure consistent CI support across locations.

The CI team contributed to the Risk Intelligence Strategic Materials program by producing DLA's inaugural CI assessment, identifying foreign threats and recommending safeguards. They participated in vendor threat mitigation sessions with USTRANSCOM and OUSD(I&S), provided threat analyses for DLA Energy vendors, and briefed on adversaries' targeted U.S. technologies. Additionally, the team engaged Army intelligence and National Guard counterparts to enhance Federated Intelligence Program support at no cost and concluded the year with visits to INDOPACOM and EUCOM/AFRICOM for liaison and training efforts.

d. Insider Threat (InT) Highlights

Following the updated DoDI 5205.16, the InT team trained the Incident Response Group and senior leaders on new OUSD(I&S) directives and ensured DLAI 5205.03 was updated accordingly. The revised publication is now progressing through staffing for full implementation.

The team handled or supervised over 50 inquiries and preliminary inquiries, coordinating with internal and external offices such as DI&S, J1, J3, OIG, ACIC, and DITMAC. The rise in reports reflects improved collaboration, particularly due to better sharing of continuous vetting data from the Personnel Security Section, not an increase in threats. The team maintained strict adherence to policy to safeguard the agency and investigations.

Additionally, the InT team chaired the 4th Estate Insider Threat Working Group each quarter, fostering collaboration to share best practices and resources. OUSD(I&S) representatives have praised the group for enhancing program cooperation. The team will end the year preparing to adopt a new DoD-wide case management system to improve incident tracking, analysis, and data sharing.

e. CI/Cyber Highlights

Two CI Cyber analysts enhanced interagency collaboration this year by working closely with the Department of Defense Cyber Defense Command (DCDC) and the DoD Cyber Crime Center (DC3). They routinely provided DCDC's J2 and J3 Fusion Cell with insights into the specific cyber threats facing DLA. The analysts also led extensive collaboration with DC3 and other agencies, like the FBI and NSA, following a series of CAC/PKI compromises and concerns. Their work also included informing DCDC and other agencies about discovered vulnerabilities, particularly threats exploiting cloud platforms that affect multiple organizations.

Throughout the year, the CI Cyber analysts delivered critical support to leadership and action officers. Their unique expertise bridged a significant gap between DLA's threat intelligence operations and broader cyberspace awareness for the Computer Emergency Response Team (CERT). They performed multiple threat assessments focusing on high-threat regions and specific incidents involving malicious code on sensitive systems and briefed DLA J6 on high-risk platforms that faced threats from nation-state actors.

DLA Leadership and the ASOC requested frequent threat updates from the CI Cyber team, in addition to the standard bi-weekly J6 CIO briefings. As a crucial component of DLA's threat environment, these classified briefings focused on network-specific findings. CI Cyber analysts bridged intelligence with action by proactively hunting threats, identifying network vulnerabilities, assisting with remediation, and providing leads to the Insider Threat team. They also coordinated with CERT to remove threats from the DLA network.

As key members of the DLA CERT Fusion Cell, DI&S's CI Cyber Analysts leveraged their specialized skills to enhance threat intelligence and response capabilities. Their work included identifying phishing campaigns, providing critical indicators of compromise (IOCs) for the Threat Hunt Team, and detecting a compromised user certificate that initiated an immediate incident response action. Their efforts are foundational to the Fusion Cell's reputation for delivering accurate and valuable reporting to the DoD and DLA.

f. Support to Sensitive Customers Highlights

In FY 2025, DLA continued to support its customers in their classified and sensitive missions. We partnered with our customers and stakeholders to resolve challenging issues as the stakes remained high. We lost key internal support through the government restructuring initiatives but have been actively training the new personnel to ensure top service to all of our customers. DLA's leadership provided the appropriate advocacy and support throughout the year, making the agency a vital part of the intelligence community.

g. Sensitive Compartmented Information Facility (SCIF) and JWICS Support Highlights

DI&S continued to support the agency's need for more secure space by assisting in the development and acquisition of three separate Sensitive Compartmented Information Facilities. The team provided technical guidance to the command and vendors on construction requirements and documentation required for submission to the accreditation authority. These multi-year projects are in various phases, with DLA Europe & Africa facility being the closest to completion. It has been successfully constructed, with the contracting officer formally accepting the space. Planning is ongoing for the DLA HQ J3 SCIF and DLA Indo-PACOM facilities.

h. PERSEC Highlights

Trusted Workforce, piloting new technology, etc. The DI&S PERSEC team successfully deployed a tool to the enterprise that allows an automated process for the reporting of unofficial foreign travel and notifies the Counterintelligence office of travel by DLA employees to countries on the watchlist. This application allows employees to seamlessly report their personal foreign travel plans to DI&S to meet the regulatory requirements. It also eliminates the need to complete an Adobe form and e-mail the data to the DI&S specialist. On June 15, 2025, an announcement was placed on DLA Today, that explained the requirements for covered employees to report unofficial foreign travel.

The DI&S PERSEC team is currently in a soft roll out for automating the onboarding/offboarding of contractors assigned to a DLA contract. This automated process removes the requirement to provide a hardcopy PDF file to the PERSEC team via email which often is sent by Contracting Officer Representatives (CORs) unencrypted, leaving Personally Identifiable Information unprotected. The automated process provides a secure platform within the DI&S database, Enterprise Workflow Support Capability where COR's will submit their onboarding/offboarding submissions for approval by the DI&S PERSEC team. Full implementation is expected October 2025.

i. INFOSEC highlights

Implemented an Enterprise-wide Controlled Unclassified Information (CUI) training and awareness initiative. This initiative focused on increased messaging and in-person training sessions resulting in dozens of sessions being performed for more the 2,000 employees.

Updated the Annual Security and Counterintelligence Awareness training. This update refreshes content in each of the four modules to align with current security practices and changes

in policy. There is a new look and feel to the course. Users will still have the option to test out of each module as they had with the previous version.

Restructured the security representative training and incorporated the OPSEC coordinators under the security representative program. Streamlined the training and made updates to processes and procedures. Conducted training for all security representatives across the agency.

Security Division staff conducted site visits at numerous DLA locations below the MSC level. These visits afforded DI&S staff the ability to review secure spaces, conduct OPSEC assessments and provide in-person training to local DLA staff on topics such as CUI awareness, trusted workforce 2.0 and general security awareness.

Supported DLA Indo-Pacific and DLA Energy Indo-Pacific with developing a plan for a new DLA presence in Australia. Attended the site visit to Brisbane, Australia, to determine security requirements for several facilities in commercial areas as potential office space. Defined the requirements necessary to allow for classified processing and discussions in each facility.

j. Operations Security (OPSEC) / Foreign Disclosure Highlights

Overhauled the Critical Information and Indicators List combining 23 separate lists into one agency-level document. Coordinated the inputs from each MSC, RC, J and D Code, then compared the submissions to find the common elements used across the agency. Working with the SMEs for each MSC/RC, developed a compromise statement for the most important information contained and published the new document under the vice director's signature.

k. Supply Chain Security Highlights

DI&S SCS developed the groundwork connections between J-codes and select MSC groups for the agency's Supply Chain Security and risk management efforts, in support of J351's Mission Assurance program, vastly increasing awareness and information sharing within the agency; this was a DI&S initiative never achieved formally until now. As a part of DLA's SCRM effort, DI&S SCS co-chaired and represented the division at the agency's Risk, Intelligence, Cyber, Strategic Materials working groups, bridging the gap between operations, cyber, strategic materials, intelligence, and security, and ultimately paving a way for sharing critical SCRM information and efforts across the DLA Enterprise.

DI&S SCS also developed over 14 external Government and IC SCRM partnerships through expansive liaison, putting DLA on everyone's radar for more collaboration and deconfliction; DLA was widely viewed as the forefront of OUSD A&S' vision for DoD SCRM in FY 2025.

DI&S SCS conducted 68 security reviews for customers across DLA, identifying critical foreign ownership, control, and influence issues within vendors supporting DLA. These reports supplemented leadership's ability to correctly evaluate risk and either mitigate the risk or terminate the relationship.

l. Industrial Security Highlights

The National Industrial Security Program Contract Classification System implementation went out agencywide. After securing the go ahead from J7, DI&S briefed the MSC acquisition

executives to obtain their concurrence and identify personnel who would perform duties using this application. Provisioned over 80 acquisition professionals and conducted several training sessions to ensure they understood how to use and submit the required Contract Security Classification Specification. Expansion of the program continues.

6. Summary

Following another impactful year in FY 2025, DI&S is preparing for the future by strategically restructuring to address the diverse challenges and persistent threats facing the DLA Enterprise. Our strength lies in proactive planning and in our great people, ensuring we continue to be a trusted resource for DLA's Director and leadership.

Defense Logistics Agency

DLA Legislative Affairs (DL) Fiscal Year 2025 Historical Report



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

October 20, 2025

MEMORANDUM FOR COMMAND HISTORIAN

SUBJECT: DLA Legislative Affairs FY25 History Report

I have reviewed and endorse the DLA Legislative Affairs submission for chronicling the FY25 DLA history.

The POC for this action is Erica Catterall, Congressional Affairs Specialist, at 571-767-0965.

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Michael L. Johnson
Director, Legislative Affairs

1. Executive Summary

In Fiscal Year (FY) 2025, DLA Legislative Affairs (DL) participated in the development of DLA's 2025-2030 Strategic Plan. This plan aligned agency components behind the understanding that we must accept change to support military services in a "transformative era." To advance DLA equities in the National Defense Authorization Act and Appropriation bills, DLA Legislative Affairs remained relevant while responding to an ever-increasing number of congressional inquiries and requirements. As a small office, we have had direct impact, at the most senior level, across the entire enterprise. It was imperative that our FY 2025 annual operating plan incorporated the urgency and significance of our actions in affecting change throughout DLA.

Our operating plan was influenced by the DLA Strategic Plan and efforts over the past year to build relationships with OSD legislative offices, congressional staffs, and other internal and external stakeholders. Like DLA's strategy, our plan identified four imperatives: people, precision, posture, and partnership. Success depended on developing a trained workforce, establishing effective business processes, keeping DLA leaders informed, and strengthening partnerships. Our plan established measurable metrics and nested within DLA's Strategic Plan. It took the strengths, insights, efforts, and commitment of everyone on this small and relatively new team to accomplish these critical endeavors.

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

- a. Creating position descriptions that allowed ladder promotions early in the year, permitting us to fill two significant deferred retirement program (DRP) vacancies from within.
- b. Meeting all individual training objectives: Data Acumen, ELDP, Georgetown GAI
- c. Developing a SharePoint record management system which dramatically increased the accuracy of our data analysis and assists in identifying trends for MSC and J-Codes.
- d. Solidifying improvements in Enterprise Congressional reporting process, completing over 30 congressional reporting requirements during FY 2025.
- e. Placing emphasis on senior leader engagements during 2nd Quarter to posture us for a successful FY 2025 Legislative Cycle.
- f. Influencing several legislative provisions including Audit language, Sec. 804, Strategic Materials LP, Berry Amendment, OBBB, and Pharma.
- g. Collaborating with DG and successfully assuming responsibility for Legislative Proposals.
- h. Holding DLA's first Legislative Summit and solidifying our partnership with DLA senior leaders, J-Codes, MSCs, OSD, and congressional staff.
- i. Maintaining strong working relations with OSD, Service and COCOM legislative affairs offices.

2. Organizational Overview

a. Mission & Vision

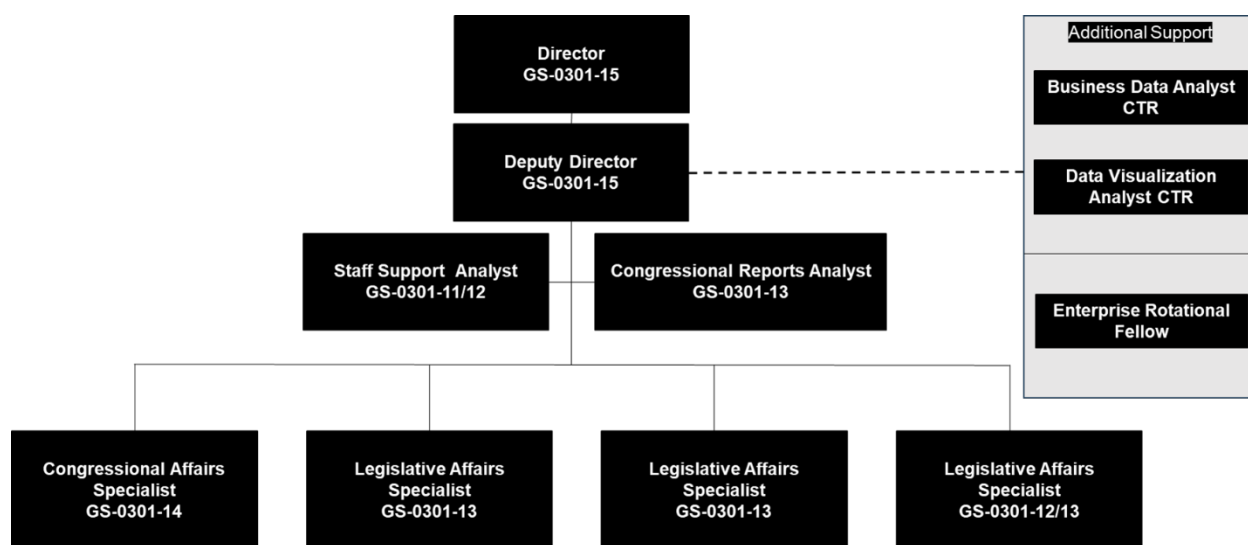
The mission of the Defense Logistics Agency's (DLA) Office of Legislative Affairs (DL) is to provide executive-level advice and support to the Director, Vice Director, Executive Board

members, and Major Subordinate Commands (MSCs) on all matters involving Congress, the White House, and national, state, and local political activities impacting agency operations.

