

# **Defense Logistics Agency**

## **Fiscal Year 2024 Historical Report**



**The Nation's Logistics Combat Support Agency**

**DLA History Program**

# Defense Logistics Agency

## Table of Contents

### Fiscal Year 2024 Historical Report

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Message from the Director	3
Agency Historians	5
Executive Summary	6
DLA Troop Support	14
DLA Land and Maritime	22
DLA Aviation	32
DLA Energy	52
DLA Disposition Services	66
DLA Distribution	80
DLA Human Resources (J1)	108
DLA Logistics Operations (J3)	120
DLA Information Operations (J6)	157
DLA Acquisition (J7)	170
DLA Finance (J8)	191
DLA Joint Reserve Force (J9)	201
DLA Inspector General (DA)	212
DLA Small Business Programs (DB)	219
DLA Enterprise Risk Management (ERM)	224
DLA Safety and Occupational Health (SOH)	229
DLA General Counsel (DG)	234
DLA Chaplain (DH)	240
DLA Intelligence (DI)	243
DLA Legislative Affairs (DL)	253
DLA Installation Management (DM)	265
DLA Equal Employment Opportunity (DO)	277
DLA Public Affairs (DP)	288
DLA Transformation (DT)	292

# Defense Logistics Agency

## Message from the Director Fiscal Year 2024 Historical Report

It is my distinct honor to present the Defense Logistics Agency's Annual Historical Report for 2024. This report highlights the important initiatives and significant achievements of the DLA team in support of our Warfighters, partners, and allies around the globe. Much appreciation to my predecessor, Navy Vice Admiral Michelle Skubic, for her discerning leadership of the Agency during her tenure, which included the early months of FY24, and for her sage advice and counsel during the transition.

If I had to pick a theme for 2024, it would be “transformation.” I use that word deliberately, because it implies a profound and fundamental shift, going beyond simple change or improvement. New and advancing threats by our adversaries in every military domain have changed the nature of warfare. Our armed forces are shifting their tactics and strategies to meet these evolving threats, so DLA must also adapt its logistics strategies to ensure our military is always prepared and capable.

In FY24, we developed and published our new Strategic Plan 2025-2030 “DLA Transforms: A Call to Action,” our blueprint for thinking, acting, and operating differently in a transformative era. Our recalibrated strategy focuses on modernizing capabilities, strengthening partnerships, and shifting to more resilient supply chain solutions in support of our combat support mission.

Other highlights you’ll read about in this report include DLA’s support to the Red Hill defueling and closure as well as the bulk fuels re-posture in the INDOPACOM region. We also extended critical support to USEUCOM and Ukraine and collaborated with USCENTCOM to bolster support to Israel.

Our inaugural Performance Based Agreement with the USSF marks a significant step towards enhanced performance metrics and accountability.

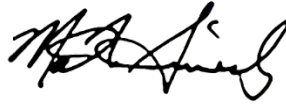
We demonstrated agility and compassion through humanitarian efforts, including critical support to Gaza and disaster response in the aftermath of Hurricanes Helene and Milton.

We made major strides in our digital transformation, deploying the Warehouse Management System at all 63 DLA Disposition Services sites, nine Recruit Training Centers, and 22 of 34 DLA Distribution Centers.

We also invested in our greatest asset—our people. The implementation of new Workforce Development Training to improve data acumen ensures that our team remains at the forefront of logistics innovation.

Our success is built upon the dedication, expertise, and resilience of our people, and I am delighted that the hard work and commitment to excellence of the DLA team is well documented in this report. I am proud to lead such an exceptional organization and look forward to further progress in FY 2025.

Enjoy the read! Warfighter Always!

A handwritten signature in black ink, appearing to read 'Mark T. Simerly', with a stylized, cursive script.

MARK T. SIMERLY  
LTG, USA  
DLA Director



# Defense Logistics Agency

## Agency Historians

### Fiscal Year 2024 Historical Report

DLA Historian	Dr. Colin Williams
DLA Troop Support	Mr. Christian DeLuca
DLA Land and Maritime	Ms. Cindy Pray
DLA Aviation	Ms. Amy Perry
DLA Energy	Ms. Michelle Groat
DLA Disposition Services	Mr. Jason Shamberger
DLA Distribution	Ms. Stacy Umstead
DLA Human Resources	Mr. Adam Russell
DLA Logistics Operations	Mr. Ryan Lookabill
DLA Information Operations	Mr. Bill Dasch, Ms. Jane Tavianini
DLA Acquisition	Ms. Kim Villarreal
DLA Finance	Ms. Natalie Hanrahan
DLA Joint Reserve Force	LCDR Jim Bean
DLA Inspector General	Mr. Andrew “Dutch” Duszynski
DLA Small Business Programs	Ms. Vicki Hahn
DLA Enterprise Risk Management	Mr. Erich Gabris
DLA Safety and Occupational Health	CPT Anthony Hiza, MAJ Derek Monthei
DLA General Counsel	Ms. Michele Pavlak
DLA Chaplain	SFC Michael Hyer, COL Thomas Brooks
DLA Intelligence	Ms. Linda Uehling
DLA Legislative Affairs	Charlene Crawford
DLA Installation Management	Mr. Bill Carnegie, Mr. Jose Gonzalez
DLA Equal Employment Opportunity Diversity and Inclusion	Ms. Michelle Crafts
DLA Public Affairs	Dr. Colin Williams
DLA Transformation	Ms. Leslie Horne

# Defense Logistics Agency

## Executive Summary

### Fiscal Year 2024 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 2024. DLA provides end-to-end management of eight supply chains and counts military services, federal departments, local governments, and international partners as customers.

#### 2. Organization

a. The Defense Logistics Agency is the nation's second largest defense agency, as measured by 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 (DI)
- (6) DLA Legislative Affairs (DL)
- (7) DLA Installation Management (DM)

- (8) DLA Equal Employment Opportunity Diversity and Inclusion (DO)
- (9) DLA Public Affairs (DP)
- (10) DLA Transformation (DT)

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.

### 3. Key Personnel

a. The below chart depicts key leaders as of September 30, 2023.



## **b. Key Leadership Changes**

(1) On October 18, 2023, Army Maj. Gen. Bowlman T. Bowles III replaced Ms. Kristen Kremer as DLA Joint Reserve Force director.

(2) On February 2, 2024, Army Lt. Gen. Mark T. Simerly replaced Vice Adm. Michelle C. Skubic as DLA director.

(3) In February 2024, Ms. Daniele Kurze replaced Mr. Dwight D. Deneal as executive director of DLA Small Business Programs.

(4) On April 1, 2024, Ms. Karyn A. Runstrom replaced Mr. William (Eric) Smith as acting DLA chief of staff. Her assignment became permanent on June 30, 2024.

(5) On May 31, 2024, Dr. Caleb Foshee replaced Ms. Sharyn Saunders as director of DLA Human Resources in an acting capacity.

(6) On May 31, 2004, Navy Rear Adm. Michael A. York replaced Navy Rear Adm. Grafton “Chip” D. Chase as commander of DLA Distribution.

(7) On June 14, 2024, Rear Adm. Joseph D. “Doug” Noble Jr., DLA J3, retired from the U.S. Navy. He was replaced in August by Air Force Maj Gen David J. Sanford. Ms. Kristin K. French served as J3 in the interim.

(8) On June 21, 2024, Navy Rear Admiral George E. Bresnihan replaced Navy Captain Brian J. Anderson as commander of DLA Energy.

(9) On July 1, 2024, Mr. José Cora replaced Mr. Jon H. Lightner as DLA General Counsel. Mr. Lightner had been serving in the position in an acting capacity.

(10) On July 2, 2024, Air Force Brig Gen Chad R. Ellsworth replaced Air Force Brig Gen Sean K. Tyler as commander of DLA Aviation.

(11) On August 13, 2024, CAPT Patrick Blake Brown replaced Navy Capt. Patrick Blake as commander of DLA Indo-Pacific.

## **4. Total Personnel**

On September 28, 2024, DLA had 25,265 employees (24,098 civilian, 504 active-duty military, and 663 reservists).

## **5. Historical Narrative**

Before Fiscal Year 2024 was a week old, Hamas, an Iranian-backed terrorist group, launched a surprise attack into Israel that killed or captured civilians near their county’s border with Gaza. Israel’s response engulfed the territory in war, triggering another Iranian-backed terrorist group, the Hezbollah, to fire into the Jewish state from Lebanon and a third Iranian-backed group, the Houthis, to fire on ships carrying Israeli cargo in the Red Sea.

While the Defense Logistics Agency was only tangentially involved in the fight against Iranian proxies, the support it did provide was in addition to that it provided Ukraine in its defense against Russia, the Defense Department in its efforts to stanch Chinese expansion in the Indo-Pacific, special forces suppressing terrorists in Africa and the Middle East, and Kenyan police enforcing peace in Haiti. Under Army Lieutenant General Mark T. Simerly, DLA’s twenty-first director, the agency participated in these responses while resourcing whole of government missions and readying itself for large-scale conflict in a contested logistics environment.

DLA contributed to the campaign against Iranian proxies through foreign military sales, supplying the Navy in the Red Sea, delivering food to Gaza, and helping plan a non-combatant evacuation from Lebanon. All actions required working with service partners and the State Department, which approves FMS cases and oversees the U.S. Agency for International Development. Assistance ranged from providing Halal meals and low-altitude parachutes for the Gaza mission to sourcing Tomahawk missile propellant for the Red Sea mission. Most significant was what the agency sold Israel. DLA's buying commands provided \$40 million in direct assistance and issued \$273 million in repair parts, mostly from DLA Aviation and mostly through the cooperative logistics supply support arrangement the Air Force Security Assistance and Cooperation Directorate held with the country. In addition, DLA Disposition Services transferred excess materiel worth \$4.6 million in acquisition value and \$1.5 million in sales.

The support DLA provided Israel was emergent. The support it provided Ukraine – much of it through U.S. European Command – has been ongoing ever since Russia invaded the country in February 2022. Key developments for FY 2024 included DLA Disposition Services sourcing Class II requirements and President Biden signing a \$61 billion funding bill. New funding let the Air Force Security and Assistance Directorate order \$58.6 million in unmanned aerial system parts from DLA Troop Support and DLA Distribution Red River assemble MaxxPros and medium tactical trucks for movement to eastern Europe.

The war in Ukraine is altering how the services intend to fight in Europe, with the potential for changing how DLA supports forces there. Geographically, the possibility Russia may expand the conflict has increased the agency's focus on Europe's high-north, an area with two new NATO members. Technologically, the conflict is demonstrating the supremacy of the defense and showing how lethal drones can be. While these observations are still being absorbed, they could affect what repair parts the agency buys and stores, how it contracts for fuel on the continent, how it provides subsistence, and how it staffs distribution centers in Italy and Germany.

The U.S. Marine Corps was already several years into a force redesign when FY 2024 began. Focused on beachhead seizure in the Indo-Pacific, it eliminated tanks, reduced artillery pieces, and introduced a new assault vehicle. These adjustments changed what commodities the Corps wanted DLA to buy and store. Prompting these calculations was Chinese aggression in the Indo-Pacific. The 2022 National Defense Strategy defined China as America's pacing threat. With the world's second-largest economy and second-largest population, it would act with impunity in the Indo-Pacific if not for America's ability to sustain forces in the region.

DLA responded to the China problem set in other ways as well. In November 2023, it tested a Class I cross-servicing agreement with the Australian navy when the HMAS Stalwart and USNS Charles Drew berthed pier-side in Sasebo, Japan. Additionally, DLA Distribution opened a new warehouse in Sasebo in January 2024. That same month, DLA Disposition Services provided \$500,000 in high-end surgical equipment for the Solomon Islands, a key South Pacific partner. DLA Disposition Services also established a hazardous waste capability in the Philippines and made progress on an in-country agreement with Australia. Another South Pacific ally, Papua New Guinea, will host a new agency fuel point, one of several measures DLA Energy is pursuing to strengthen its posture in the region.

Not all international developments were responses to Iran, Russia, or China. One exception was Niger. After launching a coup in July 2023, the nation's new government ordered America to evacuate the airbases it had been using to counter terrorists in the Sahel. DLA helped close these bases and will support their replacements. Another exception was Kenya deploying police to Port-au-Prince, Haiti, which DLA supported through U.S. Southern Command. While marginal, the agency's assistance shows how even innocuous missions such as flying contractors on military aircraft and sustaining MaxxPros involves DLA.

The role played by commodities and logistics services in national responses makes DLA an important whole of government partner. Examples of the agency's support to federal entities outside the Defense Department in FY 2024 included DLA Energy supplying the National Science Foundation's McMurdo Station in Antarctica with 8.9 million gallons of fuel and agreeing to serve as the U.S. Postal Service's energy provider. The Gaza mission was typical of the assistance DLA provides international Whole of Government missions; the advice DLA Disposition Services gave the U.S. Coast Guard on divesting itself of inland buoy tenders was typical of the assistance it provides domestic ones.

Whether helping Whole of Government partners or the Defense Department, DLA remained effective, efficient, and ready throughout FY 2024. Effectiveness and efficiency have long defined agency performance. Readiness is newer. Lieutenant General Simerly has spent his first eight months as director putting DLA on a wartime footing. He is pursuing this goal through internal and Departmental efforts.

Internal readiness is a function of personnel support, procurement performance, and global posture. The success DLA Human Resources had launching hrPRO and a careers page this year deserves mention. Another application in development is data acumen training. The curriculum released in September furthers Lieutenant General Simerly's goal of a data literate workforce. Also important for personnel support was the analysis the DLA Joint Reserve Force conducted to ensure it was supporting agency missions to the maximum extent possible.

Personnel support contributes to procurement performance. Most of DLA's 8,000 acquisition professionals buy repair parts. Any list of their accomplishments has to include DLA Aviation announcing a \$12.5 million contract for B-1 bomber radar antennas and DLA Land and Maritime awarding a \$37.5 million contract for Patriot missile systems. Also impressive was obligations for DLA Troop Support's construction and equipment supply chain surpassing \$8 billion. Even more impressive was the contract of the year award won by DLA Aviation's Landing Gear Collaborative Supply Chain Integration team. This contract improved on-time delivery from 40% to 92% and reduced backorders by 77%. Finally, the agency is preparing itself for assuming Lockheed Martin's F-35 sustainment contract. It is already cataloging and storing parts for the weapon system; having it also order consumables aligns with the undersecretary of defense for acquisition and sustainment's interpretation of the 2022 National Defense Authorization Act.

While the agency is working with the Navy and Air Force Departments on F-35 parts provision, it has received new support responsibilities for a Navy vessel and the U.S. Space Force. When commissioned, the Columbia ballistic missile submarine will rely on DLA for 12,000 items, a

dependence that will lower maintenance costs over time. The DLA Nuclear and Space Enterprise Support Office is working to add the Columbia to the agency's performance-based agreement with the Navy. NESO also took the lead on a twelve-month project to write a performance-based agreement with the U.S. Space Force. Lieutenant General Simerly and the service's operations officer signed the agreement September 18, 2024.

DLA also succeeded in obtaining services for itself. Its most significant internal acquisition was a multivendor information technology contract called DLA J-6 Enterprise Technology Services. JETS extends agency automation to October 2029 at nearly \$12 billion.

Despite its name, DLA Troop Support provisions weapon systems as well as service members. Its construction and equipment supply chain, for example, provided 750 yards of Hexcel CE-9000 fabric for B-1 bombers, avoiding a work stoppage at Tinker Air Force Base, Oklahoma. The command's clothing and textiles supply chain, meanwhile, supported service members by working with agency headquarters on a declaration of nonavailability for wool polyester, a blend used in eight dress uniforms, and signing a \$29 million four-year contract for anti-gravity suits. These suits, bought from a small business, protect pilots during gravity-induced maneuvers.

Internal readiness is more than personnel support and procurement performance. It is also a function of where the agency positions experts, commodities, and logistics services. DLA establishes its global posture through three regional headquarters; seven overseas distribution centers; and detachments from DLA Troop Support, DLA Energy, and DLA Disposition Services. These forward-deployed units conduct thorough planning and real-world missions. Lieutenant General Simerly has emphasized the planning mission, stressing that it should inform training exercises, expose assumptions, and identify shortfalls.

Training and other preparatory measures are sequenced by the agency headquarters. DLA governs this process through two documents. The Global Posture Plan, records what the agency has where and informs decisions about fuel points and depot coverage. The Global Resiliency Initiative takes the GPP a step further by factoring in funding considerations, risk assessment, inventory levels, Warstopper commitments, allied capabilities, and industry policies. It outlines how DLA will surge to fight both the war it expects and the one that could surprise it. Combined, the GPP and GRI lay a foundation for a campaign plan, the next iteration of agency support to combatant commands and the joint chiefs of staff.

A new strategic plan adds another layer to DLA readiness. Organized around four transformation imperatives – people, precision, posture, and partnerships – the plan outlines how the agency will approach what President Joe Biden is calling the decisive decade. Supporting this plan is a campaign of learning. Agency components are writing white papers and participating in discussion forums to advance their understandings of current, expected, and potential challenges.

Few of these challenges are wholly internal. The investment the agency has made over the years to modernize its technology is internally managed but Departmentally focused. The most involved digital business transformation project – the Warehouse Management System – was installed at the last DLA Disposition Services site, the last recruit training center, and several large DLA Distribution centers during the year. The rest of the command's distribution centers

and DLA Land and Maritime's and DLA Aviation's industrial sites will receive the technology in FY 2025. Other DB-X projects making progress in FY 2024 include Troop Support Modernization, Enterprise Resource Planning, cataloging transformation, and the Enterprise Contract Writing Module.

The Enterprise Contract Writing Module is a Defense Department program. Part of the defense agencies initiative, it was deployed in initial operating form at eight non-DLA organizations in FY 2024, to include the Defense Contract Management Agency and Defense Finance and Accounting Service. Further functionality will be added in FY 2025.

The agency's two logistics services commands have Departmental missions. In addition to responding to worldwide events, DLA Distribution entered its final congressionally mandated public-private partnership in March, this time with Northrop Grumman in Oklahoma City. DLA Disposition Services, in addition to the work it did for combatant commands, helped the XVIII Airborne Corps test a property-thinning program by accepting 15,050 items. The pilot, dubbed Rapid Removal of Excess, has grown tenfold and expanded to other units. DLA Disposition Services has also worked with the U.S. Army Corps of Engineers to remove southern border wall material from the Defense Department's inventory. It is following established procedures for the disposal of this property, offering it first for reuse within the Department, then for reuse within the rest of the federal government, then to state governments, and finally for public sale.

The agency completed at least two more missions with Departmental significance in FY 2024. DLA Energy replaced over six-hundred fuel stations with electronic point-of-sale systems. The systems offer increased audibility, enhanced security, and better service to customers. The second accomplishment was DLA Acquisition vastly increasing the strategic materiel it holds in storage.

Additional Departmental readiness was gained by financial achievements. The cost recovery rate, or surcharge the agency adds to items it buys and stores, is receding after temporary increases due to post-pandemic inflation and technology investments. For similar reasons, DLA decided at the beginning of the year to offset all budget change requests. Any new program has to be paid for internally or through appropriated funds; its cost will not be passed on to customers. Finally, the agency overcame a longstanding challenge related to its fund balance with treasury for the National Defense Stockpile Transaction Fund. DLA Finance and Legislative Affairs coordinated with the Office of the Under Secretary of Defense (Comptroller) and engaged with Congress to solve this challenge. This occurred when the President signed the FY 2024 National Defense Authorization Act into law with Section 1413 establishing auditable beginning balances. This set the agency on a course toward a clean audit opinion.

Not all readiness was near-term. The agency helped the Defense Department transition to carbon pollution-free energy by signing a fifteen-year contract with Duke Energy in January. Duke will use renewable sources to power Fort Liberty, Marine Corps Air Station Cherry Point, Camp Lejeune, Seymour Johnson Air Force Base, Shaw Air Force Base, and other installations in the southeastern U.S. DLA Energy solicited a similar contract for the Pentagon and Washington Headquarters Services's Mark Center in July.



Internal and Departmental readiness measures are steps toward Lieutenant General Simerly's goal of preparing DLA for conflict with a peer competitor in a contested logistics environment. While the agency responds to Russia's advances, China's aggressiveness, Niger's coup, Haiti's lawlessness, and attacks by Iranian proxies, it remains future-focused, with a new strategic plan and campaign of learning defining how it will prepare for war. Supported by good relations with customers and vendors, DLA will face whatever challenges FY 2025 presents with judicious management, scalable provision, disciplined financial decisions, wise energy solutions, and a ready workforce.

# Defense Logistics Agency

## DLA Troop Support Fiscal Year 2024 Historical Report



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

Oct 22, 2024

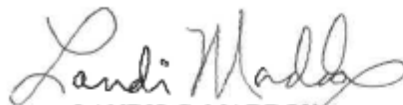
### MEMORANDUM FOR DLA HISTORIAN

SUBJECT: Submission of DLA Troop Support FY24 Annual History Input

As the Commander of Team Troop Support, I am constantly in awe of the dedication and commitment of our workforce. It does not matter if the mission is the daily battle rhythm of ensuring our military here at home are successful or if the mission is abroad in the European AOR working with our NATO allies through the Ukraine Security Assistance Initiative, their ability to deliver agile, adaptive and resilient logistics across the continuum is unparalleled. Each teammate works tirelessly to make sure that the Warfighter and our Whole of Government partners have what they need, where and when they need it.

The accomplishments listed in the following pages are just a highlight of the activities performed in FY24 that resulted in \$21.9B in sales. With four distinct supply chains, this shows the breadth and depth of our support to the military and our Whole of Government partners. As we move forward in FY25, we will continue to support and align our efforts with the DLA 2025-2030 Strategic Plan. We will be nested in thought, word, and deed during this "transformative" era, focusing on the Agency's imperatives of People, Precision, Posture, and Partnerships.

While navigating within this contested logistics environment, I am confident that Team Troop Support is capable, ready and willing to overcome any obstacles that may arise and will continue our legacy of providing unwavering support to the Warfighter and other valued partners.

  
LANDIS C. MADDOX  
Brigadier General, USA  
Commander

## **1. Introduction**

The Defense Logistics Agency (DLA) Troop Support FY 2024 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 2024 to support the needs of our customers around the globe.

DLA Troop Support collaborates with the military services, the combatant commands, and multiple industry partners to balance service requirements with industry capabilities in order to meet warfighters' demands. In FY 2024, DLA Troop Support awarded 2.3 million contracting actions. It manages over 3.4 million items and processes more than 21 million orders annually in support of 77,000 global customers through a network of 2,900 suppliers.

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

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

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

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

## **2. Organization and Total Personnel**

DLA Troop Support is one of six DLA major subordinate commands and operates four separate and distinct supply chains: Subsistence, Clothing & Textiles, Construction & Equipment, and Medical. With FY 2024 sales of \$21.9 billion, DLA Troop Support accounts for approximately 50 percent of total DLA sales. Each supply chain generated billions in sales respectively, Subsistence: \$2.9 billion, Clothing & Textiles: \$1.9 billion, Construction & Equipment: \$8.3 billion, Medical: \$8.8 billion. Staffing includes 2,112 civilians, 62 active-duty military personnel, and 37 reservists.

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.

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 warfighters around the globe. The Philadelphia-based MSC also oversees two forward-based

commands, DLA Troop Support Europe & Africa and DLA Troop Support Indo-Pacific, headquartered in Kaiserslautern, Germany, and Pearl Harbor, Hawaii, respectively, as well as forward-based offices throughout the continental United States. Through this forward presence, DLA Troop Support embeds employees in the continental U.S. and overseas with customers and key industry partners to personally ensure we meet or exceed the needs of our service members.

### 3. Key Personnel

#### a. Headquarters

- (1) Brig. Gen. Landis Maddox, USA, Commander: June 2023-present
- (2) Ms. Kishayra J. Lambert, Deputy Commander: July 2022-present
- (3) Mr. William J. Kenny, Executive Director, Contracting & Acquisition Management: August 2010-present
- (4) Mr. Robert A. Ratner, Chief of Staff: July 2010-present

#### b. Supply Chains

##### (1) Subsistence

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

##### (2) Clothing & Textiles

Lt. Col. Bernard Monroe, USA	Director: July 2024-present
Steven Merch	Deputy Director: September 2023-Present
Leighann Mazoki	Supplier Operations: August 2023-Present
Bruce Carson	Customer Operations: July 2019-Present

##### (3) Construction & Equipment

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

##### (4) Medical

Col. Bruce Argueta, USA	Director, Medical: July 2023-present
David Johns	Deputy Director: August 2023-present
Dan Keefe	Customer Operations: September 2016-present
Debra Bakeoven	Supplier Operations: May 2023-present

c. Key Staff Elements

(1) Procurement Process Support

John Fafara  
Cmdr. Jackie Hurse, USN

Director: November 2023-present  
Deputy Director: November 2023-present

(2) J3/J5 Operations and Plans

Col. Mark Szatkowski, USAF  
Patrick Owens

Director: July 2024-present  
Deputy Director: December 2018-present

(3) Product Test Center Analytical

Jamie Hieber

Director: July 2014-present

**4. DLA Troop Support FY 2024 Command Accomplishments**

a. 2024 Troop Support Hall of Fame Inductees

Every year, former DLA Troop Support employees are nominated for induction into the DLA Troop Support Hall of Fame for significant long-term contributions.

(1) Mr. Ralph Lund

Mr. Lund culminated his 36-year long career at DLA Troop Support and its legacy organizations as the director of Supplier Operations in the Construction & Equipment supply chain, where he was instrumental in evolving the Special Operational Equipment Tailored Logistics Support Program.

(2) Dr. Beatrice Ross

Dr. Ross served DLA Troop Support and its legacy organizations for 41 years, retiring as the Customer Support Liaison for the Army and Marine Corps within the J3/5 Current Operations Division.

(3) Ms. Susan Schafer

Ms. Schafer dedicated 46 faithful years of service to DLA Troop Support and its legacy organizations, culminating her career as the organization's executive officer.

(4) Ms. Patricia Scott

Ms. Scott provided selfless support to warfighters for 46 years during her career at DLA Troop Support and its legacy organizations, retiring as the Subsistence Customer Operations CONUS Garrison Feeding Division chief.

(5) Mr. Dennis Strolle

Mr. Strolle culminated his career of 41 years at DLA Troop Support and its legacy organizations as a contracting officer in the Subsistence supply chain, before rejoining for four more years as a retired annuitant strategic sourcing specialist.

b. Community Relations

Participants of Troop Support's Innovative Success and Partnership in Reaching Excellence (InSPIRE) program teamed up with the nonprofit organization Cradles to Crayons for the Fill-A-Backpack drive where more than 6,470 school supply items were donated to kids in need in the Philadelphia area.

## **5. DLA Troop Support Supply Chain FY 2024 Accomplishments**

a. Warfighter Always

(1) Russia's unjustified war against Ukraine continued to dominate Eastern Europe during FY 2024. And DLA Troop Support continued to provide support to European Command, the Warfighter, and our allies through the Ukraine Security Assistance Initiative.

All four supply chains were heavily involved in the initiative, while DLA Troop Support's Ukraine Contingency Working Group consolidated efforts. The group met weekly with headquarters, supply chains, Air Support Operations Center, DLA U.S. Transportation Command Division, and DLA Distribution to integrate information flow in support of the mission.

As of Oct. 15, 2024, Troop Support has provided approximately \$1.16 billion in accumulative sales, with about \$181 million of potential sales in the pipeline.

(a) Subsistence has focused on replenishing operational rations and filling prime vendor orders.

(b) Clothing and Textile has released multiple tent, helmet, and tarpaulin shipments to CONUS and OCONUS customers in support of Ukraine.

(c) Construction and Equipment support focused on replenishing force protection and barrier materiel stock at the OCONUS depot and fulfilling customer direct special operations equipment orders.

(d) Medical support included filling Army Prepositioned Stocks-2 and U.S. Army Medical Materiel Command Europe orders.

(e) DLA also supported six ships in Ashdod, Israel, as they built a pier for larger ships to dock to improve humanitarian assistance mission in Gaza. The ships were resupplied every 15 days as needed. DLA Troop Support continues to support warfighters and allies as they prepare for contingencies as the invasion stretches into the unforeseeable future.

(2) On November 1-2, key representatives of DLA Troop Support (as led by Mr. William Kenny and Army Col. Bruce Argueta) participated in the RNATS/CNATS Industry Day. The day was jointly hosted by members of the DoD Chemical Biological, Radiological, and

Nuclear Defense (CBRND) community. The purpose of the two-day conference was to identify industry partners and capabilities to develop improved chemical agent medical countermeasures and ensure the efforts of all U.S. and allied stakeholders were aligned with meeting current, enduring, and emerging CBRND threats.

(3) The Subsistence Food Service Equipment team awarded contracts to Custom Mobile Equipment for three Navy food trucks, bringing its total to four. Food trucks cost approximately \$265,000 each and were delivered to Kings Bay Naval Base, GA; Naval Station Mayport, FL; and NAS Pensacola, FL, in December.

(4) A Clothing and Textile contract conversion award and delivery order were issued on May 2 for Space Force Heather Charcoal Cloth to Burlington Industries. This cloth will be used in the production of Space Force trousers, slacks, and skirts. Cloth deliveries will begin this Fall so end-item manufactures can rollout the new uniform in December 2025.

(5) Clothing and Textiles also procured the first Space Force physical training gear this summer. The uniform consists of 10 items, including gender specific all-purpose trunks, running trunks, t-shirts, PT jackets, and pants. The items have moisture wicking fabric for faster drying time, antimicrobial properties, and reflective technology.

(6) The Construction and Equipment supply chain awarded a long-term contract to ALFAB Inc. in Enterprise, Alabama, for AM2 landing mats, with a maximum contract value of \$148,000. AM2 landing mats are in high demand and used by the U.S. military for expedient airfield construction. These aluminum landing mats can support both fighter and cargo aircraft.

(7) On August 20, the Troop Support Medical team engaged their Army counterparts, led by COL Marc Welde, commander, Army Medical Logistics Command, to negotiate revisions to the expired DLA/Army agreement. Discussions included the use and auditability of DLA-funded government purchase cards, management of DLA-owned stock by Army personnel, methods of calculating and recouping net loss to the AMMA program, reimbursing Army for packaging costs associated with supporting DLA OCONUS customers, and improving the capabilities and efficiencies of Theater Lead Agents for Medical Materiel (TLAMMs). The group agreed in principle on viable approaches to mitigating these friction points with additional process controls and governance measures while maintaining high-level of support to the Warfighter and other DLA OCONUS customers.

(8) The Construction and Equipment supply chain issued a delivery order to tailored logistics support program (TLSP) vendor ASRC Federal Facilities Logistics (produced by Cytec/Solvay) for 750 yards of CE-9000 with an estimated delivery date of late November. Procuring this critical composite for B-1 Bomber has been challenging due to the manufacturer's insistence on cooperating with only its approved distributors. Hexcel Corporation (2nd manufacturer) was also approved as a source for CE- 9000 in March. Prior to this, Cytec/Solvay was the only approved source of supply. DLA Troop Support continues to work with Air Force leadership to identify/approve additional manufacturers.

(9) Subsistence Supplier Operations representatives traveled to Australia, Singapore, and the Philippines from 17 to 26 June to tour warehouses in seven locations that have been proposed for the new Japan, Philippines Singapore, and Australia Subsistence Prime Vendor (SPV) contract. Given the significance of the new Australia SPV platform, it was crucial for the contracting team to verify the accuracy of each proposed location to ensure smooth support for customers. Subsistence anticipates this new contract will be awarded by end of 2024 and will reach full operational capability in summer 2025.

(10) On 7 August, a Firm Fixed Price, Indefinite-Delivery, Indefinite-Quantity contract was awarded to Switlik Parachute Company, a small business based in Trenton, NJ. The contract, valued at \$29,394,639, spans four years with annual price adjustments. Switlik is a qualified manufacturer of Anti-G suits, critical safety items used by Air Force and Navy fighter pilots on various platforms. The suits, available in seven sizes, are essential for pilots during G-induced maneuvers. The contract ensures support to the warfighter through August 2028.

#### b. Support to the Nation

(1) USDA Food and Nutrition Services awarded a national contract that provides food packages to Indian Tribe Organizations (ITOs). However, the new vendor has struggled to meet contractual obligations, putting food security at risk for many ITOs. USDA requested DLA provide short-term support to their non-DoD segment of their Food Distribution Program on Indian Reservations (FDPIR) through our existing SPV contracts. USDA is currently identifying ITOs with the greatest need, and DLA is matching ITO requirements with SPVs based on location and product availability. To date, seven SPVs from six states have agreed to support USDA's FDPIR, allowing for initial orders to be made on 21 of the 39 tribes identified by USDA for initial inclusion as DLA SPV customers. Orders totaling \$167,432.98 have already been placed for ITOs in New York (Seneca) and Oklahoma (Choctaw, Comanche, and Ponca), with the first delivery made to the Seneca Tribe on 21 August. We will continue to explore ways to provide further support to USDA, with efforts expected to intensify and potentially lead to larger FDPIR-focused acquisitions in the future.

(2) Troop Support representatives to include Construction and Equipment, Clothing and Textile, J3/5, and Whole of Government partners, visited Defense Depot San Joaquin California (DDJC) 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.

#### c. Trusted Mission Partner

(1) On October 16-20, DLA Troop Support and Clothing and Textile leadership participated in C&T Wargames, held at the Center for Naval Analyses. In addition to ample representation from the command, representatives from OSD, HQ, and each of the services collaborated with roughly two dozen industry personnel to discuss current challenges. Topics addressed included how thin the domestic industrial base was for items such as zippers or rubber soles (in consideration of the Berry Amendment), difficulties in ramping up production with an emphasis on hiring challenges, and obstacles overcome by industry partners in delivering on multiyear contracts that were agreed to just prior to the onset of inflation.

(2) On 4 April, DLA Troop Support Medical participated in a meeting hosted by DLA Legislative Affairs with professional staff members of the Senate Committee on Armed Services to discuss the National Defense Authorization Act (NDAA) FY 2023 Section 860 Report on DoD's Pharmaceutical Supply Chain Risks, as submitted by DLA in December 2023. The focus of the meeting was to learn more about the Pharmaceutical Provenance Solution (PPS) specifically its data sources and mitigation strategies. Staffers were impressed with the report and the thorough risk assessment. They recognized DLA's recommendation from the report requiring



the manufacturer to disclose their production and sourcing information to the FDA and requested DLA to assist on drafting a legislative recommendation for the next NDAA Report for Fiscal Year 2025. DLA Troop Support medical personnel will continue to use PPS to monitor and assess risks associated with pharmaceuticals purchased by DLA.

(3) DLA Troop Support hosted representatives from United States Forest Service, DLA HQ, DLA Land & Maritime, DLA Aviation, DLA Energy, DLA Distribution, the customer inaction cell, and each of the command's four supply chains from 27 to 29 November to conduct a fire season after-action review. Topics included a review of sustains and improves, item additions/deletions/specification modifications, and preseason inventory goals for DLA Distribution San Joaquin, California. We also toured the Product Test Center (had a discussion on PFAS) and the flag room. We concluded the conference by going over the WFPP Fire Season catalogue and coming to an agreement regarding any changes before printing.

#### d. Modernized Acquisition and Supply Chain Management

(1) The MSPV (Medical Surgical Prime Vendor) Generation V contracts provide higher levels of service, (to include primary/back up delivery and over 350K items at fair and reasonable prices) and have substantially lowered the distribution fee for customers from an average of 4.3% to 1.2%, saving customers \$126 million in total since the program's Jun 2017 inception. During January alone, DLA Troop Support Medical reduced DLA customers' costs by \$1.25 million. The Office of Management and Budget designated DLA MSPV as a best-in-class acquisition program.

(2) Throughout the year, Troop Support's Construction and Equipment supply chain worked with customers and industry partners on an effort to track 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), Gernersheim, Germany. This proof of principle began 17 May and tested JT4V in-transit visibility launch procedures using Akua secure tracking technology, which provides "real time" movement activity of the containers in six-hour increments.

#### e. Future of Work

The Construction and Equipment supply chain reached a significant milestone this year with \$8.3 billion in sales, surpassing its previous record of \$7.3 billion. Approximately 87% of those sales are tied to the highly successful tailored logistics support programs, which is why the effort to modernize legacy systems of BidWiser and KO Portal into the new Vendor-Contract Awarded Logistics (VCAL) System carried significant importance for the enterprise. C&E TLSPs are not mandatory, therefore TLSPs must maintain the value proposition of agile execution to remain the provider of choice for the Warfighter and Whole of Government partners, in lieu of competitive acquisition vehicles across the federal government.

# Defense Logistics Agency

## DLA Land and Maritime Fiscal Year 2024 Historical Report



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

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: HISTORIAN

SUBJECT: Land and Maritime FY24 Annual History Submission

Fiscal Year 2024 brought a need for strategic shifts in the way DLA does business to succeed in a rapidly changing and contested logistics environment. Undoubtedly, the Land and Maritime team answered the call. From departmental reorganization to continuous process improvement plans, we have leveraged several innovative strategies to improve operational performance while confronting new and emerging challenges, strengthening multinational partnerships and providing world-class support to warfighter priorities.