The office's vision is to ensure proactive, sustained engagement with Members of Congress, congressional committees, and their staffs to secure support for DLA's mission, programs, and initiatives.

DL provides comprehensive legislative affairs support to DLA Headquarters and MSCs. Each congressional and legislative affairs specialist manages all congressional actions within their assigned portfolio, including inquiries, engagements (meetings/briefings), and hearing preparation. Direct congressional engagement activities are centralized within DL. However, each MSC designates its own legislative point of contact – typically within the General Counsel's office or command support staff group - to coordinate with DL.

b. Manpower



The DL staff is comprised of eight full-time employees and two contract staff. There are two GS-13 Legislative Affairs Specialists, one GS-12/13 Legislative Affairs Specialist, and one GS-14 Congressional Affairs Specialist who provide direct legislative support to DLA organizations. We have one GS-13 Congressional Reports Analyst who provides technical writing assistance and administration of congressional reporting requirements, and one Staff Support Specialist who performs a variety of office management and protocol functions for the DL team. The director and Deputy are tasked with direct support to the DLA Director, Vice Director, CoS, MSC Commanders, J-Code Directors, and D-staff Directors. The Legislative Affairs Specialists directly support the DL Director and Deputy Director, and their MSC, J-code, and D-staff customers.

c. Fiscal Year (FY) 2025 Budget

<u>ITEM</u>	<u>FY 2025 Budget Requirements</u>	<u>FY 2024 Budget</u>
Labor	\$1,715,000	1,354,000
Travel	\$5,000	5,000

Training	\$25,000	16,000
Supplies/Equipment	\$17,000	17,000
Contracts Bloomberg Government Data Contractor Support	\$582,820	118,000

DL added the Data Contractor Support to the FY 2025 budget as a new requirement for improving tracking and measuring data metrics for legislative actions and inquiries. This new capability supports DLA's goals to improve data utilization and acumen.

3. SWOT Analysis

Staff members updated DL's SWOT analysis during the September 2024 offsite. The SWOT analysis played a critical role in identifying objectives and key results (OKRs). Identified weaknesses informed development of OKRs and will be remedied throughout the execution of DL's annual operating plan.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Team Health - Assessment conducted by Business Training Works, 23 September 2024. (Structure) • Alignment between DL, OASD(S) and OASD (LA/BAA) (Staff) • Senior leader support and understanding congressional considerations during the decision-making process. (Structure/Strategy) • Strong relationship with core committee professional staff members fostered by timely, accurate, and transparent communication. (Staff) • Productive internal (LA Summit) and external (Staffer Day) large-scale engagements communicating DLA strategy and the role DL plays with external partners. (Staff/Systems) 	<ul style="list-style-type: none"> • Capturing data in a usable way; trends, metrics, and assisting with resourcing and decision making. (Systems) • Improve clarity on roles and responsibilities as 40% of the office is under one year on the job. (Staff/Systems) • Travel freeze is preventing DL from executing the FY 2025 increase in training dollars, impacting employee training plans and professional growth. (Staff)
Opportunities	Threats

<ul style="list-style-type: none"> • Increased rigor and familiarity with new reporting processes can further reduce lead times and processing of CRRs. (Structure) • Leverage manpower investments in improving information management and data analysis. (Systems/Staff) • Capitalize on increased data analysis and reporting capability by providing MSC and J-codes meaningful metrics on their contribution in communicating with Congress. (Systems) • Potential for requirement/regulation reduction. (Systems) 	<ul style="list-style-type: none"> • Questions on future DL personnel numbers and resourcing. (Structure) • Ongoing tendency for OSD to assign DLA OPR status on a host of requirements outside the core DLA function. (Systems) • Potential loss of key administrative staff, shifting workload and demand on tasks/time outside of approved PDs. (Staff) • Increased workload from Presidential transition requirements. (Systems)
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4. Objectives and Key Results

a. People: Build a trained workforce by providing opportunities for success and growth.

(1) Objective 1: Provide professional and personal opportunities.

1st Quarter
ELDP 1. 2nd Quarter

(a) Key Result 1.1: Execute 25% of our training dollars per quarter.

(b) Key Result 1.2: Have 75%–100% of eligible workforce enrolled in

(c) Key Result 1.3: Complete selected PD reclassification to provide advancement opportunities for current personnel. 3rd Quarter.

(2) Objective 2: Develop a tailored training plan encompassing core competencies of congressional affairs with a deliberate focus on data record management and analysis.

(a) Key Result 2.1: Have three personnel enrolled in Georgetown's Government Affairs Institute Certificate program – End of 1st Quarter.

(b) Key Result 2.2: Ensure contract support for business data analysis and data visual support are integrated within DL current DLA–I and Team Charter. 3rd Quarter

(c) Key Result 2.3: Challenge employees to complete data acumen training and participate in programs that enhance data skills at all occupational levels. Goal is a minimum of 75% of workforce enrolled or completed a data course.

(3) Objective 3: Foster a culture of inclusion, communication, and relevance.

(a) Key Result 3.1: Develop and publish a list of significant topics for team collaboration during weekly staff meetings. 1st Quarter.

(b) Key Result 3.2: Hold biannual team building events at offsite locations that focus on team development, business process improvement, and morale. 2nd Quarter.

(c) Key Result 3.3: Increase overall score of Team Health Assessment by 5% and Role Clarity by 20% by the end of 4th Quarter.

b. Precision: Develop business processes that provide timely, accurate, consistent, efficient, measurable, and repeatable responses to congressional inquiries.

(1) Objective 1: Codify core business practices and reporting requirements.

(a) Key Result 1.1: Develop Team Charter defining office roles and responsibilities. 1st Quarter.

(b) Key Result 1.2: Develop a repository of templates for common products to allow for quick turnarounds with quality and consistency. 2nd Quarter.

(c) Key Result 1.3: Develop and maintain a record management system that accurately tracks progress and timeliness of congressional reports and requests for information. 4th Quarter.

(d) Key Result 1.4: Update DLA-I to incorporate the recent congressional reporting DTM, updated metrics for timeliness, and codified DL personnel roles and responsibilities. 4th Quarter.

(2) Objective 2: Leverage existing DoD and Services best practices.

(a) Key Result 2.1: Publish action officer handbook based on the Air Force's template. 3rd Quarter.

(b) Key Result 2.2: Leverage OSD (LA) operations division. Maintain a current repository of congressional staffer face charts, resumes, and atmospherics. 2nd Quarter.

(c) Key Result 2.3: Develop a schedule of quarterly touchpoints with service LLs offices and relevant COCOMS to foster collaboration. Starting 1st Quarter.

(3) Objective 3: Strengthen data acumen by focusing on record management, analysis, and discipline.

(a) Key Result 3.1: Reestablish discipline and understanding with DL weekly report and DACS-RM internal requirements. 1st Quarter.

(b) Key Result 3.2: Execute JET 2.0 Contractor support, integrate contract personnel into established business practices streamline the various DL reporting requirements. 3rd Quarter.

(c) Key Result 3.3: Complete, OSD LA pilot, and establish requirement for DL Quorum licensing. 3rd Quarter.

c. Posture: Keep senior DLA leaders engaged and ahead of the legislative cycle.

(1) Objective 1: Establish framework for strategic communications with internal and external stakeholders

(a) Key Result 1.1: Publish DL Action Plan highlighting the significant events and required milestones for the FY 2025 legislative cycle. 1st Quarter.

(b) Key Result 1.2: Plan and execute quarterly senior leader engagement with professional staff members. Start 2nd Quarter.

(c) Key Result 1.3: Incorporate MSC equities and conduct a successful “Contested Logistics Environment” staffer day – 2nd Quarter.

(d) Key Result 1.4: Establish a consistent battle rhythm with DLA Public Affairs to amplify specific DLA congressional equities. 1st Quarter.

(2) Objective 2: Promote DLA equities to Congressional leaders.

(1) Key Result 2.1: Socialize Global Resiliency Initiative with the authorizers and appropriation professional staff. 2nd Quarter.

(2) Key Result 2.2: Publish white paper, article, or newsletter supporting DLA’s campaign of learning. 3rd Quarter.

(3) Key Result 2.3: Continue to work with DG in encouraging participation in the legislative proposal process. 3rd Quarter.

(3) Objective 3: Increase enterprise-wide understanding of the role Congress plays in DLA’s ability to support the warfighter.

(1) Key Result 3.1: Provide MSCs and J-Codes metrics that clearly illustrate the number of congressional inquiries as well as their effect. 4th Quarter.

(2) Key Result 3.2: Reestablish discipline and understanding with regards to regular updates to the director and executive board. 1st Quarter.

d. Partnerships: Strengthen relationships with J-Codes, MSCs, OSD, services and Congress

(1) Objective 1: Strengthen relationships with MSC congressional action control officers and senior leaders.

(a) Key Result 1.1: Foster greater understanding among MSCs, J-Codes, and DL regarding our respective roles in congressional and legislative affairs by conducting first annual congressional action control officer workshop. 2nd Quarter.

(b) Key Result 1.2: Provide MSCs and J-Codes metrics that clearly illustrate the number of congressional inquiries as well as their effect. 4th Quarter.

(2) Objective 2: Strengthen relationship with OASD(S), OASD(LA) and service legislative offices.

(a) Key Result 2.1: Develop a schedule for bi-weekly meetings with OASD(S) and OSD(LA) for dialogue concerning current interest items and business process best practices. Start 1st Quarter.

(b) Key Result 2.2: Develop a schedule of quarterly touchpoints with service legislative affairs offices and relevant COCOMS to share best practices and procedures. Starting 1st Quarter.

(3) Objective 3: Strengthen Relationships with relevant congressional committees and other external organizations. (HASC, SASC, HAC D, SAC D, China Select, CRS, CBO)

(a) Key Result 3.1: Conduct a comprehensive at informative staffer day focusing on Contested Logistics. 2nd Quarter.

(b) Key Result 3.2: Continue senior leader engagements that focus on how DLA can best address various industry concerns while continuing to support the warfighter. Start 2nd Quarter.

(c) Key Result 3.3: Develop detailed RFI and Informal View tracking system that ensures timely and consistent responses to congressional inquiries. 3rd Quarter.

Key Updates by Imperative FY25 Q1-Q4



People

1.1 Professional Development

- 25% training budget executed
- 75-100% workforce in leadership program
- Staff reclassification completed

1.2 Tailored Training

- 3 staff in certificate program
- Data analysis support added
- 75% workforce trained in data acumen

1.3 Team Collaboration

- Key topics in weekly meetings
- Biannual team building events
- Team health/role clarity up 5-20%



Precision

2.1 Core Practices & Reporting

- Team charter and templates developed
- Record management maintained
- DLA-I policies updated

2.1 DOD Best Practices

- Action officer handbook published
- Congressional staffer repository maintained
- Collaboration with service offices

2.3 Data Acumen

- DL weekly reporting improved
- JET 2.0 contractor support integrated
- EA2 opportunities explored



Posture

3.1 Strategic Communications

- DL Action Plan published for FY25.
- Quarterly senior leader engagement planned
- MSC equities incorporated; "Contested Logistics" staffer day
- Consistent battle rhythm with DLA Public Affairs

3.2 Promote DLA Equities

- Socialize Global Resiliency Initiative
- Provide supporting white papers/articles.
- Encourage legislative proposal participation.

3.3 Understanding Congress' Role

- Provide MSC/J-Code inquiry metrics.
- Regular updates to director/executive board.