It is my honor and privilege to include a summary of the notable achievements chronicled in our DLA Land and Maritime FY 2024 History submission. DLA Land and Maritime remains committed to our longstanding mission delivering superior service to our warfighting teammates and whole-of-government partners.

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Brigadier General, USA  
Commanding

Attachment:  
2024 Land and Maritime History Submission

## **1. Introduction:**

DLA Land and Maritime entered a transformative era in FY 2024 with great power competition driving the need for significant strategic shifts. The National Defense Industrial Strategy released in January identified resilient supply chains, workforce readiness, flexible acquisition and economic deterrence as critical to building a modernized defense industrial ecosystem. Throughout FY 2024, DLA Land and Maritime responded with collective actions aimed at greater synchronization with partners, resilient and responsive logistics solutions, closer collaboration across the military services, and a strong emphasis on people and culture.

Amid strategic shifts, DLA Land and Maritime remained steadfast as DLA's supply chain manager for land and sea-based weapon systems, supporting operational forces around the globe. Daily operations encompass nearly 2,800 associates at 30 locations worldwide to include DLA depot-level reparable 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 2.6 million parts for more than 20,800 military customers and federal and civil agencies.

In FY 2024, DLA Land and Maritime executed over 351,000 contracts and 8.9 million requisitions, with sales topping \$4.44 billion. The Land team managed 946,000 items with \$1.89 billion in expenditures and executed 5.9 million requisitions worth a total of \$7.8 billion. The Maritime team managed 1.7 million items with \$2.17 billion in expenditures and executed 3 million requisitions worth \$6.1 billion.

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

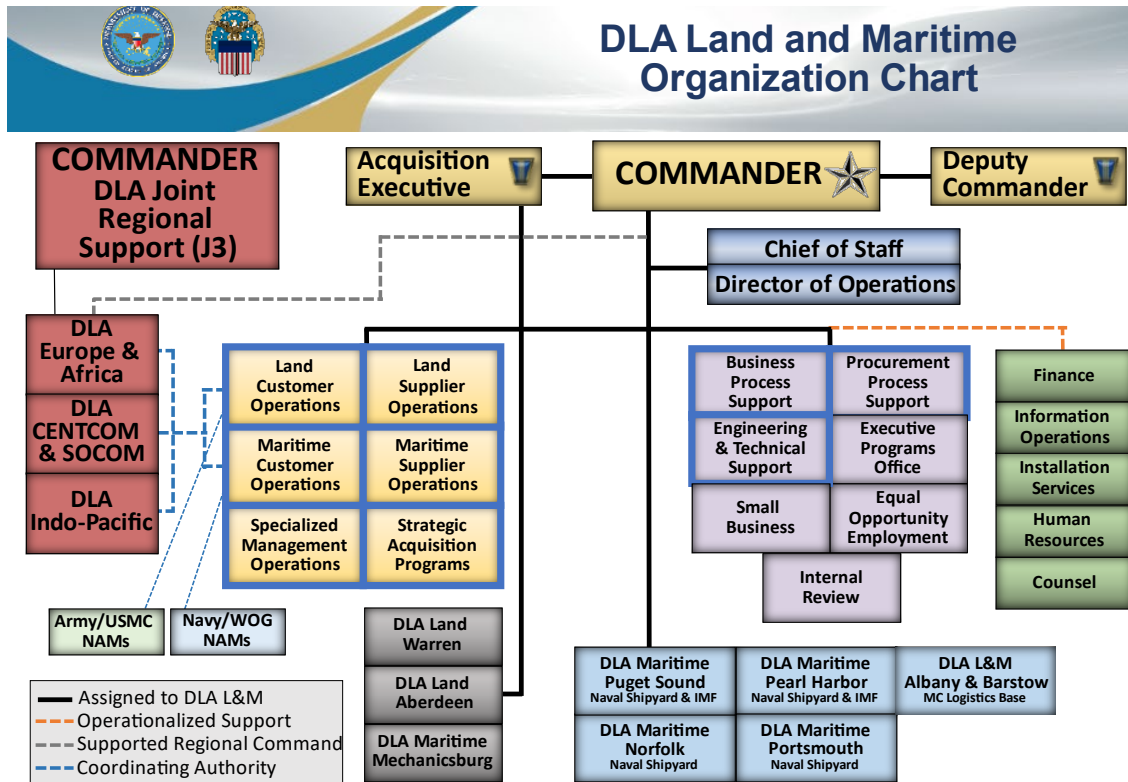
b. DLA Vision: As the Nation's Logistics Combat Support Agency and valued partner, we are innovative, adaptable, agile, and accountable – focused on the Warfighter Always.

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, Diversity, and Mutual Trust and Respect.

## 2. Organization



### **3. Key Personnel:**

- a. DLA Land and Maritime Commander: Army BG Gail Atkins, July 2022 – Present
- b. Deputy Commander: Mr. Kenneth Watson, SES, October 2019 – Present
- c. Acquisition Executive: Mr. Robert Johnson, SES, April 2024 – Present
- d. Mr. Johnson succeeded Mr. Mark Brown, SES, as Acquisition Executive
- e. Chief of Staff: Air Force Col Alexander Constantine, July 2024 – Present

(1) Col Constantine succeeded Col Craig Lowery as Chief of Staff

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

(1) Ms. Schall succeeded Mr. Todd Lewis as Director of Operations

### **4. Historical Narrative:**

- a. Warfighter Always

As logistics demands continue to grow in response to world events, DLA Land and Maritime is strengthening its global resilience with a focus on collaboration with allies and partners on shared objectives.

DLA Land and Maritime played a crucial role in Operation Prosperity Guardian, a U.S.-led, multinational coalition to counter Houthi rebel attacks on merchant and U.S. Navy vessels in the Red Sea area of operations. Outstanding logistics coordination including providing critical parts availability for carrier strike groups, ballistic missile defense and close-in weapon system (CIWS) platforms has been essential in the overall readiness and effectiveness of Navy operations in the Red Sea, enabling these ships to perform missions without unnecessary delays or disruptions. The synchronization of the supply chains, customer facing organizations and stakeholders resulted in a 90.6% material availability (MA) for the CIWS weapon system, which is the last line of defense for missile threats to the fleet. In addition, the ballistic missile defense weapon system has maintained an 88.3% MA to ensure our nation and allies are protected in the region. DLA Land and Maritime aggressively tracked the most crucial casualty report requirements with potential to disable critical weapon systems or mission capability. Overall, DLA Land and Maritime efforts in maintaining parts availability in a highly contested logistics environment and during the most enemy-engaged cruise and anti-ship combat since World War II has been a pivotal catalyst for overall success in the Red Sea.

Concurrently, support to U.S. European Command's area of responsibility has not wavered. Collaboration with the Security Assistance Group – Ukraine and Army Materiel Command is ongoing to understand future support requirements for excess defense articles divested to Ukraine.

Emphasizing service readiness and resiliency is a strategic imperative for integrated deterrence outlined in the National Security Strategy and National Defense Strategy. DLA Land and Maritime holds a critical role in balancing support to legacy items while sustaining modern systems and forecasting future service requirements. The Marine Corps modernization efforts, for instance, brought to light challenges with the amphibious combat vehicle (ACV). The ACV replaces the aging amphibious assault vehicle as the Marine Corps's next-generation vehicle

moving Marines from ship to shore. It is an off-the-shelf non-developmental item provided by BAE Systems in partnership with Iveco. Collaborative efforts between the Program Executive Officer Land Systems, DLA Land and Maritime, DLA Aviation, and DLA Logistics Information Services to update technical data and critical characteristics remains an enduring effort.

Preparing for future challenges, DLA Land and Maritime remains laser-focused on providing dedicated customer support to the Navy's nuclear reactor program (21N). DLA Land and Maritime consistently exceeded the agency's goal of 95% MA for the program over the past 14 months. Averaging 96.4% MA, DLA Land and Maritime's supply chains are beginning to see improvement after experiencing unforeseen challenges in FY 2023. DLA Land and Maritime remains dedicated to achieving results through consistent communication and collaboration with industry and partners to ensure the ultimate goal of a sustained, repeatable supply chain. As the Navy works to replace its Ohio-class nuclear-powered ballistic missile submarines, DLA Land and Maritime is immersed in establishing an integrated logistics support strategy and is proactively working actions required to meet USS District of Columbia (SSBN 826) deliverable deadlines to include fast cruise in December 2026 and lead ship delivery in 2027.

#### b. Support to the Nation

DLA Land and Maritime achieved DLA's overall scope, scale, and skills in acquisition, storage, distribution and surge capabilities to drive solutions with its Tactical Energy Storage strategy and Civilian Deployment program requirements.

Throughout FY 2024, DLA Land Supplier Operations played a crucial role in supporting the Defense Department, military services, and other government organizations by driving initiatives to enhance operational readiness and national security. DLA Land Supplier Operations contributed to the Office of the Secretary of Defense's battery standardization memorandum and facilitated closer alignment of battery standards across DOD, reinforcing efforts to reduce reliance on foreign battery suppliers, specifically with the inclusion of proposed language anticipated to be incorporated into the FY 2025 National Defense Authorization Act.

DLA Land Supplier Operations further demonstrated innovation and employed creative contracting solutions, awarding first article tests to multiple transparent armor vendors and alleviating DLA Land's top backordered item. The Land team expedited the "time to award" milestone process to ensure timely delivery of transparent armor to the services. To support high-priority and critical missions, DLA Land Supplier Operations provided priority weapon systems parts, such as Bradley and M915 truck components, to support Ukraine's defense against Russia; sold \$348.3 million worth of batteries to the services, DOD and other federal agencies to support a range of critical missions including the U.S. National Wildfire season; and maintained an impressive 96% average for 21N in support of DLA's nuclear weapon system readiness priorities, further underscoring its role as a cornerstone in maintaining national security and supporting defense operations.

In a promising engagement, DLA Land and Maritime teamed with DLA Research and Development to conduct a leader engagement, site visit and tour of the Xerion Facility in Kettering, Ohio, which focuses on comprehensive research, development and prototyping of new and next generation battery technologies. Xerion's Gen 4.5 production line dissolves high density lithium cobalt oxide cathodes, utilizing advanced roll-to-roll electro-deposition. Electro-deposition from raw material salts is a low-cost, high-quality technique that will be available with high throughput. Although the Gen 4.5 line is commercially funded, Xerion prepared

lithium-ion cells from production electrodes in 2024 that were tested in the Army's conformal wearable battery. These engagements remain critical as DLA's ongoing Tactical Energy Storage campaign focus areas remain nested within national and DOD strategies.

DLA Land and Maritime continues demonstrating agile deployment capabilities for maximum global reach with a robust civilian deployment program. In FY 2024, the program supported the deployment of 14 DLA Land and Maritime personnel to five countries. The capability-based volunteer deployers provided crucial support to forward-based warfighters in Kuwait, Jordan, Germany, Poland and Djibouti in support of U.S. European Command, U.S. Central Command, and U.S. Africa Command. This program is vital to providing trained DLA Land and Maritime capabilities in support of DLA's global response requirements.

### c. Trusted Mission Partner

DLA Land and Maritime's interoperable approach to support warfighter priorities was evident in several areas throughout FY 2024 including: building and sustaining strategic relationships and support strategies, industrial support, collaborative industry engagements and significant small business achievements.

DLA Land and Maritime is fully immersed in the Navy's Guam initiative, successfully standing up operations in Guam providing on-site retail supply, storage and distribution support to intermediate level submarine maintenance. This expanded capability allows submarines more operational days on patrol in the Western Pacific by eliminating transit time back to Pearl Harbor for repairs. DLA Land and Maritime continues to collaborate with the Navy on support to the trilateral security partnership between Australia, the United Kingdom and the United States. In the shorter term, DLA Land and Maritime is positioning to support maintenance to a rotational force of U.S. and U.K. nuclear submarines in Australia. Long term, DLA Land and Maritime is collaborating with Australia to develop advanced capabilities to support their own class of nuclear-powered submarines.

DLA Land and Maritime's commitment to service priorities saw strong support to the public shipyards with supply fulfillment across all Chief of Naval Operations (CNO) maintenance availabilities at 84%, pre-availability stock-on-hand at 94%, and a 96% churn fill rate for over 176,000 orders valued at \$389 million. The Naval Shipyard Code 500 standardization effort continued, with DLA playing a key role in supporting supply, storage, and distribution functions. One substantial line of effort accomplished was publishing, for the first time, the Naval Shipyard Supply Support Instruction (NAVSEAINST 4400). The collective DLA, Naval Sea Systems Command, and Naval Supply Systems Command teams documented shipyard material processes and associated metrics and made significant progress toward the CNO's "North Star" Metric for 100% on-time completion of maintenance availabilities.

Shifting to the Land Organic Industrial Base, MA across all the major depots was 84% while filling over 120,000 requisitions. New programs came on board while old programs were revived to support Foreign Military Sales and the war effort in Ukraine. DLA Land Customer Operations established recurring battle rhythm events with all three Army life-cycle management commands to discuss technical issues and work through challenges at the lowest echelon. At the highest point, DLA was responsible for supporting the Army's 16,000 active industrial lines, during which time, the Army met 95% performance to promise. DLA Land and Maritime continues to work closely with Marine Depot Maintenance Command (MDMC) to reach full operational capability for the industrial support activity (ISA) set for March 2025.

The ISA achieved success in optimizing readiness support cost reduction, maintaining an average MA of 94.5% with an average order volume of 21,936 items per month. The ISA is integrated into MDMC planning and production meetings through development of data tools and engagement. Close collaboration enables DLA to prioritize backorders, forward stock the right material and resolve engineering support requests. The ISA also partnered with local DLA Distribution Depots to support the delivery process (picklist) and provide deconfliction. During Warehouse Management System (WMS) implementation, the ISA served as the conduit ensuring two-way communication between MDMC and DLA Distribution. The feedback enabled DLA Distribution depots to identify better and respond to WMS implementation questions.

The Global Tires Program (GTP) remains one of DLA's flagship contracts supplying tactical and aircraft tires to DOD and foreign partners around the world to sustain warfighter readiness. DLA Land and Maritime supplies about 80% of DOD tires overall. The GTP team completed multiple awards this year in support of the F-35. Finalized Aug. 20, 2024, for a three-year period of performance, the total estimated value of this contract action is \$71.2 million for four National Stock Numbers.

Targeted focus on relationships with industry partners and customers led to overall readiness improvements and cost effectiveness in FY 2024. The strength of these partnerships has proven beneficial, producing notable results that invigorate the nation's industrial base while driving measurable improvements in our operational efficiency.

DLA Land and Maritime, with DLA Aviation, hosted the 2024 DLA Supply Chain Alliance Conference and Exhibition in Columbus, Ohio. The conference focused on "adapting today's sustainment partnerships to support tomorrow's integrated deterrence" and drew hundreds of military, government, and industry leaders. Content included plenary sessions with featured speakers; breakout sessions led by subject matter experts in the fields of contracting, logistics, and engineering; and interactive 'knowledge bar' sessions. Through candid and constructive dialogue, engagements like the DLA Supply Chain Alliance Conference and Exhibition further fortify government/industry relations, enhance readiness and drive direct warfighter support.

On a similar note, the DLA Land and Maritime Office of Small Business Programs continued its robust outreach efforts by conducting 65 events targeted at forging relationships, training and matchmaking to drive competition and innovation within the defense industrial base. The team significantly exceeded the FY 2024 small business goal of 47% with over 57% of total eligible contracting award dollars awarded to small businesses. This represents nearly \$2.5 billion awarded to small businesses – marking a \$300 million increase over FY 2023. Socioeconomic goals for service-disabled veterans, small disadvantaged businesses (SDB), Women-Owned Small Businesses and HUBZone were all eclipsed. Notably, Land and Maritime reached 12% against an SDB goal of 8%. The Office of Small Business Programs continues to partner with the acquisition workforce to engage with industry and expand the industrial base to meet warfighter demands.

#### d. Modernize Acquisition and Supply Chain Management

The ability to deliver cost-effective readiness will determine our success in sustaining and strengthening U.S. deterrence. DLA Land and Maritime strives to demonstrate strategic resource management through results-driven fiscal practices. Skillfully managing taxpayer resources with



efficient procurement practices enhances the readiness of our military services, positioning them to achieve superior lethality when adversaries threaten.

Continuous process improvement is a hallmark of any successful organization. DLA Land and Maritime worked diligently this year to redesign the Risk Management and Internal Control (RMIC) program, implementing required compliance with laws, regulations and accounting principles. This included writing and publishing an office standard operating procedure to document how DLA Land and Maritime will carry out RMIC practices; conducting a full risk assessment for all identified sub-assessable units and determining the appropriate response for each identified risk; and evaluating the effectiveness of our identified controls by conducting tests of design and tests of effectiveness.

Enhanced data visibility and increased automation were significant focus areas for the DLA Land and Maritime Business Process Support team. The team successfully launched two robotic process automations, one of which led in the auto-clearing of over 800 packaging product quality deficiency reports that would have fallen to the workforce for manual completion. Another significant contribution was the building of 13 QLIK applications, enabling greater data visibility for both Land and Maritime users, aiding in metric tracking and execution decisions.

Taking a critical step in our Digital Business Transformation journey, DLA Land and Maritime hosted technical and quality leaders from across DLA and the services to introduce DLA's Technical data management transformation initiative. This showcased respective DOD modernization efforts related to technical data and engineering support, and fostered collaboration with the military services to transition toward a more aligned, secure, agile and digital supply chain.

Further emphasizing responsive logistics solutions, DLA Land and Maritime stood up the Specialized Management Operations directorate, which is dually focused on intensively managing critical weapon system parts and developing innovative acquisition solutions to improving purchase request (PR) productivity. Since its inception, the new directorate has exceeded 97% MA every month for the items it manages in support of 21N. Additionally, the directorate established a Consolidated Workload Center (CWC), which utilizes data analytics to distribute workload more efficiently and increase PR throughput. The CWC's goal is to develop innovative procurement practices that can be rippled throughout the rest of the organization.

DLA Land and Maritime officially kicked off a new "35 by 25: Productivity – Quality – Accuracy" campaign aimed at increasing PR productivity and employing human capital strategies, process changes and technology enhancements to reduce current PRs on-hand by 52% to reach 35,000 PRs by September 2025. Key focus areas include the reorganization and distribution of PR workload, involving non-acquisition personnel to assist in enabling awardable PRs and maximizing strategic partnerships. DLA Land and Maritime Supplier Operations and Strategic Acquisitions Programs Directorate teams prioritized over 50 short- and long-term initiatives that will impact acquisition agility in the future. One initiative that has proven successful was merging workload related to a particular source with one team or buyer to increase efficiency and provide a single point of contact for the supplier. This initiative allowed our workforce to make great gains in awarding contracts in a timely manner.