Partnership

4.1 Strengthen MSC/Senior Leader Relationships

- Annual congressional action control officer workshop Record management maintained
- Provide MSC/J-Code inquiry metrics

4.2 Strengthen OSD/Service Relationships

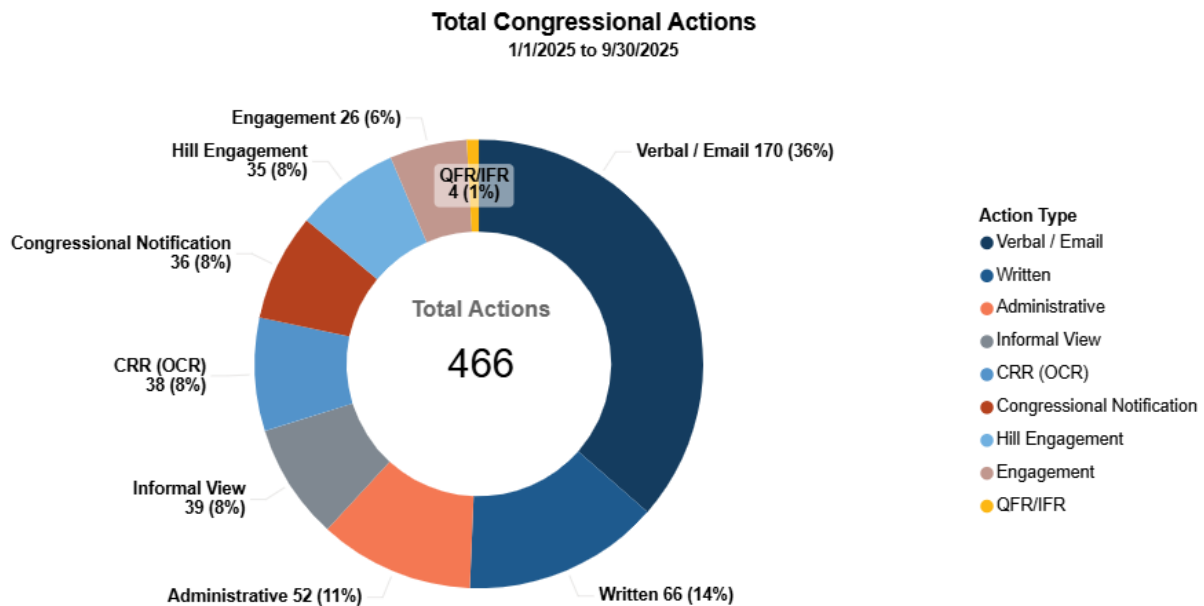
- Bi-weekly meetings with OASD(S)/OSD(LA).
- Quarterly touchpoints with service legislative offices/COCOMS.
- Collaboration with service offices

4.3 Strengthen External Relationships

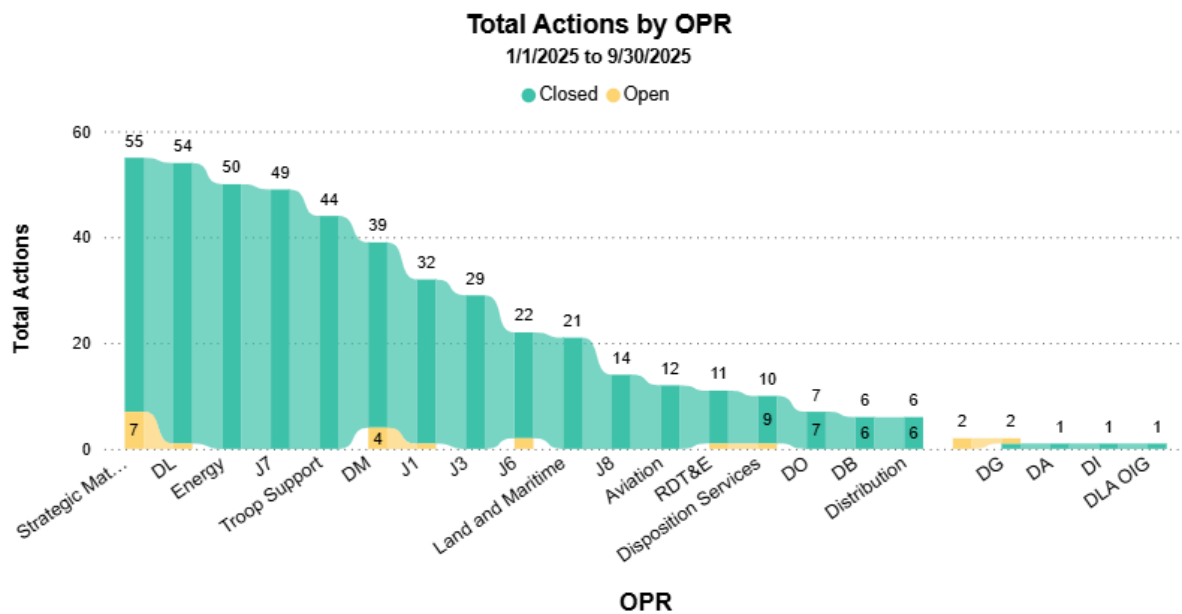
- Staffer day on Contested Logistics.
- Senior leader engagements on industry concerns.
- Detailed RFI tracking system.

5. Legislation and Congressional Responses

a. Congressional Response Metrics (YTD)



b. FY 26 Legislative Proposals / Technical Assistance



DLA offered 4 legislative proposals for the FY 2027 legislative call. Of the 4 proposals submitted to OASD/S for consideration, 3 were included in OASD/S top 5 for DoD-wide review and consideration (Berry, Sec. 804, and ACSA):

(1) Expands Berry-like rules to non-DoD, strengthens domestic end item manufacturing, updates exceptions for urgent/contingency/combat ops. Ends Berry exception for resale uniform items in commissaries and exchanges;

(2) Revision to Sec 804 – clarifying prohibited relationships so large fossil fuel offerors can meaningfully make representations about their own operations without exposure to liability for the relationships of potential subcontractors operating down the supply chain.

(3) ACSA – Provides Combatant Commands the flexibility to support some food needs, on a reimbursable basis, of foreign naval partners steaming with U.S. Navy formations on training and operations and therefore increase the feasibility and effectiveness of these multinational naval operations.

(4) Nonmanufacturer Rule Applicability – modifying the statute to allow set aside for small business concerns valued at \$25,000 or more, without exceptions.

c. Legislative Appeals

DLA submitted one FY 2026 legislative appeal for consideration. The appeal focused on language included in the House NDAA, amending the Berry Amendment by eliminating the \$150,000 small dollar purchase threshold.

d. FY 2025 National Defense Authorization Act (NDAA) Summary

H.R. 5009, Servicemember Quality of Life Improvement and National Defense Authorization Act for Fiscal Year 2025 and Joint Explanatory Statement, DLA Significant Interest Items:

(1) Domestic Procurement Preference

(a) Sec. 850. Report and updated guidance on continued risk management for pharmaceutical supply chains of Department of Defense. The committee recommends a provision that would require the Under Secretary of Defense for Acquisition and Sustainment to provide a report to the Committees on Armed Services of the Senate and the House of Representatives on existing information streams related to key starting materials for pharmaceuticals the Department of Defense (DOD) relies on, including any limitations on the ability of the Secretary of Defense to obtain, analyze or monitor such pharmaceutical supply chains. (Potential reporting requirement).

(b) Sec. 739. Plan to ensure access of members of the Armed Forces to safe, high-quality pharmaceuticals: The committee recommends a provision that would require the Secretary of Defense to establish a plan to ensure access by members of the Armed Forces to safe, high-quality pharmaceutical products and eliminate or mitigate risks in the pharmacy supply chain. The provision would require the Secretary to brief the Committees on Armed Services of the Senate and the House of Representatives on the plan not later than 180 days after the date of the enactment of this Act.

(c) Requirement to procure domestically produced generic drugs: The Senate committee-reported bill contained a provision (sec. 887) that would prohibit the purchase of certain generic drugs needed by the Department of Defense from non-domestic or non-Trade

Agreement Act of 1979 (Public Law 96–39) compliant sources after October 1, 2025, unless a determination is made that such drugs are not otherwise available in satisfactory quality and sufficient quantity to meet military needs, or when needed at market prices. (JES reporting requirement).

(d) Sec. 843. Clarification of exception to Berry Amendment requirements for procurement of vessels in foreign waters: This section amends section 4862 of title 10, United States Code, to explicitly allow for the acquisition of non-domestic items, not only by vessels in foreign waters, but also by other Department of Defense activities that are making purchases on behalf of vessels operating in foreign waters. (FY26 legislative proposal).

(e) Sec. 848. Domestic nonavailability determinations list: Requires the Under Secretary of Defense for Acquisition and Sustainment to disclose publicly all domestic nonavailability determinations (DNADs) on an annual basis and would establish a process for the periodic reevaluation of DNADs. The agreement includes the Senate provision with an amendment that would require the Under Secretary of Defense for Acquisition and Sustainment to develop and maintain a list of all DNADs, provide the list to Congress annually, and develop a plan for sharing the list with industry. (JES reporting requirement).

(f) Report on ability of Department of Defense to identify prohibited seafood imports in supply chain for food procurement: We direct the Inspector General of the Department of Defense, not later than 180 days after the date of the enactment of this Act, to submit to the congressional defense committees a report assessing whether the Department has policies and procedures in place to verify that the food the Department procures does not include seafood originating in the People’s Republic of China the importation of which is prohibited under section 307 of the Tariff Act of 1930 (Public Law 71–361). (JES reporting requirement).

(g) Sec. 851. Prohibition on contracting with covered entities that contract with lobbyists for Chinese military companies: Prohibits the Secretary of Defense from contracting with any entities that are party to a contract for covered lobbyists. Lobbyists in this are defined in section 1260H of the FY21 NDAA.

(h) Sec. 641. Prohibition on sale of garlic from the People’s Republic of China at commissary stores: Amends section 2484 of title 10, United States Code, to prohibit the sale of garlic originating in the People’s Republic of China in commissary stores. Such prohibition would not take effect until January 1, 2026.

(i) Sec. 842. Addition of domestically produced stainless steel flatware to the requirement to buy certain articles from American sources: Effective 1/1/26, would add domestically produced stainless steel flatware to the requirement to buy certain articles from American sources.

(2) Supply Chain

(a) Sec. 165. Limitation on procurement of F–35 aircraft pending certification on improvements and correction of deficiencies: Permits the Secretary of Defense to accept delivery of only 48 of 58 F–35 aircraft authorized for procurement during fiscal year 2025 until the Secretary submits to the congressional defense committees certain corrective action plans and acquisition strategies that will improve research, development, testing, evaluation, production and sustainment issues and deficiencies identified across multiple areas within the F–35 program enterprise. The provision would also require the Secretary of Defense to provide

annual updates, for 5 consecutive years beginning on April 1, 2025, for all corrective actions and plans implemented by the Secretary. (Annual reporting requirement).

(b) Sec. 334. Warehouse utilization organization alignment: Requires each Secretary of a military department and the Director of the Defense Logistics Agency to provide a briefing on warehouse utilization and organizational alignment and an annual report on plans for reconstituting commercially-stored inventory of the Department of Defense into the warehouses of the Department on military installations. (2) Information on barriers to reconstituting 24 such inventory from commercial storage locations.

(c) Report on bundled contracts of the Department of Defense: We direct the Director of the Defense Logistics Agency to submit a report to the Committees on Armed Services of the Senate and the House of Representatives, not later than April 1, 2025, on the effects of awarding bundled contracts (as defined in section 3 of the Small Business Act (15 U.S.C. 632)) on the Defense Logistics Agency and small businesses and the potential effects of reducing the number of bundled contracts awarded. (Joint Explanatory Statement).

(d) Sec. 865. Qualifications of Industrial Capabilities: Not later than one year after the date of the enactment of this Act, the Secretary of Defense, in coordination with each Secretary of a military department and the Director of the Defense Logistics Agency, shall establish a process to rapidly qualify and approve alternate or additional sources of supply for industrial capabilities identified in subsection (b) for use in combat.

(e) Sec. 882. Reverse engineering or re-engineering for production of items: The committee recommends a provision that would require the Under Secretary of Defense for Acquisition and Sustainment, in coordination with the Secretaries of the military departments and the Director of the Defense Logistics Agency, shall establish a process to... Annual reporting requirement until 2030 shall submit to the congressional defense committees a report on the use of reverse engineering or re-engineering carried out pursuant to the process required under subsection (a).

(f) Sec. 862. Program for distribution support and services for contractors: Changes the pilot program for distribution support and services for weapon systems contractors to an ongoing program called distribution support and services for contractors. (FY26 legislative proposal / reporting requirement).

(g) Sec. 841. Enhancing requirements for information relating to supply chain risk: Allows the Secretary of Defense to delegate supply chain risk management authority to defense agency directors, remove the Under Secretary of Defense for Acquisition and Sustainment and Chief Information Officer joint recommendation requirement, the Under Secretary of Defense for Intelligence and Security risk assessment requirement, and the Under Secretary of Defense for Acquisition and Sustainment concurrence requirement for supply chain risk management acquisition decisions. The requirements that are removed under this provision would be substituted with notification and internal consultation requirements.