#### e. Human Capital management

DLA Land and Maritime holds a strong reputation for service to the warfighter and value to the nation; and the key to success in upholding this reputation is people. Throughout FY 2024,

DLA Land and Maritime was fully invested in rebuilding a positive workforce culture following a turnover of nearly a third of its employees and as changes to the telework policy brought an increased in-office presence. This was accomplished by standing up a People Support and Culture division to manage culture programs, revitalizing existing programs and initiating new avenues for career development opportunities, all aimed at sustaining a competitive workforce and enhancing organizational agility through people and culture. The division's success led to its expansion by the end of FY 2024, adding four additional management and program analysts to manage culture programs and new initiatives.

DLA Land and Maritime's Pathways to Career Excellence corporate internship program filled 294 developmental positions and trained over 581 employees through a comprehensive onboarding program. Additionally, the READY Forum was created to give new employees further exposure and ownership of the DLA Land and Maritime mission, values and strategy. The acronym READY represents: relationships, enrichment, accountability, development and your story – solidifying employee connection and involvement. Over 200 new employees participated in the forum, enhancing customer connection and personal responsibility to the mission while increasing leadership connection and visibility with the workforce. People Support and Culture division-led warfighter mission tours brought warfighter visibility back to the workforce and helped define our customer and our connection to the mission. Over 150 associates had the opportunity to participate this year. Tours included the National Museum of the U.S. Air Force, Rickenbacker Air National Guard Base, Motts Military Museum and the National Veterans Memorial and Museum.

Along with attracting qualified candidates, retaining a talented workforce is essential to organizational resilience and agility, with career development opportunities being key to workforce retention. During a strategic leadership offsite, employee career mapping was identified as a recruitment and retention gap. To close this gap, DLA Land and Maritime initiated the Developing Career Pathing Maps program. The program serves as an integral part of talent management and employee development to ensure employees from entry-level through experienced leaders have an instrument to support career navigation detailing critical competencies and potential positions for advancement. The DLA Land and Maritime mentoring program was also revitalized, which pairs employees from all career stages with mentors to provide career development, support and direction. The Mentor Recruitment Campaign kick-off resulted in a community of over 85 experienced mentors ready to cultivate the leaders of tomorrow. The program is set to begin in FY 2025.

DLA Land and Maritime remains committed to creating an environment that fosters creativity and brings together different perspectives, ideas, and voices for a stronger workforce. DLA Land and Maritime revitalized a horizontal culture council to generate, advertise, and funnel ideas and feedback throughout the workforce, ensuring culture initiatives and action planning remain active, consistent and relevant. The council was instrumental in the implementation of Employee Appreciation Day and Multicultural Day, both celebrating the people and culture of DLA Land and Maritime. The council consists of members from all DLA Land and Maritime directorates and includes additional representation from DLA Installation Services, DLA General Counsel, DLA Finance, and DLA Information Operations.

## **5. Conclusion**

DLA Land and Maritime achieved exceptional results in FY 2024, balancing performance with fiscal outcomes to keep pace with evolving needs in a contested logistics environment. Maintaining our track record of sustained warfighter support and providing the best value to meet customer demands, we continue to balance these critical outcomes in a constrained environment and move forward in partnership with service stakeholders, partners, and industry. As significant world events evolve and shape FY 2025 operations, we stand ready to answer the call to action and develop transformational solutions while remaining steadfast in our commitment to keeping the nation ready for armed conflict, natural disasters, and other national emergencies.

# Defense Logistics Agency

## DLA Aviation

### Fiscal Year 2024 Historical Report



DEFENSE LOGISTICS AGENCY  
AVIATION  
6090 STRATHMORE ROAD  
RICHMOND, VIRGINIA 23237

October 1, 2024

MEMORANDUM FOR DLA HEADQUARTERS: ATTN – Historian

SUBJECT: DLA Aviation Fiscal Year 2024 History

I have reviewed DLA Aviation's submission for chronicling Defense Logistics Agency history for fiscal year 2024 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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Chad R. Ellsworth  
Brigadier General, USAF  
Commander

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1 – Annual History Report

## **1. Introduction**

The Defense Logistics Agency Aviation, the aviation demand and supply chain manager for DLA, employs more than 4,000 civilian and military personnel in 22 locations across the United States and one location outside the continental U.S. (OCONUS). Air Force Brig. Gen. Chad Ellsworth is the commander of DLA Aviation. The DLA Aviation command group is headquartered in Richmond, Virginia.

DLA Aviation supports 2,266 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 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 \$6.4 billion in demand value during FY 2024, processed 3.6 million customer orders during the year and conducted business with 3,282 suppliers as part of its support to 12,706 customers.

## **2. Organization**

### **a. Command Team**

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

### **b. Office Directors**

- (1) Strategic Acquisition Programs: 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: Mr. Chris Collins

c. Operationalized Support

- (1) DHRS Customer Account Manager: Mr. Dylan Spohn
- (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 Col. Katrina Smith
- (3) Ogden, UT: Air Force Col. Kazimir Kostrubala
- (4) North Island, CA: Navy Cmdr. Fred Albesa
- (5) Jacksonville, FL: Navy Cmdr. Brandon Palmer
- (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
- (5) Ogden, UT: Mr. Mark Strawn

### **3. Key Personnel and Organizational Changes**

a. Brig Gen Chad R. Ellsworth – Assumed command of DLA Aviation on July 2, 2024. Predecessor: Brig Gen Sean K. Tyler (retired).

b. Mr. Chris Collins became the acting director of the Customer Operations Directorate (QA) on June 2, 2024. He replaced Col Daniel Willison (USAF). In September 2024, he was named the director of the Customer Operations Directorate.

c. Ms. Janelle Allen became the director of the Strategic Acquisitions and Programs Directorate (A) on March 10, 2024. She replaced Mr. Christopher Davis.

d. Ms. Kelly Watts became the director of the Supplier Operations Commodities Directorate (FA) on Dec. 31, 2023. She replaced Ms. Danielle Kurze.

e. Mr. Timothy Durepo became the director of Procurement Operations at Philadelphia (DLR site) on April 21, 2024. He replaced acting director Mr. Daniel Downs. Mr. Durepo filled the vacancy left by Mr. Chris Mosher.

f. Col Craig Giles (USAF) assumed command of DLA Aviation at Warner Robins on June 28, 2024. He replaced Col Brian Mayer (USAF).

g. Col Katrina Smith (USAF) assumed command of DLA Aviation at Oklahoma City on June 6, 2024. She replaced Col Robert “Mags” Magee (USAF).

h. Col Kazimir Kostrubala (USAF) assumed command of DLA Aviation at Ogden on June 13, 2024. He replaced Col Ernest “Nest” Cage (USAF)

i. CDR Edwin Jimenez assumed responsibility of DLA Aviation at Cherry Point on June 10, 2024. He replaced CDR David Odom.

#### **4. Total Personnel**

DLA Aviation total workforce – including military and contractors.

a. DLA Aviation total workforce – 4,252 civilians, 63 active-duty military; 32 Reservists; and 151 contractors

b. DLA Aviation employees at Richmond, Virginia – 2,286 civilians; 49 active-duty military; 32 Reservists, and 70 contractors

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

#### **5. Historical Narrative**

##### **a. Warfighter Always**

##### **(1) DLA Support to the Air Force Sustainment Center (AFSC)**

Air Force Lt. Gen. Stacey Hawkins (AFSC) issued a Mission Type Order in February 2023 to his command to ensure the organic industrial base can to support the readiness and material availability of current and future Department of Defense weapons. Four strategic objectives: 1) make AFSC OIB the preferred choice for sustainment workload, 2) maximize Air Logistics Complex (ALC) capacity and preserve depot artisan capabilities, 3) develop process roadmaps on workload activation and repatriation, and 4) generate readiness for sustained lethality through the OIB. The AFSC effort is nested under the OSD task to strengthen the industrial base. DLA J7 is engaged with OSD on OIB lines of effort addressing, of note, statutory and policy framework and OIB capability development. DLA Aviation will continue to partner with internal and external stakeholders to start from “Yes” when Service Depots determine they have capability in this space and help shape/support their options.

##### **(2) Grey Wolf**

In March 2024, the Air Force’s first field-ready MH-139 Grey Wolf arrived at Malmstrom Air Force Base, Montana, marking the start of operations for a new fleet of aircraft designed to safeguard America’s land-based nuclear missiles. The Grey Wolf will be used to patrol the Inter-continental Ballistic Missile fields at Malmstrom, F.E. Warren AFB, Wyoming, and Minot AFB, North Dakota.

##### **(3) Inter-continental Ballistic Missile (ICBM) Launch Facilities**

DLA Aviation’s Customer Operations Directorate’s Nuclear Enterprise Support Office worked closely with DLA Aviation’s Industrial Support Activity and Air Force Missile

Maintenance personnel at Hill AFB, Utah to supply parts to support annual Programmed Depot Maintenance (PDM) of ICBM Launch Facilities located at Malmstrom AFB, Montana, F.E. Warren AFB, Wyoming, and Minot AFB, North Dakota. A “build set” kit concept was established in 2016. The kits were assembled at Hill AFB and trucked to the three missile wings. Depot field teams will use these kits to perform the required PDM. After eight years, the last kit will deploy in September 2024. Going forward, these teams will use proper supply channels through each missile base’s logistics readiness squadron.

#### (4) DLA value management

Through the spare parts breakout program, DLA Aviation Value Engineering reviewed the drawing pertaining to the manufacturing of a nut (NSN 5310-00-330-7757) used on the KC-135. The team determined that the drawings were legible and the government has all data rights for a competitive solicitation. An engineering support request was submitted to Hill Air Force Base to breakout this NSN, which was returned with a complete, competitive technical data package. This allowed the item to be converted from AMC/AMSC 3/P to 1/G, and subsequently resulted in a 75% reduction in cost and a 600+ day reduction in lead time for future procurements.

#### (5) Aircraft Structural Components (ASC) contract

DLA Aviation awarded the seventh add group to the multiple award Indefinite Delivery Indefinite Quantity (IDIQ) ASC contract. The add group consisted of 169 items awarded to 11 of the 14 small business contract holders bringing the total adds to 889 items. The add group added \$114.8 million to the contract. The original effort was awarded with a four-year base contract and two three-year option periods with a maximum not to exceed amount of \$7.6 billion. This effort was executed as part of the business reform efforts mandated by the acting Secretary of Defense to consolidate support to aircraft structural parts in an effort to leverage commercial capabilities and infrastructure and reduce administrative and material costs, while maintaining or improving customer support. The initial award population was for 498 items valued at \$148 million within Federal Supply Classes 1560, 1660, and 1680.

#### (6) Landing Gear Collaborative Supply Chain Integration PBL of the Year award

Award ceremony for LG-CSCI was held at Hill AFB on July 17, 2024, with participants from DLA Aviation Ogden, DoD, USAF, and ES3 (contractor). The LG-CSCI team provided significant improvements by streamlining acquisition and product support. USAF on-time delivery improved from 40% to 92%, and USAF backorders reduced by 77%.

#### (7) Parker Actuator PBL Program Management Review (PMR)

Parker Hannifin held a PMR on July 17, 2024, to discuss performance of Parker Actuator PBL contract. Representatives from the DLA Aviation Ogden’s Strategic Division, Enterprise Hill Commodity Council, and the AF Supply Chain customers attended. The teams covered performance metrics and forecasting. After a challenging transition into this 10-year PBL arrangement, the contract is trending in the right direction. During the first year of the



program all performance measures were negative. During the second year of the program, which concluded on June 30, 2024, the team focused on frequent senior level engagement, as well as weekly reviews of performance by the Gov't/Partner IPT. Mission Impaired Capabilities Awaiting Parts (MICAPs) have decreased from 270 to zero as of June 30, 2024.

#### (8) Navy customer operations.

For Top 5 Material Delay Project, the Navy Customer Operations Retail Industrial Support Cell is extracting, reviewing, and identifying root causes of degradation with the respective Fleet Readiness Centers (FRCs). The QA team has expanded to 15 total in-work pilots in collaboration and partnership with DLA Aviation Planning, specifically the Customer Focused Intelligence Team. These 15 components make up nearly 50% of the material delay. By ensuring full supportability, this effort intends to prevent future readiness degraders and increase FRC throughput. The goal of this effort is to identify and resolve both weapon system and government organizational deactivation and demilitarization execution constraints.

#### (9) TRANSCOM commander coin

Col. Mayer received a coin on behalf of DLA Aviation at Warner Robins from the four-star TRANSCOM Commander, Air Force Gen. Jacqueline Van Ovost, for the recovery of the C-5 PDM line. They talked after her speech at the Logistics Officer's Association and stressed the importance of that strategic asset. It allows her to move the bullets, beans, and people faster than any other platform to get the resources to the fight. The was highlighted in a positive light in front of thousands of logisticians. The coin is on display in the DLA Aviation Warner Robins's command building.

#### (10) Backorder reduction at Warner Robins

The Electronics Maintenance Group Materiel Management Support Branch at DLA Aviation at Warner Robins had 1,192 end items in formal awaiting-parts status at complete work stoppage pending the delivery of 1,443 DLA awaiting-parts backorders at the beginning of June 2023. During this past year the team had reduced those to 961 end items in formal awaiting parts and 1,152 DLA awaiting-parts backorders. They achieved a 20% increase in end item supportability and a 20% reduction in DLA awaiting-parts backorders by end of May 2024. Many of these units were produced to fill high-priority requirements (Surge and MICAPs) throughout the world, including supportability on the Air Force Sustainment Center's "Big Four" Focus areas (F-15s, F-16s, KC-135s, and B-52s).

#### (11) Hazardous material handling

The Hazardous Information Programs Division of DLA Aviation's Engineering Directorate has demonstrated exceptional support across DOD by processing 5,074 safety data sheet records and 349,391 delivery orders into the Hazardous Material Information Resource System (HMIRS). They also addressed 1,544 technical inquiries and reviewed 2,280 HMIRS records for quality assurance.

## (12) Hydrofluorocarbons (HFCs)

The Ozone Depleting Substances Program (DLA Aviation Engineering) is expanding to include HFCs in response to American Innovation and Manufacturing Act mandates on reducing HFCs by 2036. With a need for HFCs beyond 2060, the Office of Secretary of Defense tasked DLA Aviation with creating a repository for these gases. This program is set to begin Phase I acquisition of Virgin HFCs in January 2025.

## (13) Digital sustainment platform

The Production Support Division of the Engineering Directorate supported the development and testing of the digital sustainment platform as part of the DLA Enterprise Technical Data Management Transformation initiative. The goal of initiative is the automation of the current manually intensive technical data management process.

## (14) Engine availability at Jacksonville

In FY 2024 the DLA Aviation Jacksonville F414 team contributed to surpassing the Naval Aviation Enterprise F414 Engine Readiness Goal (ERG) of 1,451 ready-for-issue (RFI) engines for the first time since 2018 – eight months ahead of the planned recovery schedule. The F414 engine, the power behind the Navy’s twin-engine F/A-18E/F Super Hornet and EA-18G Growler, is a turbofan engine manufactured by General Electric (GE) capable of 22,000 pounds of thrust. It has been a staple at the Fleet Readiness Center Southeast (FRCSE) for more than two decades. The FY 2019 Naval Aviation Enterprise goals ramped up production at FRCSE on all six F414 modules: the fan, high-pressure compressor, combustion high-pressure turbine, low-pressure turbine and afterburner, which overtime gradually depleted the available DLA material, creating a kink in the supply chain. Recognizing material shortfalls in 1st Quarter FY 2023, the DLA Aviation Jacksonville team rallied behind FRCSE and developed plans to provide the consumable parts needed to sustain mission-capable aircraft. The DLA Aviation Jacksonville F414 team kicked off material supportability analyses dedicated to improving F414 material line of balance and pipeline health. It prevented work stoppages by executing multiple lateral support and emergency buy packages. By the 1st Quarter FY 2024, the F414 material availability and fill rate averaged 94.5% and 94.1% respectively. The material performance level was sustained throughout FY 2024. In total, the DLA Aviation Jacksonville team cleared 842 high priority requisitions. The program reached its ERG of 1,451 RFI engines by November 2023 – for the first time in over five years. The milestone represents the most RFI engines available since the command started working on the engine in 2002.

## b. Support to the Nation

### (1) E-6B Charlie Works Team Undefined Contract Action (UCA)

A UCA award to Boeing was made against the Boeing Captains of Industry contract for a not-to-exceed total dollar value of \$250,000 for an E6-B Charlie Works Team study. The Navy required the case study immediately to meet critical mission requirements. Aircraft 405 has been in a non-mission capable status for over 50 days due to BUS 1, 3, 5, and

split system breaker opening malfunctions when the aux 1 pump switch is depressed. There is a significant negative impact to the availability of operational aircraft to meet required readiness levels. The aircraft directly support the Joint Chiefs performing National Leadership Command Capability and the Airborne Command Post missions supporting U.S. Strategic Command. The aircraft also provides survivable connectivity to the nation's ballistic missile submarines, bombers, and missile silos.

## (2) Critical Pin Shortage

In 2023, DLA Aviation at Oklahoma City earned the DLA HQ Small Team of the Year Award for their efforts in addressing a critical defect in components for the Air Force's E-3 Sentry and KC-135 Stratotanker fleets. The issue began in June 2022 when a quality deficiency report revealed a defect in vertical rivet pins. The situation intensified in January 2023, leading the DLA Aviation and DLA Distribution teams to conduct emergency retail buys and inspections that uncovered 248 faulty pins across 157 aircraft. Collaborating closely with the KC-135 Tactical Team and the Air Force System Program Office at Tinker Air Force Base, the team prioritized and expedited the replacement of defective pins, ensuring operational readiness. By establishing contracts with vendors and personally overseeing the delivery of replacement parts, the team exemplified their commitment to the warfighter. Their relentless dedication, including working beyond normal duties to support their mission partners, not only resolved the crisis but also highlighted the strength of their industry collaborations. This exemplary effort, marked by proactive problem-solving and unwavering support for the warfighter, solidified DLA Aviation at OKC's reputation for excellence in both operational and collaborative endeavors.

## c. Trusted Mission Partner

### (1) 24 Green NSNs created

Our Engineering Green Products/Sustainability Program team had two success stories during the month, one with the Navy and the other with the Air Force. Through the successful vector and investment of funds, we enabled the qualification and authorization of 3M's new Accuspray Spray Gun and Paint Preparation System through Naval Air Warfare Center Aircraft Division's Pax River Corrosion and Wear Branch. The result was 14 new 'green' NSNs and an avoided technology gap in parts production. Additionally, investments in Warner-Robins' 402nd Maintenance Support Group Environmental and Pollution Prevention Office in Georgia resulted in another 10 'green' NSNs being created as we replaced their scuff-sand-overcoat process with a paint adhesion promoter. It's much safer for their employees, much safer for our environment, and there's cost savings due to reduced PPE and rework requirements.