(3) Fuel Services

(a) Sec. 163. Policy on qualifications of contractors for into-plane fuel deliveries for heavy-lift aircraft: Not later than one year after the date of the enactment of this Act, the Director of the Defense Logistics Agency shall develop and implement a policy pursuant to which acquisition planning shall be performed for any contract providing for the into

plane procurement for heavy-lift aircraft of an estimated 5,000,000 gallons or more of aviation fuel per year within the continental United States.

(b) Sec. 315. Repeal of limitation on drop-in fuels annual report: The committee recommends a provision that would repeal section 2922h of title 10, United States Code, and require the Secretary of Defense to submit an annual report if a bulk purchase of drop-in fuel was not cost-competitive with traditional fuel, and if the purchase was based on a military requirement or not. (Report Requirement).

(c) Sec. 320. Implementation of Inspector General recommendations relating to oversight of defense fuel support points: Directs the Secretary of Defense to implement the recommendations of the Department of Defense Inspector General report, published April 11, 2024, titled, "Audit of the Defense Logistics Agency Oversight of Defense Fuel Support Points" (DODIG-2024-075), not later than May 1, 2026, or report explaining why the Secretary has not implemented those recommendations.

(d) Sec. 886. Briefings, certification, and limitation on availability of funds related to fuel services financial management contracts: Prohibits the Department of Defense from entering into a contract with a fuel service provider to oversee the financial management of the Department of Defense's fuel network. (Reporting requirement)

(4) Strategic Materials

(a) Sec. 845. Amendment to requirement to buy strategic materials critical to national security from American sources: This section would amend the requirement to buy strategic materials critical to national security from American sources by inserting "qualifying" and defining a qualifying foreign government as the government of a country with which the U.S. has in effect a reciprocal defense procurement Memorandum of Understanding.

(b) Sec. 1411. Restoring the National Defense Stockpile NDS: Directs the National Defense Stockpile Manager to procure strategic and critical materials from domestic sources to the maximum extent practicable. This section would require the Department of Defense to develop a plan to restock the National Defense Stockpile for a sustained national emergency, including required budgetary resources, prioritize domestic content and consider civilian needs during a sustained national emergency. (Reporting requirement)

(c) Sec. 1412. Consultations with respect to environmental reviews of projects that will increase availability of strategic and critical materials for acquisition for National Defense Stockpile. The committee recommends a provision that would require the Secretary of Defense to consult with the head of any agency responsible for the development of an environmental document for a project that will result in an increase in the availability of strategic and critical materials for acquisition for the National Defense Stockpile.

(5) Military Readiness

(a) Sec. 336. Pre-positioned stocks of finished defense textile articles: The committee recommends a provision that would authorize the Secretary of Defense to establish pre-positioned stocks of finished defense textile articles needed to support a contingency operation. (Potential Report Requirement).

(b) Sec. 812. Modification to limitation on acquisition of excess supplies: Amends section 3070 of title 10, United States Code, to change the limitation on the obligation

against a stock fund that would likely result in on-hand inventory of supplies from 2 years of operating stocks to 5 years for supplies related to ship maintenance, repair, and overhaul.

e. FY 2025 Defense Appropriations

On March 15, 2025, H.R. 1968, The Full-Year Continuing Appropriations and Extensions Act, 2025, became Public Law 119-4. The bill included all 12 of the regular FY 2025 appropriations bills including the Department of Defense Appropriations Act, 2025. The Fiscal Year 2025 Defense Appropriations Act provided \$841.9 billion in total funding.

As of October 17, 2025, appropriations have not been passed for Fiscal Year 2026. The House passed a Defense Appropriations bill, H.R.4016, on July 31, 2025, but the Senate has not passed their version yet. Similarly, the House has passed a Continuing Resolution on September 19, 2025, H.R.5371, which would roughly maintain spending levels from FY 2025. The Senate has held two votes on H.R. 5371 which have both failed to pass. This lapse in funding does not affect DLA to the extent that other DoW agencies are affected due to the nature of the Defense Working Capital Funds (DWCF), though an extended shutdown would be detrimental to DLA's ability to maintain operations and continue procurement.

(1) The FY 2025 appropriations bill provided \$1.8 billion for Revolving and Management Funds, covering the DWCF and the National Defense Stockpile Transaction Fund (NDSTF). An additional \$8 billion in funding was included that was transferrable to the Defense Working Capital Fund, among other accounts until September 30, 2025.

(2) The FY26 House Defense Appropriations bill proposes funding the DWCF at \$1.68 billion and the NDSTF at \$5.7 million, while the Senate bill proposes \$2.14 billion in funding for the DWCF and \$5.7 million for the NDSTF. The House version of the bill provides an addition \$90 million in funding for the NDSTF, with \$10 million set aside for acquisition of titanium. The Senate version does not contain a similar provision.

4. Initiatives/Congressional Focus/Priorities

a. Pharmaceutical Supply Chain

A 2021 report by the DoD Inspector General identified that the dependency of the U.S. commercial pharmaceutical market on ingredients from foreign suppliers creates risk to a disruption of the supply of those ingredients to domestic manufacturers. This disruption has the potential to cause drug shortages, which could ultimately compromise the standard of care for military service members. Following that report, Congress enacted a pilot program on "ensuring pharmaceutical supply stability," mandated a pharmaceutical supply chain working group convene, and issued a number of reports dealing with risk management, Buy American/Berry Amendment compliance, and more.

DLA is leading the process of drafting two such reports regarding pharmaceutical supply chain risk management: the FY 2025 NDAA Sec. 850 *Report and Updated Guidance on Continued Risk Management for Pharmaceutical Supply Chains of Department of Defense*, and the FY26 HASC NDAA Committee Report *Briefing on Pharmaceutical Raw Materials Manufactured in Adversarial Nations*. Additionally, DLA has also provided informal views on the MAPS Act, legislation proposing government-wide efforts for supply chain illumination.

In addition to the reports, DLA has also supported the Secretary of Defense for a meeting with Senator Rick Scott, providing talking points in support of DLA's positions regarding pharmaceutical supply chain risk management and the sourcing of pharmaceutical ingredients from countries of concern.

b. National Defense Stockpile/Strategic Materials

DLA Strategic Materials and the National Defense Stockpile continue to receive the most inquiries and Hill Engagements, with over 63 actions items this calendar year alone. DL has spent a considerable amount of time informing Congress. The work has been extensive to maintain relationships and communication with both Congress and OSD. This work was pivotal to the National Defense Stockpile Transaction Fund receiving \$2 billion in the One Big Beautiful Bill. There are additional provisions in the FY26 NDAA that DLA is working to have included in the final bill that will modify disposal authority. There are multiple legislative provisions and contracts related to Strategic Materials that DL works with IBP and Congress to inform on executability.

c. Audit

OSD Acquisition/Sustainment and Comptroller supported the House version of the beginning balances of the Defense Logistics Agency Working Capital Fund for audit purposes. The Department greatly appreciates the provision included in section 1413 of the House-proposed bill to establish auditable beginning balances. When the Congress passed the fiscal year 2024 national defense authorization act with section 1413 for the national defense stockpile transaction fund, it enabled and directly led to a clean opinion on its financial statements. The Department urged Congress to adopt section 1413.

d. Russian Fuel

Russian Fuel and Section 804 of the FY 2024 NDAA were responsible for 15% of all DLA Energy's Congressional Actions in FY 2025. There have been considerable efforts from DL in coordination with DLA Energy to inform Congress on the negative impacts of Section 804 of the FY 2024 NDAA, providing drafting assistance, and a legislative proposal to alter the provision. The provision prohibits the Secretary of Defense from entering contracts with persons who are themselves, or who have fossil fuel operations with persons who are, either owned by the Russian government or fossil fuel companies operating in the Russian Federation. The prohibition's down-stream applicability effectively requires offerors to know whether any potential subcontractors in a lengthy supply chain are themselves, or are related to, entities engaged in prohibited contractual relationships, and as phrased, would make prime contractor offerors potentially liable not only for subcontractor relationships feeding directly into their supply chains, but also the subcontractor's ancillary chains that do not service the prime's business interests. The section also defines various terms broadly such that the reach of the prohibition is exceedingly long. Due to the interconnectedness of the global petroleum supply chain, the degree to which the prohibition applies makes it difficult for large petroleum suppliers to represent compliance with the prohibition and provide the fuel resources required by DoD without being exposed to liability for relationships beyond their control.

Earlier this year, professional staff members (PSMs) from the Senate Armed Services Committee requested drafting assistance from DLA to revise Section 804's broad language. SASC included DLA's drafting assistance in the FY26 NDAA as section 830. DLA has requested TRANSCOM support for section 230 in discussion with Congress & Industry. In addition, DLA submitted a legislative proposal for FY27 that would revise section 804 using the same language provided to the SASC PSMs for drafting assistance. This LP is currently in OSD coord - we decided not to pull it from consideration until we're sure section 830 makes it into the final conference bill.

5. List of Congressional Reports Closed in FY 2025

a. Biennial Report on Stockpile Requirements & Briefings on Shortfalls in Stockpile: Fiscal year 2025 biennial report on strategic and critical materials requirements for the National Defense Stockpile covering the years 2027-2030 and the annual briefing on shortfalls in the National Defense Stockpile.

b. Implementation of Inspector General recommendations relating to oversight of defense fuel support points (sec. 311): Provides the status on the Department's implementation of the recommendations of the Department of Defense Inspector General report, published April 11, 2024, entitled, "Audit of the Defense Logistics Agency Oversight of Defense Fuel Support Points" (DODIG-2024-075).

c. Report on Food Purchasing by the Department of Defense: Briefs on the total amounts spent on specified categories of food purchases for the Department of Defense for each of fiscal years 2020, 2021, and 2022.

d. Warehouse Utilization Organization Alignment: Describes the progress being made by the warehouse utilization program, which is a part of OSD's logistics reform initiative.

e. Bundled Contracts of the Department of Defense: Discusses the effects of awarding bundled contracts (as defined in section 3 of the Small Business Act (15 U.S.C. § 632)) on the Defense Logistics Agency and small businesses and the potential effects of reducing the number of bundled contracts awarded.

f. Program for distribution support and services for contractor: Report and briefing on the cost effectiveness for both Government and industry and how support contracts affected meeting the requirements of primary contracts.

g. Bottom Quartile Report (DLA) - 2025 (DoD report on the Ranking of the Auditability of the Financial Statements): Two reporting entities within DLA were ranked in the bottom quartile based on various factors defined by the DoD and as outlined in its Report on the Ranking of the Auditability of the Financial Statement dated January 30, 2025. As a result, DLA is required to prepare this report for submission to the congressional defense committees.

h. Congressional notification to increase materials quantity to the National Defense Stockpile: In accordance with section 3 of the Strategic and Critical Materials Stock Piling Act (50 U.S.C. § 98b), the National Defense Stockpile Manager notified Congress that certain materials are planned for potential quantity increase and inclusion in the National Defense Stockpile.

i. Textiles Industrial Base Study: Presents plans to secure, fund, and stabilize industrial base capabilities and future production capacity for Servicemember clothing equipment, specifically including textiles and body armor.

j. Briefings and Certification Related to Fuel Services Financial Management Contracts (Sec. 886): Briefing on the bid protest results and the next acquisition steps along with a briefing on steps the Department will take to ensure that price sensitive information is not shared between fuel financial management entities and fuel provider entities.

k. Economic Impacts on Defense Textile Industrial Base: Report on the economic impacts on defense textile industrial base, including an assessment of economic factors and recommendations to ensure a robust and healthy textile industrial base that can support long-term DoD and warfighter requirements.

l. Home Textile Goods: Report on the feasibility of requiring certain textile goods used on military installations be procured from domestic sources with exceptions for items that are required for combat operations.

m. Expenses Incurred for In-Flight Refueling of Saudi Coalition Aircraft Conducting Missions Relating to Civil War in Yemen (September 2024 to March 2025): Report on the expenses incurred by the United States in providing in-flight refueling services for Saudi or Saudi-led Coalition aircraft conducting missions as part of the civil war in Yemen during the period of March 1, 2015, through November 11, 2018, and the extent to which such expenses have been reimbursed.

n. Expenses Incurred for In-Flight Refueling of Saudi Coalition Aircraft Conducting Missions Relating to Civil War in Yemen (November 2023 to August 2024): Report on the expenses incurred by the United States in providing in-flight refueling services for Saudi or Saudi-led Coalition aircraft conducting missions as part of the civil war in Yemen during the period of March 1, 2015, through November 11, 2018, and the extent to which such expenses have been reimbursed.

o. The Defense Logistics Agency Working Capital Fund in a Conflict Scenario: Briefing identifies the efficacy of the Defense Logistics Agency Working Capital Fund model in ensuring services are prepared for a conflict scenario in a contested environment with prepositioned parts and equipment; the risks faced by military services with Class IX parts in a conflict scenario; and a potential alternative model for funding Class IX weapons.

p. National Defense Stockpile Transaction Fund: Report includes a plan to expedite the execution of funds provided for the NDS, an assessment of how providing funds directly to the NDS Transaction Fund would impact executability, and projections for future sales of excess NDS commodities in fiscal year 2025.

q. Avoidance of use of lowest price technically acceptable source selection process for certain logistics services: Briefing addresses use of a broader tradeoff methodology for fuel and fuel related service contracting in overseas contingency operations that includes data on failed delivery from vendors from the past 5 years and an analysis of risk to such failed deliveries in the U.S. Central Command and U.S. Indo-Pacific Command areas of responsibility in the future.

r. Critical Minerals and Metal Reserve: Report on identifying, tracing, and stockpiling, a strategy for storing these critical mineral and metal reserves, the suitability of facilities within the Joint Munitions Command for their storage and opportunities for public-private partnerships to facilitate more robust critical mineral and metal reserves from a diversity of sources.

s. Procurement of Bison Meat: Briefing outlines opportunities to increase the procurement of bison meat and other agricultural products from Indian Tribes and tribal organizations.

t. Briefing on the redesignation of National Stock Number parts as proprietary: Identifies which National Stock Number parts in the Defense Logistics Agency system have had their

designation changed to proprietary over the previous five years, including a description of which parts were, or continue to be, produced by small businesses before the proprietary designation was applied, and the justification for the changes in designation.

u. Fourth Quarter (FY23) Report on the Sale or Donation of Excess Department of Defense Personal Property for Law Enforcement Activities: DLA implemented all requirements set forth in section 1053 of the FY2021 NDAA (Public Law 116-283). The Department is confident that there is no longer a need to report on compliance, therefore this is the final report. DoD and DLA will continue to execute the Law Enforcement Support program in accordance with applicable laws, regulations, and policies.