### (2) Industrial Plant Equipment Services

DLA Aviation's Industrial Plant Equipment Services Division (IPESD) Mechanicsburg PA, Repair and Rebuild operations executed 15 TDY trips at 11 different locations valued at \$868,356.20 with over 11 Scheduled to different locations for the Army depots, Navy shipyards and afloat ships, Marines and Air Force maintenance facilities within the continental U.S. and overseas locations. The Plant completed 12 rebuilds valued at

\$2,816,204.86 and associated installations at customer locations. We also made facility and capability improvements as well as additional assorted machining and material handling equipment. The Richmond IPESD new procurement Pre-Award awarded 32 contracts at \$52,718,494.68 and we have 7 estimated to be completed by the end of this FY for additional \$10,656,535.26. The total will be about \$63,375,029.94. The post-award team exercised option 1 of the 8-year contract for US Navy Shaft Lathe of \$19,162,472. Additionally, the Post Award Team has closed 50 contracts so far this year for \$52,540,957.80 and is on track to close a few more by end of FY 2024. DLA Aviation participated in the 2024 Supply Chain Alliance Conference, co-owned with DLA Land and Maritime and headquarters staff in April 2024.

### (3) F-35 Global Tire Program (GTP) pathfinder initiative

In support of the F-35 Air Vehicle Tires Pathfinder initiative, the F-35 Joint Program Office is pursuing DLA as a Product Support Provider for the main and nose tires for all three variants. Air vehicle tires for the F-35 program are currently managed and warehoused by Prime Contractor Lockheed Martin (LM) as the inventory control point. Tires are purchased in advance of use by the F-35 Joint Program Office and primarily stored in the LM 3PL CEVA warehouse in Fort Worth, TX. DLA offers the GTP, a performance-based requirements contract for the total supply chain management of tires for the Air Force, Army, Marine Corps, Navy, and Foreign Military Sales. The current GTP contract has a potential performance period of 10 years from award on 1 Dec 2018 until 30 Nov 2028. By leveraging the GTP, this will enable e-commerce capabilities to integrate with the Military Standard Issue and Requisition Procedures requisitioning system for quick and efficient order receipt and fulfillment.

### (4) Industry day

DLA Aviation held an Industry Day on Nov. 17, 2023. We had 4 vendors present, Hudson Technology, Inchcape Shipping Svcs, International Gas & Services, and Computer Advocates, Inc. Topics of discussions centered around the timeline and requirement for the recompetes. There was also a discussion on a possible change of scope to possibly consolidate the CENTCOM and EUCOM contracts into the CONUS during one of the option periods.

### (5) DLA Aviation's at OKC Strengthening Partnerships and Collaborative Engagement with Industry Leaders

DLA Aviation at OKC plays a crucial role in fostering strong relationships with industry partners through a series of strategic visits and collaborations. By engaging in face-to-face discussions, they address key constraints, develop mutually beneficial partnerships, and tackle piece parts directly with their industry counterparts. Over the last year these visits have included engagements with major aerospace and defense companies such as Boeing, Align Precision, Pratt & Whitney, and Schaffler. Through these interactions, we not only ensured our supply chain and logistics operations were finely tuned to meet the demands of the Warfighter but also strengthen ties with our industry partners.

#### d. Modernize Acquisition and Supply Chain Management

##### (1) Warehouse Management System

The Warehouse Management System (WMS) is replacing the Distribution Standard System and is currently being deployed across DLA Distribution warehouses and DLA Aviation ISAs. Transition at Air Force ALC sites (Tinker, Robins, Hill AFBs) has not yet occurred. Initial transition dates proposed by DLA for Air Force ALCs were Tinker (February 2025), Robins (October 2024), and Hill (September 2025). DLA Aviation transitioned to WMS at its third and final Navy ISA in support of Fleet Readiness Center Southwest. Overall, the rollout is progressing with largely known challenges that we've experienced at other ISA locations. Our Top 3 issues include Unauthorized Breach of Protected Stock, Duplication of 870S and 945A transactions, and F-18 Work-Stop Requisition Requirements.

##### (2) Warehouse Management System Training

In support of the ALC Robins WMS Deployment, DLA Aviation Business Process Support Directorate Order Fulfillment (OF) Division conducted an EBS Interface OF-0011 End User/Business Process Analyst (BPA) Deep Dive Training to include WMS Navigation/Transactional Research capabilities associated with EBS order fulfillment Transactions. FY 2024 Projected OF Deep Dive Training for Supply Discrepancy Report (SDR)/Quality Notifications (QNs) occurred in September 2024. Additionally, Aviation OF FRC BPAs established a weekly FRC to ALC Robins Knowledge Sharing Meeting in support of the ALC Robins WMS Deployment.

##### (3) Long-term contracts (LTC) negotiation analytics / price growth tracking

The Business Process Directorate developed a tool to track price growth of items on long-term contracts. The tool calculates an expected price growth from the previous price paid, makes a comparison to the actual price negotiated on the new LTC relative to the calculated pricing target, and identifies out-of-tolerance parts to Cost and Price for further investigation. This calculation enables subsequent coordination with procurement officials to identify any training needs, with the goal of preventing future cost growth that is higher than expected. Similarly, the tool also calculates expected future price growth for items newly placed on LTC. Using aforementioned data, an expected future price is predicted and compares it to either the new LTC's next option price date, or its final expiration date if no next option price exists. This enables a calculation to estimate the projected savings over the time of having a part on LTC instead of buying it tactically during that period.

##### (4) Pratt & Whitney TF33 Pacer Phoenix Contract Award

The Acquisition team awarded subject contract on Nov. 14, 2023. This is a sole source firm-fixed-price and cost-type contract for TF33 engine supplies, program management, and engineering services. This contract has an estimated initial award value of \$40,660,994 with a potential total spend estimated up to \$870,000,000 over the life of the contract. This

comprehensive TF33 effort is expected to leverage buying power to reduce material costs, improve material availability, and reduce government administrative burden and cost.

(5) F118 engine augmentation option award (Pacer Dragon)

The GE Strategic Contracting Team (AB) awarded the Option Period of DLA Subsumable Contract SPE4AX-18-D-9419, under the General Electric (GE) Captains of Industry (COI) Umbrella, on Oct. 18, 2023. The Option Period is a five-year period with an estimated value of \$24.7M over 5 years. This contract supports Tinker AFB Depot with engine augmentation/remanufactured serviceable repairable unit (SRUs) and Line Repairable Units (LRU) for the GE F118 Engine and includes technical manuals, service representative support, and engine test support. The Contracting Officer for this effort was able to negotiate approximately \$730K savings over 5 years for the customer. The Option Period was awarded with new unit pricing locked in for the next five years.

(6) Predictive demand planning dashboard

DLA Aviation's analyst team created a demand planning dashboard in the Center of Parts Activity (COPA) that is in testing at Ogden ALC. Intent is to combine the Air Force forecast and the DLA statistical forecast with DLA's planning methodology and acquisition efforts to project supportability over a 24-month period while predicting Order Response Time failures and backorders.

(7) E-6B Follow on LTC and Base Period UCA

A new subsumable contract to Boeing was made against the Boeing Captains of Industry contract on November 16, 2023. A delivery order for the base period was issued on November 17, 2023, for a not to exceed total dollar value of \$6 million. The E-6B Engineering Support Services contract is for a one-year base period and four one-year option periods. This effort is paid for by Navy PMA-271. The E-6B TACAMO fleet is a low density, high demand national asset which operates under stringent, classified readiness requirements. E-6B missions provide survivable connectivity to the nation's ballistic missile submarines, bombers, and missile silos in direct support of US Strategic Command. The Navy revised the Statement of Work multiple times throughout the last year, causing a delay in receiving Boeing's proposal. To prevent a work stoppage, a UCA was issued for the base period. Under this effort, Boeing provides field service representatives to perform engineering reviews and studies on this critical weapon system.

(8) Boeing sustainment CLIN Follow-on LTC

A new subsumable contract to Boeing was made against the Boeing Captains of Industry contract on Nov. 22, 2023. A delivery order for the base period was issued on Nov. 30, 2023, and funded with Warstopper Funds. The Boeing Sustainment CLIN contract is for a one-year base period and four one-year option periods. Under this effort Boeing performs an engineering review on cold start sole source Boeing part numbers and submits one-year LTC pricing. The Statement of Work includes language for additive manufacturing and surge

requirements. This effort helps to lean forward on historically hard to procure items and build up the supplier base to support the Warfighter.

(9) Northrop Grumman F/A-18 Supplier Initiated Ordering (SIO) award

The Northrop Grumman Contracting Team awarded DLA subsumable contract SPE4AX-24-D-9408, under the Northrop Grumman COI umbrella, on Dec. 15, 2023. The contract is 10 years, with a five-year base period and five-year option period for an estimated value of \$162 million over 10 years. This contract will support the F/A-18 weapon system and is the first SIO contract put in place with Northrop Grumman. DLA was able to negotiate incentive and disincentive fees tied to Northrop Grumman's performance on material availability, backorders, and inventory turns.

(10) B-1 Low Observable Antenna (LOA) Performance Based Logistics Program

DLA Aviation's Strategic Contracting Division at Hill AFB awarded a Performance Based Logistics program to Northrop Grumman to support the B-1 LOA. This contract was established jointly between the Ogden DLA team and the Hill AFB commodity council. The program involves two levels of public-private partnerships; the first is with the Tinker AFB Repair Depot and the second is with DLA Distribution. Northrop Grumman will work as a partner to the Tinker Depot, while "leasing" DLA warehouse space at Tinker AFB. Northrop will be paid to meet a specified availability that grows as the contract matures. This is a highly anticipated program by the Air Force Supply Chain and the B-1 System Program Office.

(11) DLA Aviation Engineering increases supplier participation in sourcing

DLA Aviation Engineering has increased the supplier participation in the Replenishment Parts Purchase or Borrow program by almost 20% in the last quarter, growing the participating vendor base from 82 companies to 97 companies. By increasing the participating potential suppliers, DLA can gain additional sources for items that have limited sources. This program allows potential suppliers to obtain parts to develop a source approval request to become a qualified source and bid competitively on the items that DLA Aviation manages.

(12) Huntsville Depot Level Repairable (DLR) site awarded \$2.1 million T-700 Power Turbine Module Container Contract to small business.

Historically, reusable containers for new DLR spare parts were purchased directly from the part Original Equipment Manufacturer (OEM) and delivered with the new spare. Difficulties obtaining cost or pricing data from the OEM prevented the contracting officer from adding the container price to the OEM contract. Since the government owns the drawings for the container and the site had recent purchase history for a small quantity of containers to support depot overhaul programs, the contracting team changed the acquisition strategy and solicited competitively among qualified small businesses. The solicitation resulted in a \$2.1 million contract award to Armor Metal Group, an Ohio based small business. The new strategy resulted in savings of over \$4 million.

#### (13) Navy IPV Gen IV Contract awarded

Navy IPV Gen IV was awarded under Contract SPE4AX-24-D-9414 on 31 January 2024, to ASRC Federal Facilities Logistics, LLC. (CAGE 8FBE7). It is an IDIQ contract and set up with a base and 3 option periods of performance 3-2-2-3 (10-year maximum performance period) and begins on Oct. 1, 2024. The contract comprises 2,261 Vendor Sourced NIINs and covers the acquisition of those NIINs as well as the material management of approximately 64,000 pre-expended material bins across the 3 Navy Fleet Readiness Centers (Cherry Point, NC; Jacksonville, FL; North Island, CA) as well as the 12 FRC satellite locations. The max value for the base period is \$150 million. The total contract value will change based on option execution and economic price adjustments but will not exceed \$500 million.

#### (14) Transformation Team Continuous Process Improvement (CPI)

DLA Aviation at OKC's transformation team either led or supported 7 CPI events. These 7 events eliminated constraints, illuminating our end-to-end process and saving well over \$500,000. The transformation team has targeted strategic opportunities like mission critical surge material. Thanks to this event, there is shared knowledge on how the surge material process works, resulting in an update of Plan 70. In efforts to modernize, the team found that there was an opportunity to go "paperless." The goal cannot be fully achieved due to customer needs, but we were able to eliminate most scanning and shredding. This also led to J6 actively programming a digital upload feature completely eliminating document services, paper scanning, and shredding. The savings alone at Tinker AFB is in the upwards of \$450,000 annually.

(15) Engineering Support to Captains of Industry contracts team and engineering technical managers continued reviewing and updating technical language within COI contracts, updating critical safety item and product quality deficiency report requirements. Standardized language has been negotiated for COI projects in work with cognizant Air Force and Navy ESAs. Updated language ensures continued quality requirements are being utilized ensuring contractors are using government supplied technical data for spares configurations.

#### (16) Data Availability Enhancement – Qlik Dashboard

The Business Process Directorate developed an additional 5 automated dashboards (35 overall) within Qlik, data and analytics integration software designed to enable decision making and reduce research lag time. These applications provided near real-time research capability for weapon system readiness, materiel availability, unfilled and delinquent purchase order reduction, purchase request productivity, and retail support enhancements.

#### e. Future of Work

DLA Aviation San Diego hosted a first ever combined ISA support staff summit. DLA Aviation Jacksonville, Oklahoma City, San Diego, and Warner Robins support staff personnel embarked on a collaborative endeavor to focus on challenges, strategies, best practices, and responsiveness in supporting ISA commands. This networking brought together highly skilled subject matter experts. Through immersion, staff members exchanged ideas, identified areas for



improvement, and developed innovative solutions. By fostering collaboration and continuous improvement, DLA command support staffs can optimize efforts, ultimately enhancing support for their respective commands. Areas addressed included budget execution, communication, command culture, human resources, and executive protocols. Over 21 distinct detail elements were shared, to include a standard informational network link for sharing information across ISAs, broadening knowledge of administration processes, and networking.

f. People and Culture

(1) DLA Aviation's Command Support Directorate, Command Programs division

(a) The Wheel program continues to serve as a junior leadership consortium granting new supervisors' exposure to processes outside of their technical expertise and showed how their technical area affects other areas in DLA Aviation or the goals. There have been three offerings of the Wheel in FY 2024 with 2 additional offerings scheduled later in the calendar year. Thirty-five new supervisors have completed the training to date for FY 2024.

(b) Building on the success of the Aviation Leadership Academy in FY 2023, two additional sessions were held in FY 2024: October 2023 and April 2024. Both sessions were attended by approximately 100 Aviation employees across all command sites.

(c) DLA Aviation's flash mentoring program offered an opportunity for employees from junior apprentice through seasoned professional to discuss career goals, gain developmental opportunities, and receive guidance. Flash mentoring was held at all DLA Aviation sites once a quarter.

(2) DLA Aviation at Oklahoma City (OKC)

(a) Lt. Gen. Mark T. Simerly Visit to Tinker AFB

In February 2024, Lt. Gen. General Mark T. Simerly visited DLA Aviation and DLA Distribution at Tinker Air Force Base, where he had the opportunity to witness firsthand the crucial support it provided military customers. During his visit, General Simerly met the dedicated personnel who ensure logistics and supply chain management. He observed the team's efforts in action, gaining insights into how DLA Aviation at Tinker AFB maintains readiness and supports the warfighter.

(b) Human Leadership Development (HLD) Program

The OKC ISA started a program titled "Human Leadership Development." A monthly program that brings together all supervisors to discuss various topics, HLD is taught by supervisors using anecdotes, experiences, and interest. Topics ranged from battlefield to boardroom, to crucial conversations, to speed mentoring. The team conducted 11 sessions in FY 2024, attended by approximately 20 supervisors each session.

### (c) Functional forums

OKC conducts functional forums where the transformation team and Business Process Analysts (BAE) gather a specific job role with DLA Aviation employees where supervision is not present and ask them to voice their current problems. The transformation team / BAE took notes and addressed each problem. This has been a great opportunity to increase morale and tackle problems. It prevented suffering in silence and reminded our teams that they have a voice, and it matters. There have been four forums targeting the CSS, SS, demand planner, and inventory/COSIS roles.

### (d) APEx education

The transformation team has held eight APEx classes this year. Four were for new hires and four were refresher courses for supervisors. The classes for new hires focused on production science, LEAN Six Sigma, and culture. The refresher courses focused on empowering employees, transparency, communication, and metrics. These classes helped our teammates understand that we want to tackle their day-to-day problems and increasing our efficiency and effectiveness.

### (e) DLA Aviation at OKC's Commitment to the Community service

DLA Aviation at OKC has a high-standing tradition of not only supporting the warfighter but also engaging with the local community. The organization took part in multiple community service events throughout the year that reflect their commitment to helping those in need. For instance, DLA Aviation staff organized donation drives to assist families following devastating tornados. The team also showed their care for the elderly by collecting essentials for residents of the Arbor House, a local senior living center.

## (3) Flash Mentoring and Job Shadowing

### (a) Business Process Support Job Shadowing Efforts

Aviation Retail Inventory Management Branch met with Warner Robins Storage and Distribution Division Chief and BAOI Branch Chief to develop job shadowing opportunities for ALC and Business Process Support Retail personnel to gain familiarity with WMS by observing real time operations at FRCE and FRCSE sites. Shadowing will include a mission brief, DRU usage, along with Retail operations for Order Management, Inventory Management, and Planning.

### (b) BAOI Job Shadowing Kickoff

In February 2024, the BAOI Office initiated the Shadow Program and welcomed two representatives from QWW. Over the course of two days, these individuals shadowed BAOI personnel across three primary process areas: Planning, Order Management, and Inventory Management. Throughout the experience, they gained insight into essential retail

tasks within each domain, including but not limited to 1913 Retail Level Process, D035K System Reconciliation, and PQDR Ship-In-Place.

#### (4) Community Involvement

##### (a) Capitol Region Military Alliance of Virginia.

The Hopewell/Prince George County Chamber of Commerce and the Southern Virginia Civilian Aide to the Secretary of the Army finalized a charter and logo for dissemination to the new “Capitol Region Military Alliance of Virginia (CaRMA-VA).” Installation leaders at Fort Gregg-Adams, Fort Barfoot, and DSCR are serving as liaisons. CaRMA-VA is a non-profit organization, operating outside of DoD, that supports military initiatives regionally while offering opportunities for industry, academia, and other stakeholders to engage and provide support. Mr. David Gibson, Installation Management Director, and Mr. Stephen Baker, Aviation PAO, are appointed as DSCR liaisons and are supporting the effort.