Defense Logistics Agency

DLA Installation Management (DM)

Fiscal Year 2025 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 2025

The DM Fiscal Year (FY) 2025 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.

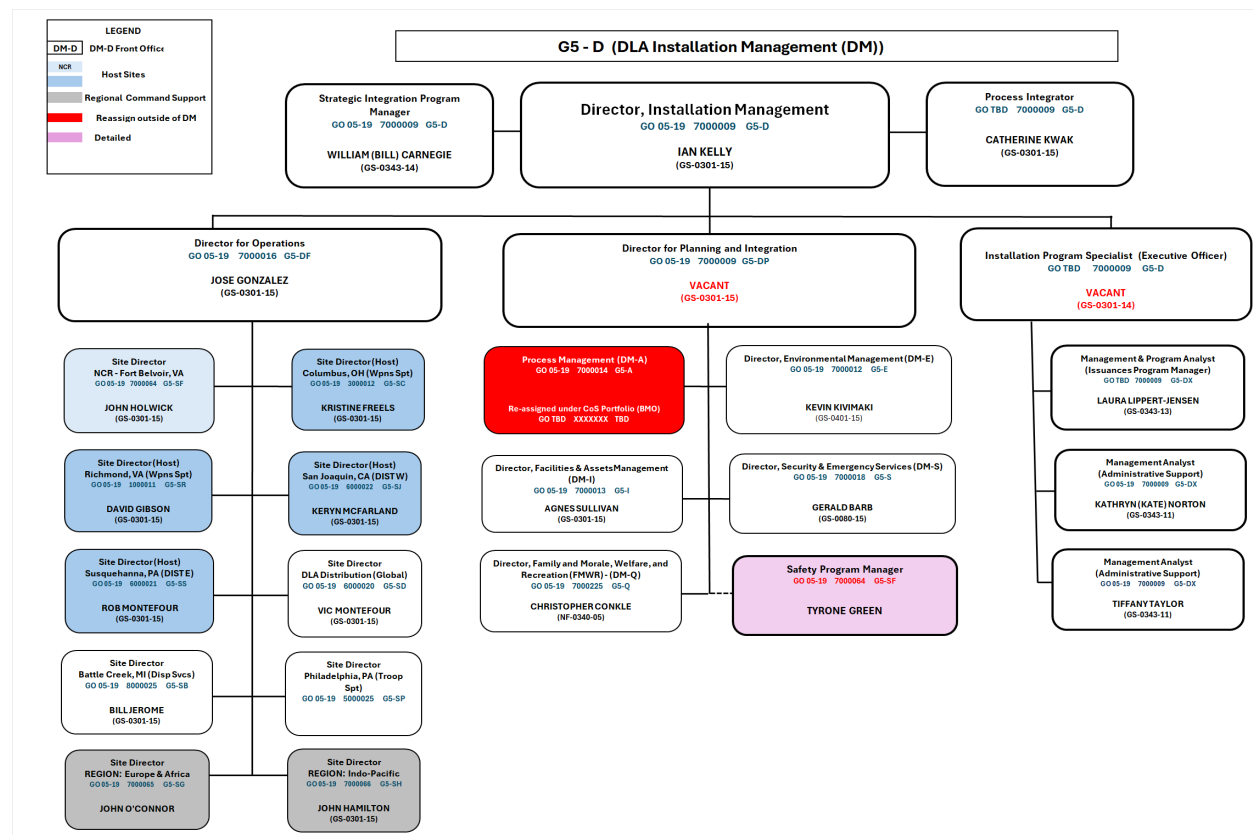
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IAN M. KELLY
Director
DLA Installation Management

I. Introduction

The DLA Installation Management historical report outlines the actions taken over the course of Fiscal Year (FY) 2025 to improve and sustain the effectiveness, efficiency, and resiliency of services provided to our customers, civilian and military, internal and external to DLA, during a time of transition and transformation. It also provides key operating goals, initiatives, metrics, and tools used to monitor regularly our performance to ensure we meet present and future requirements. Our greatest resource remains our people, who enable this support.



In 2025, Installation Management provided worldwide policy, program, and operational support in the following program areas:

- Process Management (*role transferred to the Chief of Staff Portfolio in late FY 2025*)
- Environmental Management
- Facilities and Assets Management
- Family and Morale, Welfare, and Recreation (FMWR)
- Security and Emergency Services

II. Organization

a. Mission

Installation Management enables DLA to support the Warfighter by providing Security and Emergency Services; Environmental Management; Facilities and Asset Management; and Family and Morale, Welfare, and Recreation (FMWR) programs to DLA activities and external customers.

b. Vision

A positive, ethical, and adaptive team that provides outstanding support to internal and external customers while caring for its people.

c. Values

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

III. Historical Narrative

The Defense Logistics Agency (DLA) Installation Management's Fiscal Year (FY) 2025 Historical Report details the directorate's actions to enhance the effectiveness, resilience, and efficiency of services for its global customers. Amid a period of transition, Installation Management focused on key initiatives across its program areas, including Environmental Management, Facilities and Asset Management, Family and Morale, Welfare, and Recreation (FMWR), and Security and Emergency Services. The directorate successfully completed 90% of its 2025 goals, underscoring a year of significant progress and achievement.

a. Major Awards and Recognition

In FY 2025, DLA Installation Management – Richmond was recognized with two prestigious Department of Defense (DoD) awards:

(1) 2025 DoD Environmental Award for Cultural Resources (Small Installations):

This award, which has honored excellence since 1962, recognized the Richmond installation for its innovative and cost-effective environmental strategies that directly support mission readiness.

(2) 2025 DoD Installation Excellence Award

DLA Installation Management – Richmond was also the recipient of the DoD Installation Excellence Award, highlighting its superior performance across all mission areas.

b. People

(1) Return to Office Implementation

DLA Headquarters saw a significant increase in on-site personnel, with gate access at Fort Belvoir growing by 38% over the previous year by April 2025. New security turnstiles were installed to enhance security and safety. Extensive training was conducted, including mandatory Combating Trafficking in Persons (CTIP) refreshers, "Take Flight" personality-based leadership training, and specialized security training on active shooter response and threat intelligence.

(2) Workforce Training and Development

The DLA Installation Management team conducted extensive training initiatives throughout 2025. In October 2024, new CTIP refresher training was launched in the Learning Management System to comply with Public Law 117-348, which requires all federal employees to complete this training every two years. In February 2025, Installation Management-Battle Creek leaders participated in Take Flight training focused on leveraging different personality types to improve workplace interactions. Security personnel across multiple locations received specialized training, including active shooter response protocols, tactical emergency casualty care, and Middle Eastern intelligence training to enhance installation security preparedness.

(3) Morale, Welfare, and Recreation (MWR) Initiatives

As personnel returned to the office, MWR programs saw a surge in participation. HQC Fitness Center visits grew steadily, and installations hosted numerous community events like blood drives and holiday celebrations. The Columbus Eagle Eye Golf Club completed patio renovations to improve recreational facilities.

(4) Child and Youth Programs

DLA invested in its Child Development Centers (CDC), completing a \$342,000 resilient playground surface project in San Joaquin and conducting a successful large-scale evacuation drill at the Columbus CDC.

(5) Facility and Environmental Safety Response

In September 2024, DLA Installation Management - Battle Creek responded promptly to Legionella contamination discovered in 27 water faucets and water heaters throughout the Hart-Dole-Inouye Federal Center. The Facilities team implemented immediate protective measures, including distributing water to affected areas, sending notifications through ALLNEWS and leader emails, and providing liberal telework options for high-risk employees. By March 2025, the General Services Administration had retested all eight fixtures that had tested positive, with results expected to return in April.

b. Precision

(1) Operational and Financial Management

DLA Installation Management demonstrated exceptional precision in managing its finances, assets, and processes.

(2) Facilities and Asset Management Achievements

(a) The directorate reduced Military Construction (MilCon) by 8% in accordance with DoD directives to optimize spending.

(b) A strategic plan was developed to reduce lease costs by 30%, projected to save an estimated \$2.8 million annually.

(c) DLA Installation Management achieved a 170% spending rate for its FY 2025 Sustainment, Restoration, and Modernization project budget. This over-execution addressed critical infrastructure needs, including electrical repairs at DM Susquehanna and a fire protection system upgrade at DM San Joaquin.

(d) As part of this effort, over \$30 million in projects were awarded to improve supply chain resiliency.

(3) Audit Readiness and Financial Management

The directorate made significant strides in financial auditability. Six Environmental Liabilities Management Notices of Findings were successfully closed, and the NAF FMWR program received a clean audit with no findings for FY 2024. The Defense Environmental Restoration Account program achieved an exceptional 93.6% obligation rate by July 2025, contributing to DLA's overall financial goals.

(4) Process and Technology Improvement

A SharePoint-based dashboard was created to provide senior leadership with quick, centralized access to detailed information on Installation Management's missions and functions. A complete inventory of Operational Technology equipment at five DLA sites was conducted and loaded into the ServiceNow CMDB to improve tracking and management.

c. Posture

(1) Resilience and Strategic Planning

Initiatives in FY 2025 significantly strengthened DLA's operational posture, resilience, and strategic alignment.

(2) Installation Resilience and Readiness

(a) DLA successfully conducted its first-ever Energy Resilience Readiness Exercise ("Black Start") at DM-Columbus, with all planned FY 2025 exercises completed across

key sites by May 2025. These exercises identified and helped remediate gaps in energy and water systems.

(b) The directorate participated in two major military exercises, Pacific Sentry and Global Thunder, to validate its ability to support large-scale scenarios.

(c) An enterprise-wide Geospatial Information System (GIS) solution using ArcGIS was approved to provide a real-time common operating picture of essential services across all DLA locations, enhancing analysis during homeland defense scenarios.

(3) Strategic Planning and Security

(a) Recognizing the threat from unmanned aerial systems, Installation Management worked with the FAA and Army to establish no-fly zones over all five major DLA installations.

(b) DLA Installation Management submitted the agency's first-ever basing plan to the Office of the Secretary of Defense to identify opportunities for footprint optimization and efficiency.

(4) Cybersecurity for Operational Technology

Cybersecurity for Operational Technology was enhanced through risk management collaboration and a "Digital Twin" project that tested HVAC system vulnerabilities in a virtual environment without affecting real-world operations.

d. Partnerships

Collaboration with interagency, international, and community partners was vital to mission success.

(1) Interagency and Community Collaboration

DLA maintained 57 mutual aid agreements for emergency services, along with dozens of other agreements with regulators, tenants, and civic organizations. Key collaborations included working with the FBI to address drone threats and participating in DoD-level environmental and law enforcement groups.

(2) Construction and Environmental Remediation

Productive partnerships with the U.S. Army Corps of Engineers and state regulators like the Pennsylvania Department of Environmental Protection and Ohio-EPA advanced major construction and environmental cleanup projects at multiple sites.

(3) International Security Coordination

DLA Installation Management, Europe & Africa, maintained extensive security cooperation with NATO and other DoD entities, providing numerous threat briefings and

ensuring its Antiterrorism/Force Protection Program was in full compliance with U.S. European Command requirements.