##### (b) Safe Harbor Crisis Center

Employees from the Business Process Support Directorate at Hill Air Force Base, Utah participated in a “give back” to the community event for the Safe Harbor Crisis Center. This center provides shelter, supportive services, and advocacy to survivors of domestic abuse and sexual assault, as well as education, awareness, and resources to our community. Employees contributed to this cause by dedicating their time and providing backpacks, school supplies, hygiene items, and cosmetics. By donating those critical items, the BA employees were able to support women, men, and children traumatized by domestic and sexual violence.

#### (5) Equal Employment Opportunity and Diversity (EEOD)

(a) The Audit and Compliance directorate and the Aviation EEOD office utilized the installation Public Affairs broadcasting system to share Theme: Remember! Celebrate! Act! A Day On, Not A Day Off! Dr. Martin Luther King Jr’s Day. This included: system broadcast announcements with fun facts and events in the Richmond, Chesterfield, Chester, and Petersburg Area.

(b) DLA Aviation EEOD sent 5 personnel to the Jan. 23-25, 2024 Civil Treatment for Government Train-the-Trainer Program course.

(c) EEOD-certified trainers conducted civility training Jan. 30-31.

(d) Black History Month

i. Partnered with the MWR for the National Museum of African History and Culture bus trip by MWR on Feb. 16, 2024.

ii. DLA Aviation’s Black History Month event on Feb. 20, 2024, was an in-person SEP’s program. Worked with Public Affairs team for the observance. Sent out system broadcast announcement acknowledging BHM day. Sent DoD memo w/attachment, BHM poster w/poster description, included all local events in celebration of BHM. Sent flyer and posted on social media platforms of BHM Program reaching over 4,500 people. We reached out to the community and had local musical vocalists, established a partnership with the Army

Women's Museum and showcased African American Soldiers from Quartermaster to Ordinance that have contributed to Armed Forces' history through the arts; showcased DLA employee Art work was displayed; LTG Arthur Gregg guest appearance (military base formally Fort Lee was renamed to Fort "Gregg"-Adams); LTC (RET) Christine Knighton first female to graduate from Fort Rucker Aviator School; received notable accolades for a well laid out and engaging program; a total of 507 attendees – 377 in person and 130 virtually.

iii. DLA Jacksonville hosted a SEP's Black History program on Feb. 22, 2024. Sent out request to all hands within DLA Jacksonville to include DLA Distribution, DLA Disposition Services, and DLA Document Services. This year's local theme "My Roots" based on the arts to encompass DEOMI's theme. Event included a guest speaker, CDR Jackson, Community Outreach Diversity Director with the Navy along with local art displays such as graphic arts and nail arts (how it came about and the role it played in history).

## (6) Training and Recruitment

### (a) Educational Institutions

The Procurement Process Support training team partnered with many of the state's leading educational institutions to expand agency recruitment, including Virginia Commonwealth University, Virginia Tech University, and Virginia State University.

(b) DLA Aviation's Sub Assessable Unit Manager (SAUM) Foundational Training Process Design Continual Process Improvement Project.

DLA Aviation's Risk Management team, with assistance from the continuous process improvement team, developed a process for creating, updating, and maintaining local foundational training material for all newly appointed Aviation AUM/SAUMs as an introduction to the basic concepts of Risk Management and Internal Controls. The project included a tracking process to monitor DLA Aviation AUM/SAUMs training completion. The foundational module created in conjunction with Enterprise Risk Management Program Office training modules will be used as a template for follow-on training modules to continue enhancing understanding of DLA and DLA Aviation's risk management processes.

### (c) DLA Aviation Procurement Workforce Development

In support of Workforce Development, DLA Aviation provided FAR/DFAR Basics course (in-person) to help new hires (Pacers/direct hires) prepare for DAU CON 1100. The FAR basics course is scenario-based training for the FAR, DFAR, class deviations and procedures, guidance, and information. The 1.5- to 2-day course facilitates research methods through the Acquisition.gov website. FAR basics class helped students prepare for CON 1100. Since implementing in March 2022, BPD has a CON 1100 100% pass rate for 1102 (Pacers). Attendees numbered 24 (7 direct hires, 15 Pacers and 2 DCSO new hires).

#### (d) Workforce Development

Feedback from the contracting workforce indicated new hires not assigned to the PACE program needed formal foundational contract training. DLA Aviation provided 6-weeks of formal pre-award training. Foundational training was geared toward a wide scope of procurement related topics, policies/procedures, and utilization of the contracting system. There were 21 attendees inclusive of new hires and existing workforce (refresher training).

#### (e) DLA Aviation at Oklahoma City, University of Oklahoma partnership

Oklahoma City ISA built upon a strong partnership, started in 2021, with the University of Oklahoma supply chain management degree program. In April-May 2024, three teams of seniors from the University of Oklahoma supply chain management degree program concluded their class project with an out brief to DLA Aviation OKC leadership and transformation team members. Students had visited our operations at Tinker AFB, learned about our challenges, and were given a scenario covering increased parts requirements due to a global contingency. The students then worked with our transformation team and developed plans covering how our Material Management, Planning & Support, and Storage & Distribution divisions could respond, ensuring continuous spare parts support to our Air Force customers at Tinker. The students really enjoyed this project and university faculty expressed interest in continuing this project each spring. In addition, the OKC ISA welcomed the very first supply chain intern under the DoD College Acquisition Internship Program, for a 10-week program during the summer of 2024. Ms. Jada Huynh, a supply chain student from the University of Oklahoma learned about DLA roles, responsibilities, and processes, and out-briefed leadership with a summary of supply chain metrics in the depot maintenance support environment.

#### (f) DLA Aviation at Oklahoma City, Career Broadening Program

At DLA Aviation in Oklahoma City, the hosting of career broadening officers and enlisted personnel has provided these service members with insights into DLA and its role in the military supply chain. Through this program, participants gained an understanding of how DLA functions, including the intricacies of part acquisition and supply chain management. These officers and enlisted personnel not only learned about the logistical processes but also contributed to projects that drive our operational efficiency. Their efforts focused on improving order response times, refining awaiting part procedures, optimizing processes, and conducting in-depth analyses for the KC-46 program. This experience not only enhanced their knowledge and skills but also contributed to the DLA Aviation at OKC mission.

#### (g) Foundational Training

The Business Process Support Directorate, in support of workforce development, completed foundational training for 51 Pacers, 35 direct hires, and four interns across four supply and tech quality disciplines: customer account specialist, materiel planning, product specialist and resolution specialist. The training team additionally on-boarded 9 more DLA Richmond Pacers with 10 more EODs expected Sept. 9, 2024.

g. Fiscal Stewardship

(1) Improve Aviation CPI Program and project process control compliance.

DLA Aviation's CPI team closed the Improve Aviation CPI Program and Project Process Control Compliance CPI project. The team identified root causes for compliance evidential matter not being stored or named properly in accordance with DLA Aviation Records Management policy, Aviation CPI Standard Operating Procedures, and DLA CPI Manual 5010.43. Solutions were developed to aide in achieving consistent ability to retrieve evidential matter from the correct System of Record (SOR) in a timely manner. By creating standard CPI process compliance evidential matter business rules for SOR storing, naming conventions, and folder structures, the team mitigated risk. Additionally, the team documented communication, data collection, and control plans by identifying process key controls (KCs) and internal controls (ICs) to ensure process monitoring, tracking, and reporting. The project resulted in job aids to train personnel on the CPI process compliance business rules, naming conventions, and file folder structures. DLA Aviation's performance for CPI Program KCs/ICs SOR control compliance baseline was 46% and for CPI Project SOR KCs/ICs control compliance baseline was 83%. Both areas increased to 100%, surpassing the project goal of 95%.

(2) DLA Aviation Process that Achieves Accurate Responses to Audit Requests.

DLA Aviation's CPI and Process Health Team closed the Design Aviation Process that Achieves Accurate Responses to Audit Requests CPI project. The team identified root causes for excessive wait times while obtaining all required data from subject matter experts requested by Ernst & Young. Solutions were developed to aid in meeting timeframes and formalizing local process procedures for Provided by Client (PBC) requests to ensure eventual matter is complete, accurate, timeliness, and properly loaded into the response center tool. By standardizing DLA Aviation's PBC response process, the team mitigated risk and process pain.

(3) Digital-Business Transformation

(a) PRISM (Parts Risk Integrated Sustainment Model)

In collaboration with cross-directorate support within DLA Aviation, the Business Process Support directorate spearheaded development of the Aviation PRISM. PRISM is a tool which evaluates risk against an item, or item population, across 17 supply chain and weapon system categories. This process will be primarily used by Customer Operations and the Weapon System Program Manager (WSPM) to help drive supportability strategies for "at-risk" populations. Strategic Acquisitions, as the PRISM process owner, was tasked with formalizing the top-level process map for PRISM, in addition to developing a standard operating procedure.

(b) Artificial Intelligence discussion with FRC-Southeast Jacksonville leaders.

The Business Process Support team visited DLA Aviation teammates at FRC Southeast/Jax about building proper foundations to ensure our organizations are AI-ready.

A demonstration was provided on the new TransDigm dashboard used to improve monitoring of a frustrated supplier. Additionally, BOTs were discussed, to include the Requisition Alert BOT and a BOT in-work which will email vendors 30 days early to ensure they are tracking delivery.

# Defense Logistics Agency

## DLA Energy

### Fiscal Year 2024 Historical Report



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


MEMORANDUM FOR DLA HEADQUARTERS, ATTN: HISTORIAN

SUBJECT: Submission of DLA Energy FY24 Annual History Input

This 2024 history submission describes the accomplishments and highlights of the dedicated DLA Energy employees responsible for ensuring mission readiness through resilient energy solutions. DLA Energy executes at a high level to meet mission requirements from defueling Red Hill to pursuing contracts for the carbon-free electricity (CFE) to make sure that we are driving towards 100% in compliance with President Biden's Executive Order 14057.

In order to assess DLA Energy's ability to execute DLA Strategic Plan, we have established five teams to develop objectives and key results focused on the key imperatives. Each team consists of GS-13/14s across Energy to brainstorm and collaborate utilizing the Objectives and Key Results (OKR) playbook methodology. The results will identify gaps and seams, and associated solutions to ensure DLA Energy is properly aligned to all aspects of the Strategic Plan.

It is an extraordinary opportunity to be the 42<sup>ND</sup> Commander of DLA Energy. I look forward to the future and the challenges. DLA Energy stands ready to transform to meet the new demands of the Warfighters in the contested logistics environment.

  
George E. Bresnihan  
RDML, USN  
Commander



## **1. Introduction**

DLA Energy instituted many organizational changes in FY 2024. The Head of the Contracting Activity separated from the DLA Energy Supplier Operations Directorate (DSO) to become the Acquisition Executive. She is now part of the command group. DSO divided into DSO Aerospace and Installation and DSO Petroleum. Additionally, DLA Energy established the Futures Integration and Posture Directorate (FIPD) to create an organization focused on modernizing strategic integration. The FIPD will connect requirements to capabilities better, positing the command for success over the next five to ten years. Since approving the FIPD, DLA Energy has been developing its ten-year outlook through the prisms of human capital, enhanced engagement, and vulnerabilities.

DLA Energy formally established the Energy Support Division (ESD) to provide an enduring presence at United States Transportation Command (TRANSCOM). The ESD collaborated with TRANSCOM during FY 2024 to synchronize DLA Energy in all four of TRANSCOM's lines of effort (LOEs)-Operations, Plans, Posture, and Capabilities, while TRANSCOM developed its mission as the Single Manager for Global Bulk Fuel. The ESD synchronized efforts between TRANSCOM and DLA Energy HQ in TRANSCOM's effort to build the Joint Petroleum Enterprise's (JPEs) authoritative data set.

Following years of analysis, planning, and cross-collaboration, Red Hill defueling began. The DLA Energy commander was fortunate enough to be present for the commencement of this monumental DoD event, which was kicked off with a formalized blessing ceremony from local community leaders, alongside the Joint Task Force-Red Hill (JTF-RH) leadership, DLA, and other senior leaders from Joint Base Pearl Harbor- Hickam (JBPHH), Hawaii. Attendees assembled to wish good fortune upon the defueling. This small gathering marked the start of a larger effort to posture the Indo-Pacific's Class IIIB for emerging requirements.

In support of President Biden's Executive Order 14057, DLA Energy announced the partnership with Duke Energy to power five military installations in North and South Carolina with carbon pollution-free electricity (CFE).

As always, we are proud of our workforce's commitment to providing globally resilient energy solutions to the Warfighter and the whole of government. No matter what curveball is thrown our way, the team continues to provide uninterrupted support.

## **2. Organization (as of September 30, 2024)**

- a. Commander: Rear Admiral George E. Bresnihan, USN
- b. Deputy Commander: Mr. David Kless, SES
- c. Acquisition Executive: Ms. Gabriella Earhardt
- d. Chief of Staff: COL Benjamin Kilgore, USA
- e. Commander's Action Group: Ms. Rachel Dunlap
- f. Director, Supplier Operations, Aerospace & Installation: Mr. Kevin Ahem
- g. Director, Supplier Operations, Petroleum: Mr. Keith Sylvia
- h. Director, Customer Operations: Col Michael Boswell, USAF

- i. Director, Facility Sustainment Directorate: CAPT William Jakubowicz, USN
- j. Director, Business Process Support: Mr. Thomas Turets
- k. Director, Procurement Process Support: Mr. Jacob Moser
- l. Director, Futures Integration & Posture Directorate: Mr. Robert Gagnon
- m. Director, Quality Technical Directorate: Ms. Patricia Wilkins
- n. Commander, DLA Energy Americas: COL Alphonso Simmons, USA
- o. Commander, DLA Energy Americas East: LTC Thad Douthitt, USA
- p. Commander, DLA Energy Americas West: CDR Anas Maazouzi, USN
- q. Commander, DLA Energy Americas North: Maj Daniel Mortiz, USAF
- r. Commander, DLA Energy Middle East: LTC Marrio Almada, USA
- s. Commander, DLA Energy Europe & Africa: LTC Leslie Shipp, USA
- t. Director, DLA Energy Indo-Pacific: Mr. Scott Thomas
- u. Commander, DLA Energy Indo-Pacific South-West Pacific: CDR Scott McCarthy, USN
- v. Commander, DLA Energy Indo-Pacific East Pacific: CDR Konrad Krupa, USN
- w. Commander, DLA Energy Indo-Pacific Japan: Maj Dominic Baker, USAF
- x. Commander, DLA Energy Indo-Pacific Korea: LTC Jeremia Van, USA
- y. Commander, DLA Energy Indo-Pacific Okinawa: Maj Kevin Knutson, USAF

### **3. Key Personnel**

On June 21, 2024, DLA Energy bid farewell to its commander, Captain Brian Anderson, USN when he relinquished command to Rear Admiral George E. Bresnihan, USN. Other key personnel changing over the summer:

- a. LTG Jamie Pittman, USA, relinquished command of DLA Energy Middle East to LTC Marrio Almada, USA, on June 5, 2024.
- b. LTC Dennis Han, USA, relinquished command of DLA Energy Korea to LTC Jeremia Van, USA, on June 18, 2024.
- c. COL Josielyn Carrasquillomoraes, USA, relinquished command of DLA Energy Americas to COL Alphonso Simmons, USA, on July 2, 2024.
- d. Lt Col James Smith, USAF, relinquished command of DLA Energy Indo-Pacific Japan on August 9, 2024. Major Dominic Baker, USAF assumed command on August 27, 2024.

### **4. Total Personnel**

As of September 30, 2023, DLA Energy had 1,185 personnel (1,117 civilians and 68 military).

### **5. Historical Narrative**

Effective October 1, 2023, the Defense Department comptroller changed the standard fuel price changed from \$163.80/barrel (BBL) (\$3.90/gallon) to \$147.84/BBL (\$3.52/gallon).

On October 16, 2023, JTF-RH began gravity defueling to remove approximately 104 million US gallons (USGs) of fuel from Red Hill tanks. DLA Energy Hawaii- East Pacific and South-

West teams supported defueling operations with four Quality Assurance Representatives (QARs) assigned to JTF-RH to oversee fuel transfers from Red Hill to Military Sealift Command (MSC) tanker vessels for further delivery to selected defense fuel support points (DFSPs). Through coordination and surveillance, DLA Energy provided the assistance necessary to conduct four challenging and technical loadouts safely. Through stringent pre-loading evaluations and lab analytics, the high-risk loading evolutions occurred without issue. On December 15, 2023, JTF-RH completed gravity defueling operations by removing over 104 million USGs of fuel and unpacking the last fuel from the pipelines connecting the fuel tanks to Red Hill facilities. Approximately 60,000 USGs of fuel that could not be drained by gravity was removed between January-March 2024.

On March 28, DLA Energy deputy commander and DLA employees attended the transition of authority onboard the USS Missouri. The Navy Closure Task Force-Red Hill assumed responsibility of Red Hill from JTF-RH. DLA Energy was a key enabler, helping the task force defuel expeditiously and safely six months ahead of schedule.

On January 19, 2024, DLA Energy awarded a contract to Duke Energy Progress, LLC, under 10 U.S.C. §2922a, *Contracts for energy or fuel for military installations*, to provide an estimated 134.9 megawatts of alternating CFE current through the Duke Energy Progress (DEP) North Carolina Green Source Advantage (GSA) Bridge and South Carolina GSA programs. The contract, valued at \$248 million, will provide an estimated 4.8 million megawatt hours of CFE over a 15-year delivery period from two newly constructed off-site solar facilities in SC. Service is expected to begin September 1, 2026. Participating installations include Fort Liberty, Marine Corps Air Station Cherry Point, Camp Lejeune, Seymour Johnson Air Force Base, and Shaw Air Force Base. The contract, coupled with the forecasted grid-supplied CFE, is expected to address approximately 95% of DoD's 2030 CFE need in DEP service territory.

## **6. DLA Lines of Effort**

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

### **a. Warfighter Always**

DLA Energy invested \$1.508 billion of maintenance & repair operations and minor construction capital funds in infrastructure and environmental support. The Facility Sustainment Directorate (FSD) obligated \$1.35 billion in sustainment, restoration, and modernization (SRM) spending 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 1,994 large SRM projects and 5,811 minor repairs. The FSD Recurring Maintenance and Minor Repair (RMMR) program executed over 2,500 site visits. The directorate's focus on proactive maintenance enables the military services to maintain their fixed fuels infrastructure in high operational readiness.

The FSD Environmental branch provided over \$81 million for compliance and restoration actions at DFSPs across the globe. The FSD Fuels automation team supported contract

actions worth \$79.5 million for automatic tank gauging, automated fuels handling equipment, and other automation associated with the inventory and distribution of DLA fuel.

The FSD Property Branch worked with the Military Departments (MilDep) in overseeing 430 DFSPs, consisting of 20,000 Real Property (RP) records throughout Air Force, Army, Navy, Marines and Space Force. FSD accounts for approximately 80% of the DLA-managed RP portfolio in the agency, with a plant replacement value (PRV) of \$87 billion. The branch reconciled 6,100 RP records and performed physical inventories at 88 DFSPs consisting of 2,000 RP asset with a PRV of \$39.3 billion. The team was instrumental in the addition of 1,400 RP facilities sustained under the capitalized fuel program. The realty specialist completed 2 RP host-tenant agreements with the MilDep ensuring rights and obligations for \$93 million PRV was documented. Additionally, the accountable property officers oversaw 1,400 pieces of General Equipment valued at \$152 million. The Fleet Manager team oversaw 108 vehicles valued at \$4.8 million across the regions. From October 31 to November 3, 2023, DLA Energy Americas East supported Fort Campbell's 101st Division Sustainment Brigade during Operation Mastodon Exercise preparing for a US European Command deployment. In the weeks ahead of the exercise, Americas East worked with 541st Transportation Company to enable the deploying unit hands-on training loading and distributing approximately 35,000 USGs of jet fuel from DFSP to DLA Energy customers.

Representatives from DLA Energy attended a TRANSCOM-hosted industry engagement event at Scott AFB, Illinois from December 11-12, 2023. Specialties covered were direct delivery fuels, supply chain services, bulk petroleum products, card programs, Energy counsel, supply chain management, and international agreements. The intent of Industry Day was to share some of US Indo-Pacific Command's (INDOPACOMs) preferred locations with security vetted industry companies able to address known gaps within the petroleum enterprise affording shareholders to conduct market research.

On February 21, 2024, the DLA Energy Americas commander was the guest speaker for the Joint Logistic and Security Cooperation at the Western Hemisphere Institute for Security Cooperation (WHINSEC) event on Fort Moore, Georgia. The Commander provided an overview of the DLA mission and capabilities, especially the fuel international agreement tool. The WHINSEC class consisted of 12 students from Honduras, Panama, Paraguay, and Ecuador. The event reinforced DLA Energy Americas's commitment to U.S. Southern Command (SOUTHCOM) objectives; specifically strengthening partnerships, building trust, and enhancing regional resilience while promoting stability and security within the Western Hemisphere.

During May 2024, DLA Energy Americas and Americas North engaged in-person with US Army North (ARNORTH) Logistics directorate on current and future Alaska Theater of Operations (AKTO) posture. Specifically, Americas and Americas North emphasized the enduring need for ARNORTH to identify operational energy requirements to DLA Energy (storage and distribution capacity and capability) as the 11th Airborne Division and accompanying units expand their mission sets. Other topics included future exercise opportunities in Alaska with a bulk fuel focus plus promoting the annual North American Aerospace Defense Command (NORAD) & US Northern Command (NORTHCOM) Logistics Sustainment Forum centered around the defense of Alaska problem set.

From June 27 to August 1, 2024, DLA Energy's Hawaii-East Pacific team supported the world's largest international maritime exercise, Rim of the Pacific, which was held in and around the Hawaiian Islands. Twenty-nine nations, 40 surface ships, three submarines,

14 national land forces, more than 150 aircraft and 25,000 personnel participated in the exercise that fostered and sustained cooperative relationships among participants critical to ensuring the safety of sea lanes and security on the world's oceans. DLA Energy provided 12 million USGs of fuel via two MSC consolidated cargo replenishment (CONSOL) fitted tankers, ALLIED PACIFIC and OVERSEAS MYKONOS to meet surface vessels at-sea requirements. Additionally, 9.7 million USGs of fuel was issued from DFSP Joint Base Pearl Harbor, DFSP Hickam Airfield, and Marine Corps Air Station Kaneohe Bay in support of the in-port and airfield requirements.

From June to August 2024, the Middle East team analyzed supply chain vulnerabilities in US Central Command (CENTCOM) to increase available fuel at US bases in Iraq by 15%, and Saudi Arabia by 20%. Additionally, the team increased deliveries to bases receiving aircraft, ensuring these sites remained above stockage objectives. They also drove additional fuel into Syria to ensure Special Forces had ample fuel. This helped deter Iran and postured the theater for follow-on forces. DLA Energy collaborated with ADVANA and C3.AI on developing an application that will unify Class III data to illuminate global energy inventory & provide near real-time visibility of the DLA Energy supply chain for DFSPs. The initial capability will forecast DFSP consumption risks against inventory thresholds across multiple time horizons, empowering logisticians to make data-driven decisions regarding mission-critical operations and to enable proactive risk mitigation in a contested logistics environment.

Aerospace Energy supported nine DoD and National Aeronautics and Space Administration (NASA) vehicle launches into the Earth's orbit and/or the solar system with hypergolic propellants. Among these successful missions include three classified National Reconnaissance Office (NRO) spy satellites, two DoD space vehicles, and four NASA missions. In addition to providing propellants, Aerospace Energy also provided first and second stage booster propellants and ground support cryogenic gases to 13 commercial and US launches.

DLA Energy supported the training and combat readiness of 20 Air Force fuels specialists participating in US Strategic Command's (STRATCOM's) Exercise Global Storm 24.3-7 and the Army Reserve's Quartermaster Liquid Logistics Exercise (QLLEX) 24. This first-ever cross service effort culminated in an Army Reserve Petroleum, Oils and Lubricants Truck Company delivering 46,000 USGs of DLA Energy jet fuel to a 509th Bomb Wing tactical fuel bladder. Approximately 26,000 USGs were subsequently issued to seven Air Force, Air National Guard, and Air Force Reserve aircraft in an expeditionary setting, with the remaining fuel going back into DLA Energy stocks.

The DLA Energy's Aerospace division received and executed \$7.4 million in Warstopper funding in FY 2024, which had been applied to critical hydrazine, dinitrogen tetroxide, and gaseous nitrogen contracts supporting strategic national defense programs to include the nuclear triad; missile early warning systems; battlefield intelligence, surveillance, and reconnaissance; and global positioning systems. This funding offset sole-source contract vendor facility fees, ensuring robust and non-disruptive supply chains in addition to enabling the hydrazine supplier to install equipment to double high purity hydrazine refinement production. The resulting quantity will meet increased US Space Program demands over the next 10 years.

The Middle East team coordinated with Surface Deployment and Distribution Command, MSCs, and TRANSCOM to sustain naval operations. Due to the increased Houthi threat in the Gulf of Aden and Red Sea, carrier strike groups have been refueling through CONSOL capable vessels that provide resupply at sea, which DLA has helped orchestrate three times this year. Ensuring JPS and F76 fuel availability for these assets is critical.

The ESD partnered with TRANSCOM to establish the JPEs first-ever strategic command and control node, the Global Petroleum Integration Cell (GPIC), consisting of the Joint Staff Logistics Director (J4), TRANSCOM Global Bulk Fuel Management's Operations Branch, and the ESD. The cell provided real-world support to the US European Command (EUCOM) and the US CENTCOM operations during the Israeli crisis, on-going operations in CENTCOM and INDOPACOM, and fulfilled three COCOMs requests for CONSOL Tanker support.

b. Support to the Nation

The Americas Exercise Team (AET) participated in NORAD & NORTHCOM Exercise Vigilant Shield (VS) 2024 and STRATCOM Exercise Global Lightning (GL) 2024 Tier 1 command post exercise planning events. The exercises provided the AET an opportunity to test supply chain resiliency during homeland defense scenarios, integrate industry partners into supply chain disruptions, and test Americas Region continuity of operations, devolution plans, and communications plans. The exercises tested the NORAD & NORTHCOM staff, as well as their subordinate service components. They also synchronized relationships with the Canadian Joint Operations Command, demonstrating readiness and an ability to defend Canada. GL-24 provided the STRATCOM staff training activities against simulated adversaries. The Americas Region provided bulk fuels integrated material management planning expertise and assisted the NORTHCOM and STRATCOM logisticians synchronize joint bulk petroleum operations across Continental US (CONUS) and Alaska.

After the March 26, 2024, Francis Scott Key Bridge collapse in Baltimore, Maryland, DLA Energy Americas East team assessed provided a mitigation plan to manage the complex supply chain disruption while still empowering the warfighter. Americas East immediately shifted all East Coast pipeline shipments and barge traffic to DFSP Craney Island, Virginia. DFSP Baltimore, Maryland continued to provide tank truck support to current and future customers under the new Inland/East/Gulf Coast bulk fuel contract distribution pattern. By early April 2024, shallow draft channels opened, allowing inland barge transit, and started a gradual return to normal operations. In the weeks before deep channel operations resumed, Americas East coordinated lightering operations that supported DFSP Portland, Maine, customers. Throughout the chaotic situation, Americas East actions averted any mission impacts to the warfighter and demonstrated the supply chain resiliency.

From August 14-15, 2024, DLA Energy Americas operations officer participated in the Clear Path XII workshop tabletop exercise (TTX) in East Lansing, Michigan. The Department of Energy office of Cybersecurity, Energy Security, and Emergency Response hosted the multiday TTX and focused on two scenarios: 1) a cyber threat followed by a cyber-attack and response; and 2) an extreme weather cyclone with a major petroleum disruption. DLA Energy Americas's participation enabled state and federal agencies, along with industry partners, to understand DLA Energy's mission and priorities, and how DLA Energy would collaborate to ensure warfighter support. Over 60 attendees from energy and emergency response agencies at the state and federal level plus industry partners within the energy sector participated. DLA Energy Americas was able to identify points of contact and build relationships with Whole of Government (WoG) and industry partners.

### c. Trusted Mission Partner

From October 31-November 3, 2023, DLA Energy Americas East supported Fort Campbell's 101st Division Sustainment Brigade during Operation Mastodon Exercise preparing for a US European Command deployment. In the weeks ahead of the exercise, Americas East worked with 541st Transportation Company to train the deploying unit on loading and distributing approx. 35,000 USGs of jet fuel from DFSP to real world DLA Energy customers.

DLA Energy Indo-Pacific hosted its 1st annual fuel exchange agreements (FEA) forum at the Hale Koa Hotel in Honolulu, Hawaii, November 7-9, 2023. The forum provided an opportunity to gain firsthand knowledge of the US FEA program. The agreements provide cross-servicing capabilities between partner nations and coalitions forces, help manage fuel costs, and optimize the supply chain. DLA Energy manages 42 fuel agreements with 23 countries around the world. DLA Energy's International Agreements team synchronizes with regional DLA Energy offices to establish and maintain these long-term agreements as more than 60 participants from three countries attended this year's forum. During the event, over \$9.7 million was collected during one-on-one account reconciliation meetings between DLA Energy Finance Team and foreign military representatives.

On January 16- 17, 2024, Central European Pipeline System (CEPS) managers held a forum joining together the four national pipeline operators, the US as a member nation, the CEPS Head of Departments, and DLA Energy Europe and Africa liaison officer for North Atlantic Treaty Organization (NATO). The meeting consisted of reviewing critical tasks, objectives, and vulnerabilities. The collaboration resulted in increasing projections for throughput from 3.3 billion to 3.5 billion USGs through the system and enhancement of cybersecurity posture with the addition of the cybersecurity officer.

DLA Energy personnel were fully integrated into TRANSCOM GPIC during TRANSCOM's Command Post Exercise Turbo Challenge January 16-23, 2024. This was TRANSCOM's second major exercise post-NDAA 2022 Section 352 establishment as the single manager for global bulk fuels. The TRANSCOM/DLA Energy Team tested and responded to fuel distribution and supply chain vulnerabilities, coordinating remedial actions with HQ DLA Energy and regional personnel. The integration is another large step in solidifying and operationalizing the partnership which came from NDAA 2022 Section 352, where TRANSCOM was identified as the single commodity manager for DoD.

On January 16-18, 2024, the DLA Energy Europe & Africa liaison to EUCOM, the DLA Energy Europe & Africa (USAREUR-AF), and the DLA Energy Europe & Africa operations officer attended the EUCOM Joint Petroleum Officer-hosted Nordic Fuel TTX in Garmisch, Germany. The event was facilitated by the Institute for Defense Analyses. Fuel representatives from Denmark, Norway, Sweden, and Finland provided the group a strategic overview of their fuel support. Other attendees included representatives from EUCOM J4, EUCOM Service Components, Joint Forces Command Brunssum, NATO Supply and Procurement Agency, Supreme Headquarters Allied Powers Europe (SHAPE) J4 and the Office of the Secretary of Defense (OSD). The TTX examined how to sustain Class IIIB operations across the Nordic nations in a contested logistics environment.

During the week of February 26-March 1, 2024, DLA Energy hosted the annual Joint Petroleum Week (JPW) once again in collaboration with the Joint Staff J4 (Logistics) and TRANSCOM. JPW brought together VIPs and over 300 petroleum subject matter experts from around the world to facilitate collaboration, knowledge sharing, and training during a week of

events. This year's theme was "Petroleum Resilience in a Contested Environment" and featured several presentations and discussions of resilience and human capital. The week included Joint Petroleum Seminar, the Joint Petroleum Steering Group Meeting, the Joint Petroleum Working Group meeting, finishing up with the Installation Planning Review Board.

DLA Energy hosted over 2,000 attendees and over 90 energy-related industry exhibitors for its first Worldwide Energy Conference (WVEC) since 2019, at the Gaylord National Hotel and Convention Center, Waldorf, Maryland, April 22-24, 2024. Normally a biennial event bringing in energy suppliers and customers from around the globe, this event was put on hold due to the pandemic. This year's attendance included over 300 US Military, 900 DLA employees, 600 industry representatives, and 100 DoD/other government employees. In addition, personnel from 10 allied nations also attended--Australia, Bahrain, Canada, Greece, Italy, Jordan, Oman, Spain, Türkiye, and United Kingdom. The conference focused on partnerships across the energy supply chain and provided a forum for leaders to engage in dialogue. The 2024 conference included 63 unique sessions, 10 tracks, and 75 speakers. The WVEC is DLA Energy's premier supplier and customer engagement event and has been part of DLA Energy's history for decades. The DLA Energy commander had the honor of hosting the Trade Show Ribbon cutting alongside the DLA vice director, Mr. Brad Bunn and deputy J7 director, Mr. George Atwood.

During May 2024, Americas operations officers participated in an international agreements forum alongside DLA Energy international agreements staff with the SOUTHCOM Logistics Directorate Multi-National Logistics Branch at SOUTHCOM in Doral, Florida. The meetings focused on advancing the Colombia Fuel Implementing arrangement. The team met with and presented DLA Energy capabilities to the Columbia Ministry of Defense (MOD) foreign liaison. The team successfully eased Columbia's concerns about fuel agreement cost and the MOD liaison pushed the Fuel Implementing Arrangement to MOD with positive recommendations. The Colombian Government indicated its desire to enter a fuel agreement, and negotiations are in progress. In addition to Colombia, fuel implementing agreements are in progress with Argentina, Brazil, Dominican Republic, and Chile. DLA Energy efforts further promote SOUTHCOM as a "partner of choice."

Americas Exercise Team (AET), consisting of DLA Energy Americas, Americas East, and Americas West attended and participated in the Quartermaster Liquid Logistics Exercise (QLLEX) June 1-14, 2024. In addition, STRATCOM executed its Exercise Global Storm (GS). Multiple DFSPs across Americas East and Americas West enabled US Army Reserve, Joint Reserve Force, active-duty USAF, and NATO mission partners conduct the real-world loading, storage, and distribution of over 2.5 million USGs of jet fuel to DLA Energy customers in New Jersey, Virginia, North Carolina, Nebraska, and California. During QLLEX 2024 and GS 2024, the AET protected DLA Energy equities, maintained quality oversight for capitalized fuel, and enabled vital interoperability training between Joint Forces and with a United Kingdom Royal Logistics Corps fuel system supply point in Virginia.

The Middle East team oversaw two pipeline operations for 25 million USGs of JA1, five vessel loads for 52 million USGs of JP5/F76/JA1. Additionally, the team performed five site visits to ensure quality of aviation breathing oxygen for 54 bottles. Finally, the Middle East team supported a shortfall of Europe/Africa quality personnel by conducting operations in Greece, executing nine vessel loads for 73 million USGs JA1/F76/JP5, and five vessel discharges for 29 million USGs of JA1/F76/JP5.



The Middle East team has been strengthening relationships with partner nations, militaries, and companies. This has paid dividends by opening opportunity for additional production in the region. This year the Middle East team conducted 53 site visits in 10 countries. This yielded a signed Fuels Support Agreement in Oman, enabling enhanced collaboration with the Royal Air Force of Oman and paving the way for training opportunities with partner nations.

DLA Energy Utility Services awarded the third and final solicitation, SP0600-21-R-0800, under the three-year DLA Energy - Navy Utilities Privatization pilot program. The contract will privatize electric distribution at Naval Support Facility Indian Head, Maryland. The estimated contract value is \$117 million and its period of performance is 50 years. The success of this effort and the two preceding pilot efforts has led the Navy and DLA Energy to extend their partnership into the future. Continued contracts were issued for Sill, Oklahoma, for natural gas and Redstone Arsenal, Alabama, for wastewater utility systems.

DLA Energy Utility Services continued its robust support of utilities privatization to Army, Navy and Air Force by completing over 840 contract actions with an obligated value in excess of \$1 billion.

On July 3-4, 2024, the DLA Energy liaison to US Mission NATO attended the NATO Pipeline System (NPS) Coordination Conference at SHAPE in Mons, Belgium. The meeting gathered authorities from all nine NATO pipeline systems and the NATO command structure. The meeting provided attendees information on NATO's fuel supply chain developments, NATO regional plans, and a better understanding of NPS peacetime operations and transition to crisis and conflict. Each NPS are independent and operates as such, but SHAPE has identified a need for more cross coordination amongst the NPS for integrated fuel support for the Deterrence and Defense Family of Plans. As a result of this initial conference, a baseline for regional plan requirements, plan for rapid NPS repair and cyber resilience, NPS crisis management, and leveraging NPS capabilities and capacities was established.

#### d. Modernized Acquisition and Supply Chain Management

Up in the High North, Crowley Government Services completed the annual resupply supporting Northwestern Canadian Early Warning Radar System and sites in Northwestern Canada at the end of October 2023. Extreme weather created a complicated and hazardous supply chain reaching remote radar sites. The industry partner successfully delivered approximately 750,000 USGs of fuel products to 11 Long Range Radar Sites.

On December 17, 2023, DLA Energy Americas West performed critical fuel quality assurance operations for a MSC chartered vessel at British Petroleum Cherry Point, Washington. The QAR monitored the loading of 7.2 million USGs of Antarctic-grade jet fuel, 1.5 million USGs JP-5, and 1.5 million USGs of gasoline supporting Operation Deep Freeze at the US Antarctic outpost, McMurdo Station.