(4) Service Development

At DLA Columbus, a new food services contract was awarded and successfully implemented, with hours extended to accommodate the return-to-office population, demonstrating responsiveness to workforce needs.

Defense Logistics Agency

DLA Equal Employment Opportunity (DO)

Fiscal Year 2025 Historical Report



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

October 7, 2025

MEMORANDUM FOR COMMAND HISTORIAN

SUBJECT: DLA Office of Equal Employment (DO) FY25 History Report

I have reviewed DLA EEO's submission for chronicling the FY25 DLA history and would like to forward my endorsement with this memo.

The POC for this action is Kenneth J. Montgomery, EEO Director for Operations, 240-507-7647

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1. Introduction

a. Mission

The key mission of the DLA Equal Employment Opportunity office is to advise and assist the DLA Director, leadership, and workforce on all matters of the Equal Employment Opportunity (EEO) Program and to champion a culture that empowers individuals and organizational growth. 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 EEO Office in the Department of Defense.

2. Organization/Key Personnel/Total Personnel

a. DLA EEO Headquarters (HQs) consists of 21 funded positions as follows: (1) director, (1) deputy director, (2) staff directors, (13) equal employment specialists, (1) management analysts, (2) program analysts, and (1) program analyst (ASL Program).

b. Janice Samuel is the DO director.

c. Kimberly Lewis is the DO deputy director and Disability & reasonable Accommodation Division acting staff director.

d. Daidra Williams is the Complaints & Compliance Division staff director.

e. Kenneth Montgomery is the HQ Operations Division staff director.

3. Executive order Mandates

a. EO 14151: Ending DEIA Programs

Signed on January 20, 2025, directs termination of all discrimination programs, including DEI and DEIA mandates, policies, programs, preferences, and activities in the federal government. DO has complied by dismantling Special Emphasis Programs, the Workforce Recruitment Program, and Affinity groups promoting DEIA. DO's general order charts, mission, and functions that included 'EEO and Diversity' have been replaced with 'EEO'. Updates to EEO policy letters reaffirming Executive Order 11246, Ending Radical and Wasteful Government DEI Programs were completed.

b. EO 14168: Restricting Gender Identify and Restoring "Biological Truth"

Signed January 20, 2025, EO 14168 defines "sex" as the immutable biological classification, replacing "gender" with "sex" in all government materials. DO complied on all statements, policies, regulations, forms, and communications. It also removed all pronouns from signature blocks. All DEI and gender ideology as part of workforce training were cancelled and

removed. All ERG groups and special emphasis committees were canceled. Removed all references to gender and replaced with sex on all agency policy letters, EEO complaint forms, EEO websites, DLA Instructions, SOP's, Complaint data bases systems, EEO training, videos, and EEO contact posters.

c. Revamp of EEO Sexual Assault Prevention and Response / Prevention of Sexual Harassment POSH / Learning Management System Training due to executive order 11246 "DEIA"

DO engaged with SAPR J1 HR Training on revamping Prevention of Sexual Harassment and Sexual Assault Prevention and Response (POSH/SAPR) in LMS for employees and supervisors to be compliant with new executive orders. During this time, DO partnered with the SAPR program manager to begin virtual/in-person training because of the Return to Work Executive Order. DLA continues to exceed its goal of 95% (98%) employee trained. DO / J1 completed revisions for POSH / SAPR training, and re-launched training in LMS enterprise-wide March 24, 2025.

The EEO Program processed 230 complaints in FY 2025 – a 1% increase than in FY 2024 (225). Top complaint categories were harassment (NON-SEXUAL), reasonable accommodation, and race.

The RA program processed 2,264 requests in FY 2025 – a 1% increase over FY 2024 (2,139). Top impairments were mental, physical (migraines) and major life activities (mobility). Top requests were remote, regular and recurring, and equipment.

4. Historical Narrative

a. Reasonable Accommodation Program

In FY 2024, the DLA Reasonable Accommodation (RA) process was streamlined, incorporating DLA's Reentry Post COVID Guidelines. In FY 2025, the DLA RA process went through another major update to align with the agency's return to in-person policy, guidance, and newly implemented executive orders on telework and remote work.

During this time, new guidance was provided, and processes were documented and put in place. EEO offices were required to pivot, adapt, and provide seamless support. To prepare for the expected high volume of requests, HQs EEO hosted the Defense Equal Opportunity Management Institute 32-hour Disability Program Manager training course from October 21-25, 2024. The course was in-person at Fort Belvoir, Virginia. Disability Program Coordinators, their supervisors, and Equal Employment Managers from across the enterprise attended. Individual training was also provided during biweekly meetings at which the enterprise disability team addressed scenarios, broad discussions, and soft skills training.

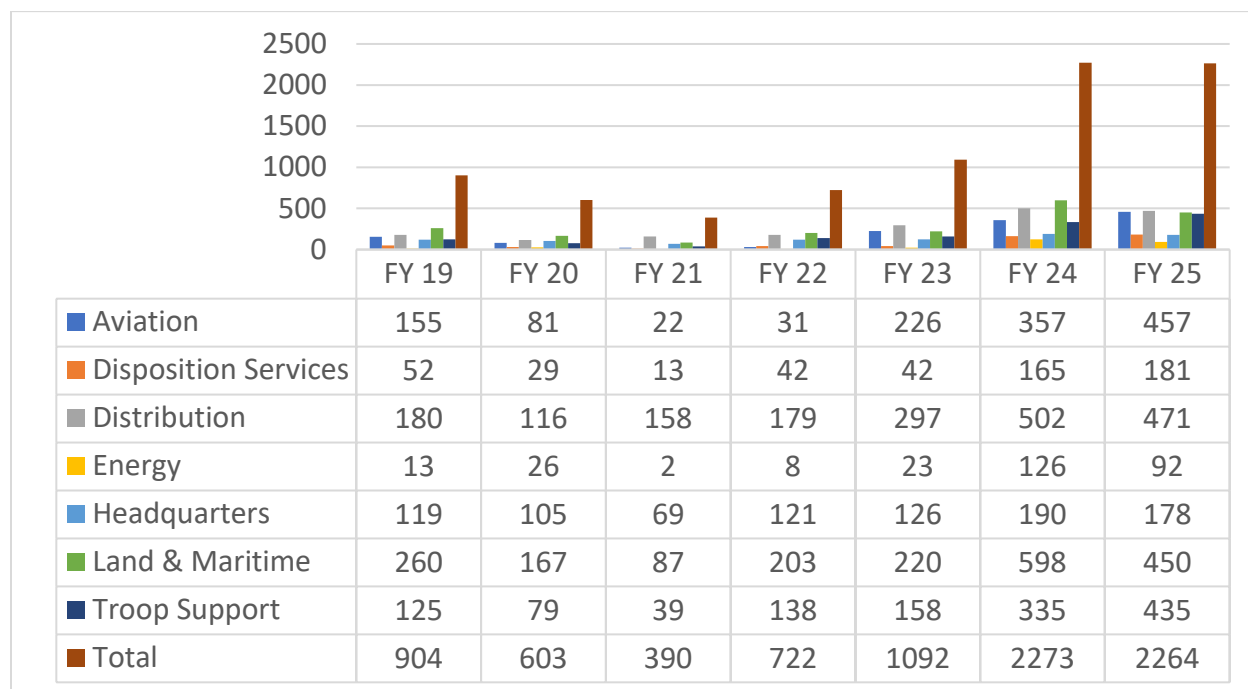
In preparation for the change in guidance and influx of requests, training was provided to ensure supervisors and managers were ready for the RA interactive process. The HQs Disability Team conducted eight Supervisor/Manager RA Process Training sessions (3 sessions in March and 5 sessions in June and July). The training provided updates and new guidance on the RA Interactive Process, RA Approval Designations, Roles and Responsibilities, who can receive medical documentation, and the proper handling of medical documentation. Over 1,600 supervisors and managers were trained enterprise wide. We also conducted individualized

training sessions with all the high-level decision makers (Interim Decision Authorities at each MSC and Approval Authorities at HQs).

HQs DLA also decided to centralize the interim accommodation process to ensure proper tracking of interim reasonable accommodations. The new process removed supervisors from being final decision makers and provided a centralized decision maker at each MSC, J-Code and D-Staff office. A new process flowchart, process documents, and templates were created, and training was provided for interim decision makers and all disability program practitioners, supervisors, and managers. The new process was added to the current RA tracking site.

In FY 2025, DLA again processed 2,200 RAs enterprise wide, the same number of requests from FY 2024. These were significant increases, but they were anticipated based on the changes in policy that no longer allowed employees the same flexibility with telework and remote work.

During this time, overall RA timeliness decreased after going up significantly at the beginning of FY 2025. The agency started out with two higher level Approval Authorities (AAs) at HQ at the beginning of the year and then gained one, which helped to provide more timely decisions. By the beginning of the Third Quarter, there were only two designated AAs who were able to make decisions for remote work and telework as RAs. These changes along with the mid-year influx of requests have caused delays within the decision-making portion of the process.



b. RA Technology

In FY 2024 DLA Information Operations (J6) went live with Entelitrek RA (ETK RA). The system was supposed to centralize the processing and tracking of all RAs enterprise wide. After several months of the EEO Disability team trying to utilize the system, it was determined that it did not meet EEO requirements. During this time, EEO utilized the J6 SDDC System, known as RARE. As part of our ongoing efforts to improve efficiency and reduce duplicative work, J6 is currently working with the ETK RA vendor Tyler Technologies to upgrade the

system. This initiative is designed to replace paper and duplicate systems with a streamlined, technology-driven workflow. The system will provide the agency a system that automatically tracks events, creates notices, and sends encrypted emails to protect possible Personally Identifiable Information (PII). The system also stores RA data, documents, and records that hold PII in accordance with DLA Records Management policy and retention periods (data retention). After several months of discussions, Tyler Technologies and the DLA J6 Team have started their development work. We are scheduled to Go Live in First Quarter, FY 2026.

5. Sign Language Interpreting Services

As of FY 2023, the EEOD, (DO-D) has authorized two full-time American Sign Language (ASL) staff interpreters. Prior to completing the DO-D team, members stepped up to aid in scheduling ASL requests and services rendered by the contracted vendors with minimal to no interruptions. As of FY 2024, an ASL scheduler was hired, and the ASL program flourished through FY 2025 with the addition of two staff interpreters in FY 2024 and FY 2025.

There are currently two contracts including one On Call contract and one Ad-Hoc contract. The On Call contract includes three full-time assigned On Call interpreters. Two of the three on-call interpreters were directly assigned to support the high demand of services from the DLA Finance Directorate. The third on-call interpreter along with the ad hoc interpreters provide interpreting services support to the other DLA McNamara HQs employees and its tenant agencies.

DLA Headquarters has three employees who require ASL Interpreting services; DLA Energy Headquarters has two employees; and the Defense Technical Information Center has three.

6. Anti-Harassment Program (J1) DLA

a. J1 Labor and Employment Relations: Anti-Harassment Program Update

(1) DLA J1 Labor and Employment Relations office continued to build and integrate the agency's Anti-Harassment Program.

(2) A system of tracking tools was implemented to ensure case resolution to comply with EEOC 45 days requirements.

(3) In FY 2025, the program was revamped to align with Executive Order 11246, including:

(a) Updated posters and learning/training requirements

(b) Emphasis on preventative measures

(c) Expanding in-person training for employees and supervisors.

b. The following information is representative of the number of these cases carried out by the agency:

DLA J1s Labor and Employee Relations office continue to promote the agency's anti-harassment program and to incorporate these programs as part of the agency mission statement.

Upon completion of the newly designed tracking system, this will enhance and provide a resolution within 45 days.

c. The following information provides a clear picture and the number of cases proceeded by the agency:

(1) FY 2021, five (5) cases with investigations completed within an average of less than three months.

(2) FY 2022, twenty-one (7) cases with investigations completed within an average of less than two months.

(3) FY 2023, twenty-six (10) cases with investigation completed within an average of less than two months.

(4) FY 2024, nine (9) cases with investigation completed within an average of less than two months.

(5) FY 2025, five (4) all investigations completed with an average of less than two months.

7. Agency Management Reviews (AMR)

FY 2025, DLA HQ was unable to conduct Agency Management Review due to administrative change within the EEO programs. In FY26 a comprehensive review of MSCs will be conducted to ensure compliance with the laws, regulations, policies, and procedures covering operations in selected areas, such as EEO complaints program management, Disability and RA program management. The AMR allowed for the examination of operationalized activities, observation of processes, and the identification of best practices.

8. EEO Complaints and Compliance

a. Complaints

(1) Pre-Complaints (Informal):

(a) FY 2025: Slightly decreased compared to FY 2024.

(b) Settlements: Remained steady compared to previous years.

(c) FY 2024: Pre-complaints were already lower than prior years

(2) Formal Complaints:

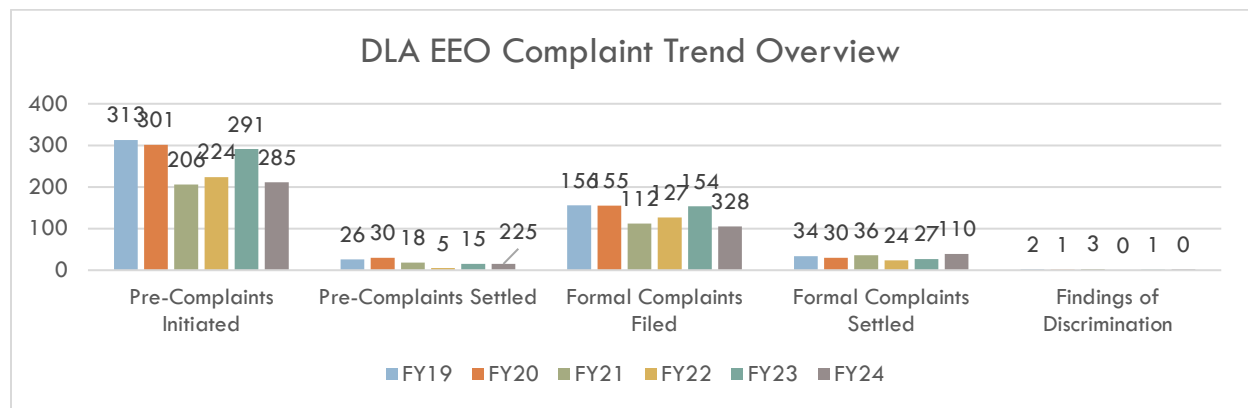
(a) FY 2025: Slightly decreased compared to FY 2023

(b) Settlements: Increased compared to previous years.

b. Summary

In FY 2025, DLA experienced a slight decrease in initiated pre-complaints compared to FY 2024, while pre-complaints settlements remained steady with previous years. Formal

complaints also saw a slight decrease compared to FY 2023, but formal complaint settlement increased compared to previous years. DLA's average processing time for accepting or dismissing formal complaints in FY 2024 was 27 days vs. FY 2023 at 31 days. The up-tick in EEO discrimination complaint cases is possibly a result of the increase in RA and the length of time to process and decisions regarding the outcome of accommodations. (see graphs below).



c. Untimely Final Agency Decisions (FADs)

In FY 2025, improvement showed over FY22 and FY 2023, despite challenges from a legal team turnover and new DG review requirements. With FY 2024, holding the strongest for timely FADs at 93% within 60 days. In 1st Quarter, FY 2025 there were 84 cases and of that 42 were untimely; as of 4th quarter, the numbers improved 100% with all 214 cases being timely.

9. Conclusion

DLA EEO held an EEO Training Symposium on September 8, 2025, to train its workforce in complaints, RAs, FADs, barrier analysis, etc. As the workforce re-enters DLA EEO 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 workforce. The DLA EEO remains committed to enforcing best practices throughout the agency. The Agency's ability to attract, develop, and retain a skilled, and agile workforce is still 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 2025 Historical Report



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

October 15, 2025

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: DLA HISTORIAN

SUBJECT: DLA Public Affairs History Report

DLA epitomized the philosophy of “doing more with less” in FY 2025. While losing talent and experience throughout the year due to retirements and other staff turnover, the DLA Public Affairs team focused on non-negotiables such as aligning with Defense Department priorities and providing headquarters support. The headquarters project absorbing the most labor hours was resurrecting Loglines magazine as a digital publication driving discussion about the defense logistics enterprise. More traditional achievements include 118 articles published on dla.mil, 69 announcements published on DLA Today, 20 media queries answered, 30 key-leader engagements facilitated, 1,180 social media posts published, 48 videos produced, 38 events live-streamed, and 544 contract awards announced.

The following report details the great work DLA Public Affairs accomplished in FY 2025.

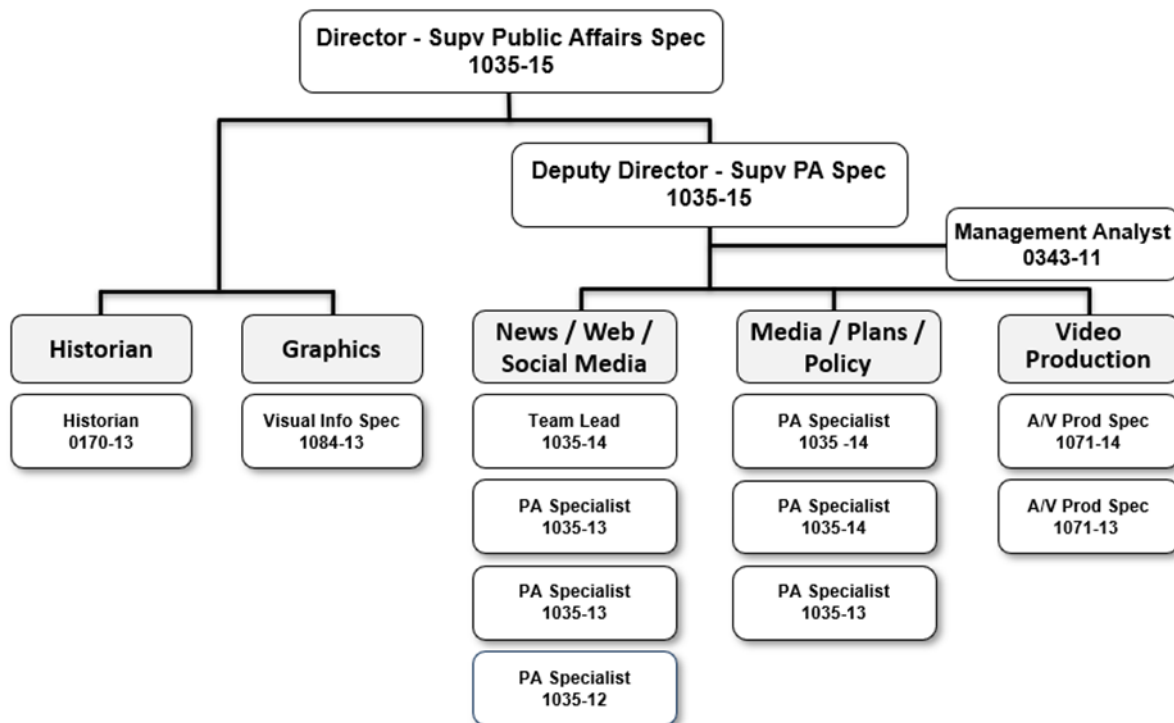

JOSEPH M. YOSWA
Director
DLA Public Affairs

1. Introduction

DLA Public Affairs is the voice of the agency. It informs audiences through electronic communication, video releases, press engagements, command information, and public outreach. It also oversees the DLA History program, which provides institutional memory through research, publications and the annual historical report.

2. Organization

DLA Public Affairs is changing its organizational structure. For much of the year, the staff consisted of two GS-15 supervisors, four sections (News/Web/Social Media, Media/Plans/Policy, Video Production, History Program), a visual information specialist and a management analyst, as organized below.



DLA Public Affairs Director Joe Yoswa moved the visual information specialist to the News/Web/Social media team toward the end of the fiscal year. He proposed further changes that agency leadership will accept, deny or alter next year.

3. Key Personnel

DLA Public Affairs is led by Joseph Yoswa (April 2014 – present). His deputy is Kathleen Rhem (January 2023 – present).

4. Total Personnel

As of Sep. 30, 2025, DLA Public Affairs has 11 civilians in 14 billets. The 14 billets cover five federal job series.

5. Historical Narrative

The Defense Logistics Agency is defined not only by what it does but also by what people believe it does. DLA Public Affairs shapes the second half of this equation for Army Lt. Gen. Mark. T. Simerly, the agency director. Targeting internal and external audiences, DP seeks to increase DLA's visibility, inculcate "We are DLA" thinking, retain high-caliber employees, and strengthen customer relationships.

For Fiscal Year 2025, DP activity can be grouped into three categories: reacting to executive orders, advancing new agency efforts, and pursuing normal business. Collectively, these measures tested staff resiliency. While DP maintained its organizational goals, it had to do less in some areas so it could do more in others.

Within hours of inauguration, President Donald Trump canceled federal support of diversity, equity and inclusion programs. At the direction of the Defense Department, DP removed DEI content from its webpages and began constant monitoring to ensure banned content didn't slip into current publications or surface when recalling archived material. The DP staff helped public affairs offices at major subordinate commands complete this task.

DP also abided by travel restrictions, which made it more challenging for the video production team to tell the DLA story. The restrictions also resulted in DLA Public Affairs Director Joe Yoswa cancelling the agency's annual public affairs seminar. Instead of in-person sessions, DP and the MSC staffs transitioned to periodic online training sessions, something they had learned to do during the COVID-19 pandemic.

DP did not escape federal-government-wide employee reductions. Losing an editor, two writers, and a visual arts specialist contributed to fewer articles being published on DLA Today and fewer social media stories being posted on Facebook, X, YouTube, LinkedIn, Instagram, and Flickr. As a mitigation, staff in non-writing positions penned some articles that couldn't be dropped.

DP also responded to Deputy Defense Secretary Stephen Feinberg's April 7, 2025, "Workforce Acceleration & Recapitalization" memo. This memo had two goals: ensuring civilian DOD employees supported warfighters and creating efficiencies. DP refined its mission priorities to address the first goal. DLA Headquarters is addressing the second goal by implementing a staffing and workforce optimization plan. SWOP will consolidate functions, flatten hierarchies and enhance fiscal discipline. It affects DLA Public Affairs directly and indirectly.

DoD continued reforming processes in Fourth Quarter. One effort, initiated to ensure common talking points, was the requirement to clear speaking engagements through the Office of the Secretary of Defense. DLA Public Affairs clarified what constituted an engagement, how engagements were reported, and who should approve them within DLA. It then developed a process to rollout and vet engagements so they could be forwarded to OSD for approval.

New agency-driven transformation efforts had more immediate effects. The key development for DP in fiscal 2025 was the return of Loglines magazine as a digital publication. A biannual release with reporting from across the enterprise and links to agency white papers, Loglines is a significant production. The former printed version had been discarded in 2019 due to personnel reductions and changes to the way customers consume media. LTG Simerly directed DP to relaunch Loglines as a thought-driver for the professional defense logistics community.

Support may also come from the consultancy Deloitte. Deloitte had already contributed to the Agency Strategic Communications Plan. This plan promotes better outreach and stronger “We are DLA” thinking. An additional ongoing Deloitte effort is the Campaign of Learning. The Campaign of Learning originated in DP but was turned over to DLA Logistics Operations for planning and execution.

Another DP endeavor was helping DLA Disposition Services and DLA Distribution establish social media presences. MSC commanders wanted to reach their audiences with a precision and regularity they were not getting from agency postings. Since public affairs is a commander’s program, DP supported the DLA Disposition Services and DLA Distribution commanders by modifying agency social media guidance, setting expectations, and monitoring content.

In Fourth Quarter, DLA Public Affairs spearheaded communications to various stakeholders in support of the stand-up of DLA Weapons Support, an MSC integrating DLA Aviation and DLA Land and Maritime. The high-profile communications effort included coordinating with and advising leaders; drafting and reviewing multiple messages to affected DLA team members and the broader DLA community; and coordinating with J3 and J7 on notifications to customers and industry partners. DP staff worked overtime to create and launch a new MSC landing pages on DLA.mil and DLA Today, transitioning content from the legacy Land and Maritime and Aviation pages and including an FAQ.

In addition to providing robust staff work for initiatives such as introducing a new subordinate command, DLA Public Affairs accomplished many normal tasks in FY 2025. Following regular order was the DLA historian, who continued his dual mandate to capture the agency’s activity and interpret the agency’s past. Additionally, the video production team remained highly productive despite travel restrictions, initiating the “DLA Dialogues” podcast to support the Campaign of Learning and producing content for special events such as Global Town Halls, the annual Hall of Fame induction ceremony, and DLA’s annual awards program.

One way DP accomplishes so much with so little is through contracts. The staff managed service contracts for video support and daily news clips, as well as its consultancy contract with Deloitte. In addition to the Deloitte contract possibly being expanded to include production support for Loglines, DP added the requirement to develop a product repository. This repository will be a comprehensive platform for drafting, tracking, reviewing, and storing products. It will facilitate collaboration and improve records management.

Despite contract support, FY 2025 articles posted to DLA Today and other traditional productivity measurements have decreased slightly. One reason for reduction was a pause in workforce hiring that resulted in the staff’s sole dedicated writer position being inconsistently

filled throughout the year. Another reason was the staff editor, who normally contributes scores of articles, devoting more than a month to Loglines production, a task that prevented her from reporting on routine events and topics. A third reason was fewer commemorative events, a decision DLA made to align better with Secretary of Defense priorities.

Normal business other than writing continued with only marginal dips in productivity. Whenever a senior leader faces media, DP offers to prepare him or her. Additionally, contracts at or above \$7.5 million have to be released to the American public, which DP handles. Finally, DLA Public Affairs issued Directive-type Memorandum 23-011, DLA Emblems and Logo, ensuring display standards are maintained.

Defense Logistics Agency

DLA Transformation (DT) Fiscal Year 2025 Historical Report



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

October 14, 2025

MEMORANDUM FOR COMMAND HISTORIAN

SUBJECT: Endorsement of DLA Transformation Fiscal Year 2025 History Report

I have reviewed the DLA Transformation (DT) History Report for Fiscal Year (FY) 2025 and endorse its accuracy and completeness. This report effectively highlights DT's contributions to DLA's mission success.

Key achievements include the strategic realignment of DLA's mission portfolio based on Mission Validation Review Panel (MVRP) recommendations, optimizing Warfighter support through focused reviews of 73 missions. DT also matured governance processes across Levels I and II, establishing the DLA Governance Council to enhance strategic alignment and decision-making. Significant progress in risk management was demonstrated, with impressive pass rates on D-Staff Entity Level Controls (ELCs). Finally, DT reestablished the Enterprise Performance Improvement Council and expanded Continuous Process Improvement (CPI) training, certifying over 340 personnel.

This comprehensive report offers valuable insight into DT's FY25 efforts and will serve as a valuable resource for future endeavors.

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BRUCE A. BLANK
Director
DLA Transformation

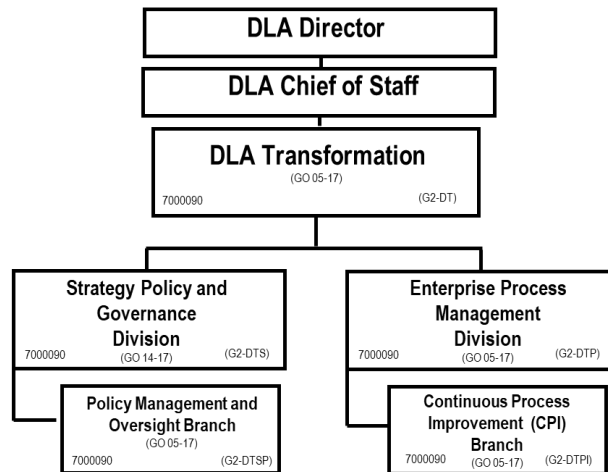
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Attachment:
DLA Transformation Historical Report for FY24

1. Introduction

DLA Transformation (DT) integrates governance practices, strengthens process discipline, and enhances transparency to manage effectively the execution of strategic goals and align DLA operations with objectives.

2. Organization



a. Strategy, Policy, and Governance (SPG) Division

Transforms the DLA director's strategic vision and mission into critical objectives and meaningful initiatives linking financial, operational, and systemic metrics. Manages enterprise executive governance and oversees the agency's policy, forms, and enterprise organizational alignment. Conducts special studies, analytics, and strategic integration to respond to OSD-level requirements.

b. Enterprise Process Management (EPM) Division

Integrates DLA strategic vision and mission in support of various programs and special projects. Executes special studies aligned to strategic priorities. As a core function in process management, manages continuous improvement, enterprise process management, agreements, and academia programs. Oversees enterprise strategic integration efforts.

3. Key Personnel

a. The Director of DLA Transformation is Mr. Bruce Blank (June 2025 to present).

b. DT has two divisions:

(1) Enterprise Process Management (EPM) Division: (Vacant)

(2) Strategy, Policy, and Governance (SPG) Division: Ms. Sabrina Dewalt (June 2025 to present).

4. Total Personnel

DLA Transformation has 26 authorizations with 10 DoD positions currently filled. These personnel serve as program managers and strategic integrators supporting cross-collaboration and enterprise-wide programs and projects.

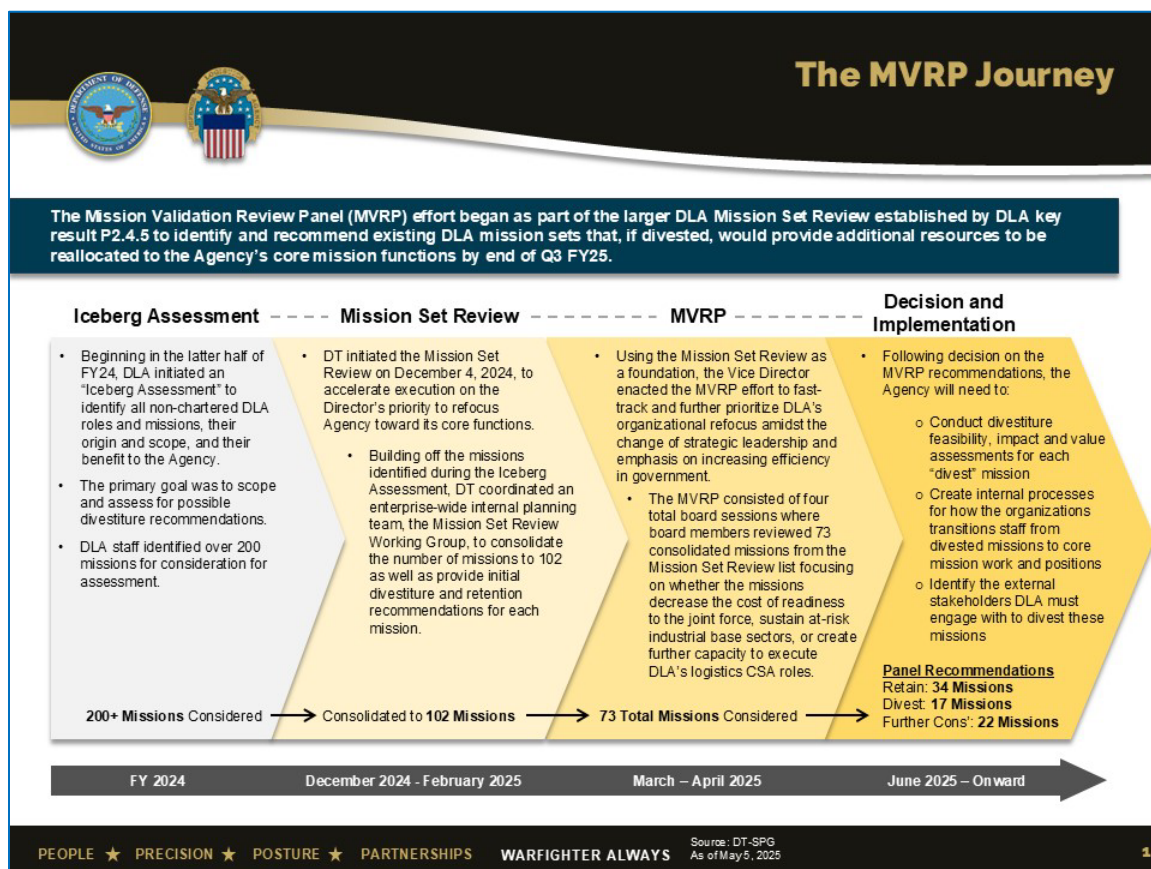
5. Historical Narrative – FY 2025 Focus Areas

a. Strategy

Driven by the evolving national security landscape, DLA embarked on an effort to assess, refine, and align its capabilities for optimal Warfighter support. This effort, captured under Key Result P2.4.5, became a cornerstone of the agency's strategic direction.

During FY 2025, DT led the Mission Validation Review Panel to realign DLA's mission portfolio, optimizing resource allocation and sharpening focus on Warfighter support.

The Mission Set Review began with the DLA Iceberg Assessment, which uncovered over 200 missions outside defined guidance. A cross-agency working group narrowed this list to 102. The Agency Mission Validation Review Panel (MVRP), composed of senior DLA leaders, reviewed 73 missions, focusing on readiness cost reduction, industrial base support, and CSA expansion.



Recommendations prioritized divestiture, transfer, or retention with internal optimization. By executing Key Result P2.4.5, DLA refined its portfolio and reinforced its ability to deliver responsive logistics support under evolving global conditions.

b. Governance

DT continued to mature governance processes across Levels I and II. During FY 2025, the Governance Office managed the realignment of Level II frameworks and executed multiple Governance Board sessions. DT stood up the DLA Governance Council and continued leading Agency-wide engagement on structure, alignment, and decision rigor.

The Governance Office also coordinated implementation of the CY 2025 Governance calendar and developed new desk guides. Governance remained a visible and participatory forum for deliberate review of strategic actions, 4P-aligned priorities (People, Precision, Posture, and Partnerships), and Agency Objectives and Key Results (OKRs).

c. DLA Issuance Program

The Issuance Program managed and led policy with guidance, tools, and training. It maintained the agency's system for the design and management of issuances, directives, SOPs, and manuals. The program published 96 issuances, six delegations of authority, and one organizational policy letter in FY 2025.

The Issuance Program also expanded the onboarding desk guide and roadmap, supporting continuity of process and procedure. It also underscored internal control integration, helping enforce risk mitigation and governance alignment across the enterprise.

d. DLA Forms Program

The DLA Forms Program processed and finalized numerous forms in support of human resources, logistics operations, disposition services, and equal opportunity. As the Agency's principal adviser for forms design and lifecycle management, the team supported Adobe Experience Manager (AEM) compatibility transition planning while sustaining continuity of business processes tied to AEM.

e. Enterprise Organizational Alignment (EOA) Program

The EOA program continued to drive policy, coordination, and implementation of organizational changes. FY 2025 marked sustained improvement in cycle times. Four general orders were completed with an average completion time of 90 days.

DT engaged D-Staff to assess structures based on Presidential Executive Orders and updated supervisory ratio guidance. The program updated the master process checklist and expanded training delivery across multiple audiences.

f. DLA Agreements

The DLA Agreements Program remained central to ensuring effective enterprise-wide support arrangements, with DT leading modernization efforts focused on digitization,

transparency, and auditability. Emphasis in FY 2025 was placed on operationalizing governance, policy, and procedures under the emerging Agreements Governance, Policy, and Procedures (GPP) framework. To support execution, the team developed a low code prototype within the ServiceNow platform to replace legacy spreadsheet-based processes. This transition increased data visibility and lifecycle tracking of over \$368 billion in agreement obligations across DLA.

The automated GPP tool enabled agreement managers and stakeholders to manage requirements, reviews, approvals, and oversight activities without creating additional manual tracking systems. The process redesign aligns with DT's strategic role in internal control enforcement and strengthens cross-agency collaboration by streamlining interactions with federal, DoD, and non-DoD trading partners. The Agreements Program's digitization effort reinforces DLA's commitment to accountability, responsiveness, and enterprise-wide process discipline.

g. Agency Management Review (AMR)

The AMR Program executed formal reviews aligned with DoD 5010.40 and OMB Circular A-123. Final reports were published for DLA Energy and DLA Disposition Services. Desk guides and 'To-Be' E2E mapping were completed.

Cross-organizational planning was initiated for Governance, Risk, and Compliance Application software pilot testing. By April 2025, the AMR program was sunset. Its contributions remain embedded in DT's compliance and oversight legacy.

h. D-Staff Risk Management and Internal Control

DT, in its coordination role for internal controls across the D-Staff, advanced Agency-wide progress in risk management compliance. FY 2025 marked the first complete test of all D-Staff Entity Level Controls, with 100% passing the test of design and 83% passing the test of effectiveness. This milestone demonstrated a maturing internal control environment and emphasized the operational impact of properly documented controls.

DT's contributions ensured risk owners, assessable unit managers, and senior leaders had structured oversight of control testing and documentation. The process emphasized disciplined review cycles, risk-informed prioritization, and ensured DLA's Annual Statement of Assurance was grounded in substantiated internal evaluations. This sustained focus reinforces the Agency's reputation for stewardship and governance integrity.

i. Enterprise Process Management (EPM) Program

The EPM program supported strategic integration by developing policy, guidance, and end-to-end documentation. Milestones were developed to reestablish workload prioritization amidst staffing gaps. Program Health Index metrics from the FY 2025 AOP improved visibility into transformation performance, supported standardized success criteria, and enabled objective, data-driven assessments for resourcing and execution.

j. Continuous Process Improvement (CPI) Program

The CPI Program Management Office (PMO) provided policy, tools, and services that enabled organizations across DLA to improve performance, reduce inefficiencies, and promote enterprise-wide learning. In FY 2025, DT reestablished the Enterprise Performance Improvement Council as a governance body that steers enterprise CPI project selection, validation, and alignment to strategic goals.

DT's oversight contributed to the successful execution of strategically significant CPI initiatives that achieved measurable outcomes in cost avoidance, risk reduction, and compliance. The CPI PMO also expanded training reach, certifying over 340 personnel in Lean Six Sigma and process improvement disciplines. This sustained investment in organic CPI capability ensures DLA maintains an internal cadre of certified professionals capable of driving change, standardization, and innovation across all supply chains and support functions.