In support of a dramatic change in INDOPACOM bulk fuels posture requirements, DLA Energy Indo-Pacific planned a series of "sprints" to focus on three major geographic sub-sets: Northeast Asia, Western Pacific/Micronesia, and Australia/Melanesia. The sprints combine vendor and military to military (mil-to-mil) engagements to socialize both future contracting efforts and host-nation support issues. "Japan Sprint" occurred February 13-16, 2024, in Tokyo and Yokota Air Base. This engagement consisted of 12 vendors who provided commercial fuel support to commercial airports in Japan and the INDOPACOM region. The engagement

increased visibility of fuel requirements and identified commercial vendors that can provide fuel at commercial airports throughout the region in support of INDOPACOM requirements.

On March 5-7, 2024, the joint petroleum officer and the TRANSCOM liaison attended a workshop. The workshop provided key insights into challenges with fuel storage, as there are fewer vendors now and a backlog of orders for fuel bags. Armed with this information, the DLA team worked with US Air Force Central Command to develop plans to build permanent storage at some sights. Additionally, the team repurposed three 6,000 USG fuels static icing inhibitor containers for an additional 18,000 USGs of diesel in Iraq and Syria, ensuring supply chain disruption will not prevent fuel from flowing to the Warfighter.

On May 13, 2024, a natural disaster struck Camp Simba, Manda Bay (CSMB) Kenya. Torrential rains and flooding prevented the refueling of tanks for the USAF mission at CSMB. In response, DLA Energy worked with the 406th Air Expeditionary Wing (AEW) to plan sea lines of Communication via barge. On May 17, 2024, the 406th AEW Contracting team awarded a roll-on/ roll-off barge to Natalya Holdings LTD to transport 13 DLA Energy-provided fuel trucks. As a result of this timely execution of secondary method of fuel delivery, the customer's on-hand fuel inventory levels were maintained sustaining the basic life support equipment for 650 Warfighters.

During July 15-18, 2024, a representative from DLA Energy traveled to the Philippines to participate in the "Western Pacific/Melanesia Sprint," a joint vendor engagement with 16 current and prospective commercial fuel providers. The vendors briefed their interest and capabilities in supporting current and emerging fuel requirements in the INDOPACOM region.

DLA Energy implemented the new Electronic Point of Sale (EPoS) state-of-the-art system. EPoS replaces the existing Automated Fuel Service Station system at more than 600 DFSPs with a more secure automated system that reduces paper documents while enhancing the agency's ability to respond to auditors in a timely manner. The system also includes a Mobile capability to capture flightline and other fuel custody transfer transactions.

The DLA Energy Quality team organized a root cause analysis on the thermal stability of marginal fuels in the supply chain. It developed an automated reporting tool to identify, notify, and track aviation turbine fuel, with elevated thermal stability. The intent is to trace aviation turbine fuel being released from the refinery with certain characteristics and to track the potential impact it has on the fuel's thermal stability downstream..

During FY 2024 the DLA Energy Readiness Research & Development (R&D) Program funded 16 ongoing projects totaling just over \$30 million. These projects cover bringing R&D solutions to issues within the span of the Class III Bulk Fuel and Energy Supply System, to include fuel thermal/storage stability; fuel-equipment compatibility; fuel additive measurement; and alternative fuel certification and usage.

The DLA Energy Customer Operations directorate (DCO) reorganized to serve better DLA Energy's varied federal, commercial, and other authorized customers. Daily support for federal customers was transferred from DCO to the CONUS and Alaska Energy regions; the DLA Energy regions now have complete visibility of all U.S. government fuel requirements and available fuel assets. DCO programs supporting US Government contractors and other authorized customers were realigned within DCO divisions. DCO then established a government invoicing program office to implement U.S. Treasury-mandated changes for intergovernmental and intragovernmental sales procedures accounting for 99% of DLA Energy's revenue.

The DLA Energy DCO Aerospace division led the U.S. Space Program Hypergolic Working group consisting of the National Reconnaissance Office (NRO), NASA, U.S. Space Force

(USSF), Missile Defense Agency (MDA), Air Force Research Laboratory, and the Air Force Petroleum Office, monitored the hydrazine and dinitrogen tetroxide propellant supply chains and product specifications, contracted with foreign suppliers of hydrazine to make up for domestic shortfalls with monomethyl hydrazine, and characterized the explosive properties of hydrazine to increase strategic inventories from three to five years.

DLA Europe & Africa Inventory Management analyzed 16 DFSPs across Europe and Africa. This analysis focused on probability and supply chain vulnerability factors, including lines of communication, infrastructure, distribution constraints, climate change, and cybersecurity.

#### e. Future of Work

During FY 2024, DLA Energy Indo-Pacific South-West oversaw the sales of five product lines across six critical DFSPs. These amounted to over 10,000 sales for over 36 million USGs of JP8, 757 sales for 10,000 USGs of JPS, over 10,000 sales for 30 million USGs of F-76, over 48,000 sales for 643,000 USGs of Medium Unleaded Regular, and 7,000 sales for 284,000 USGs of Diesel fuel. This aggregated to over 77,000 total sales for over 77 million USGs of DLA sourced fuel for the DLA Energy Indo-Pacific South-West region.

Aerospace continues to advocate for the on-shoring of a Raschig Hydrazine Production Facility in FY 2024. Our current supplier, Calca Solutions also committed to this project is working with Aerospace, OSD Industrial Supply Base, and DPA T3 subject matter experts to position themselves eligible for a funding opportunity to supply these critical chemicals. Calca submitted a domestic Raschig production plant proposal to DPA T3 in August 2024. On-shoring this capability will result in the only plant of this kind in the U.S. (only one of three in the free world) that can manufacture hydrazine hydrate feedstock and high purity, and monomethyl hydrazine finished products in one facility. Currently all high purity hydrazine is only refined in the U.S. with its feed stock produced in South Korea. The second major hydrazine propellant is monomethyl hydrazine which is produced in France. Aerospace has taken the lead on this project representing the equities of the USSF, NRO, MDA, and NASA who all agree a domestic Raschig Hydrazine production capability is vital to produce a low carbonaceous material liquid propellant free of organics that dissolve engine soft goods, clog orifices, and kill catalyst beds.

In FY 2024, the Fuel Card program saw to the closure of two DoD Inspector General (IG) sub-recommendations. The Fuel Card program also extensively worked on corrective actions for the AIR Card® service contract and worked diligently to assist in the future awarding of the SEA Card® service contract.

The DLA Energy Bulk Petroleum Products team awarded 38 contracts valued at \$8.7 billion to cover performance periods beginning in FY 2024 for the four major bulk petroleum purchase programs; Inland East Gulf Coast (IEG); Rocky Mountain West (RMW); Western Pacific and Middle East (WESTPAC); and Atlantic, Europe, Mediterranean (AEM).

The DLA Energy Bulk Petroleum Products RMW team awarded 14 contracts to supply over 573 million USGs of Turbine Fuel, Aviation (JAA), 86 million USGs of turbine fuel, Aviation (JA1), over 122 million USGs of turbine fuel, aviation (JP5) and over 115 million USGs of distillate, naval (F76) to support the services within the RMW region. The period of performance is October 1, 2023, to September 30, 2024. The estimated dollar value is \$3.2 billion.

The DLA Energy Bulk Petroleum Products Western Pacific/Middle East (WestPac) team awarded seven contracts to supply over 267 million USGs of JA1, over 138 million USGs of JP5, and over 197 million USGs of F76 within WestPac regions. The period of performance is January 1, 2024, to December 31, 2024. The estimated dollar value is \$1.7 billion.

DLA Energy Bulk Petroleum Products IEG team awarded 15 contracts in response to solicitations SPE602-23-R-0708 and SPE602-24-R-0710, to supply over 832M USGs of s JAA, 142 million USGs of JP5, and 152 million USGs of F76 to support the Military Services in various locations within the IEG regions. The period of performance is April 1, 2024, to March 31, 2025. The estimated dollar value is \$3.1 billion.

DLA Energy Bulk Petroleum Products AEM team awarded two contracts to supply over 147 million USGs of JA1, over 27 million USGs of JP5, over 15 million USGs of JP8, and over 49 million USGs of F76 to various locations in the AEM regions. The period of performance is July 1, 2024, to June 30, 2025. The estimated dollar value is \$679.7 million.

#### **f. DLA Critical Capabilities: People and Culture**

In keeping the lines of communication open, the DLA Energy commander and deputy commander hosted an All Hands on the telework posture of the agency on October 10, 2023. Over 330 employees attended in person and over 450 joined online.

### **7. Key Leader Engagements (KLE)**

DLA Energy held its fall Senior Leadership Strategic Offsite from December 5-7, 2024, at the Springfield Hilton, Virginia. Discussions centered around the future of Energy. Included in our discussion was a deep analysis of what we are doing, what we are not doing, what we should be doing, and what we should not be doing to support our customers during what the Secretary of Defense has called a "decisive decade" for DoD. DLA Energy is developing a 10-year strategic plan which revolves around some of the key focus areas identified during the offsite.

During December 2023, January-February 2024, DLA Energy Americas planned KLEs for the DLA Energy commander to SOUTHCOM HQs in Doral, Florida, Joint Interagency Task Force-South (JIATF-S) HQs in Key West, Florida, and Soto Cano AB in Honduras. Travel executed February 11-16, 2024, with senior leaders from DLA Energy Americas and Americas East traveling with the DLA Energy Commander. The KLEs provided a detailed overview for SOUTHCOM and JIATF-S unique mission sets (specifically migration and counter drug) and the role DLA Energy play in providing fuel for continuing operations. The Honduras engagement was the first time a DLA Energy Commander performed a site visit at Soto Cano AB. The travelers met with U.S. Military and their Honduras key leader counterparts, discussed DLA Energy role in bulk storage at DFSP Soto Cano, and WoG activities supporting U.S. efforts in the Caribbean.

From March 19-22, 2024, DLA Energy Americas Region conducted its annual on "Americas in Action Shaping the Future." The offsite team launched three new 2024 Lines of Effort (LOE): 1) SOUTHCOM engagement; 2) INDOPACOM engagement; and 3) setting the AKTO by 2030. The new LOEs target opportunities where Americas can create positive effects through COCOM exercise participation, integrated supply chain awareness, mitigating fuel logistics and capabilities assumptions, international agreements, and sending region operations officers to get

experience in INDOPACOM, SOUTHCOM, or Alaska. Americas “Setting the AKTO by 2030” was integrated into the DLA Energy Annual Operating Plan.

As DLA Energy said goodbye to four regional commanders (Americas, Middle East, Japan and Korea), we welcomed their reliefs. As part of this transition, DLA Energy hosted the incoming and outgoing commanders during the week of April 16-19, 2024, at the DLA Energy HQ to explain how the headquarters interacts with and supports the regional offices. In addition to briefs from Energy senior leaders, the group also had the opportunity to attend the Thursday global update brief in the Agency Synchronization Operations Center and receive an orientation brief from one of its battle captains.

DLA Energy Indo-Pacific South-West provided advisory support to emerging fuel sites through seven staff assistance visits and numerous KLEs. Furthermore, the Indo Pacific South-West team helped plan, coordinate, and execute numerous Indo-Pacific real- world events, more than 25 joint exercises, and enduring operations. Its support extended to the Army, Marine Corps, Navy, Air Force, and Coast Guard of the United States and its allies throughout the Southwest Pacific and Oceania. Notable events included Cobra Gold, Agile Reaper, Talisman Sabre, Valliant Shield, Balikatan, Cope North, Aloha Liberty, Cope Thunder, Southern Jackaroo, Guaruda Shield, Tomiak Strike, and Hanuman Guardian. Their efforts facilitated the delivery of 17 million USGs of fuel valued at over \$25 million, providing crucial support to joint and coalition warfighters across nine countries.

# Defense Logistics Agency

## DLA Disposition Services Fiscal Year 2024 Historical Report



DEFENSE LOGISTICS AGENCY  
DISPOSITION SERVICES  
74 WASHINGTON AVENUE NORTH  
BATTLE CREEK, MICHIGAN 49007-0092

NOV 08 2024

MEMORANDUM FOR DLA HEADQUARTERS; ATTN: HISTORIAN

SUBJECT: Submission of DLA Disposition Services FY24 Annual History Input

As we conclude Fiscal Year 2024, I am pleased to reflect on the transformative initiatives and priorities that have driven our organization throughout this pivotal year.

Transformation has been the theme guiding DLA Disposition Services, marking a year of significant change and progress.

Successfully completing the organization's transition to the Warehouse Management System is perhaps the most significant accomplishment of the year for Disposition Services. WMS modernizes operational processes and simplifies a multitude of tasks for our workforce. The scope of this transition is a truly impressive accomplishment with our team fully implementing WMS across 63 Disposition Services locations in an unprecedented timeline of less than 18 months, without exceeding budgetary constraints. This new system helps solidify the agency's commitment to modernization as we look to increase efficiencies and provide world class support to our warfighters.

One of the standout achievements this year was the reorganization of some of our headquarters' offices in Battle Creek, Michigan. This restructuring has streamlined our operations, fostering a more cohesive and efficient working environment. Moreover, FY24 marked our first full year with Document Services integrated under our purview. This transition was facilitated by our operational control and improved our service delivery to customers.

The operational landscape saw remarkable activity, particularly with our Reutilization, Transfer, and Donation (RTD) program. High RTD rates were driven by major operations involving border wall construction material and Confederate States of America property. These efforts highlight our commitment to maximizing the reutilization of excess property improving warfighter readiness and supporting national priorities.

Our commitment to supporting the warfighter remained steadfast as we also provided robust support during the major exercise DEFENDER 2024 – underscoring our readiness and ability to support complex operational needs.

We continue to increase our value as a trusted mission partner. The Law Enforcement Support Office (LESO) had a notable year, and our support for small businesses and ship recycling initiatives further underscored our diverse capabilities. We focused on modernizing acquisition and supply chain management, improving contract management, and leverage industry hazardous waste disposal methods, including incineration, aqueous film forming foam, and polychlorinated biphenyls (PCBs).


Sales metrics by category showed strong performance, reflecting our efficient operations and strategic market engagement.

The future of work within DLA Disposition Services has been a key area of focus. We have initiated significant field site improvements and expansions, alongside our commitment to "Back to Basics" training programs. These initiatives ensure our workforce remains skilled, safe, and aligned with our organizational culture.

Our culture and workforce safety efforts were central to our operations, and I am proud of the investments made in training and resources to uphold these standards. Fiscal stewardship remained a priority, demonstrated by our commitment to A.123 risk management and audit readiness.

In addition to the implementation of WMS, our Digital transformation continued to shape our operations with, with advancements in our Warehouse Management System and ongoing R&D efforts leading the way. These developments position us for continued success and innovation in the years to come as we continue to modernize.

As we look back on FY24, the transformation theme truly encapsulates our journey. The dedication, talent, and drive of our team have enabled us to achieve remarkable outcomes and set a strong foundation for the future.



MICHAEL O. CANNON, SES, DoD  
Director

## 1. Introduction

DLA Disposition Services is the reverse logistics and printing solutions experts for the Department of Defense, offering a wide variety of services to accomplish this mission for the warfighter. The agency continues to support warfighters at more than 57 global locations, with its operational and leadership base in Battle Creek, Michigan. Field sites remained responsible for the receipt, accountability, classification, segregation, demilitarization, and disposal of excess material from the DOD and other government customers.

Disposition Services is the component of DLA responsible for disposing of surplus property received from the military service customers. Useable property that comes to the agency is first offered for reutilization within the DOD, transfer to other federal agencies, or donation to state and local governments and other qualified organizations. If none of the eligible organizations requests the useable property, the surplus useable items are offered for sale to the general public through a competitive sales process. Any material identified as scrap, which is an item that has no value beyond its basic material content, is immediately offered for sale.

During FY 2024, DLA Disposition Services received material with an original value of \$34.6 billion. From this excess material, the team processed 92,310 requisitions, resulting in 3.5 million usable items with an original value of \$1.6 billion. These items were provided for reuse by 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 \$87.45 million in FY 2024, which helped reduce the service-level billing incurred by the military services.

In FY 2024, DLA Disposition Services embraced transformation. This included the reorganization of headquarters offices aimed at enhancing operational efficiency. The integration of Document Services under its command was completed, marking our first full year with this expanded capability.

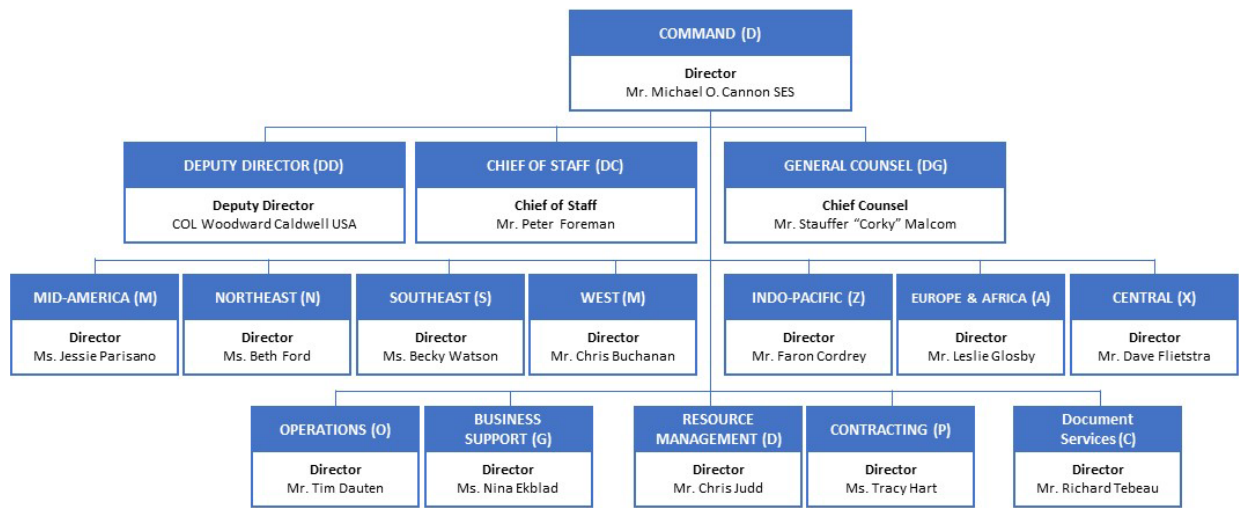
Reutilization, Transfer, and Donation (RTD) efforts saw a notable increase, driven by operations involving border wall construction material, reducing excess equipment, and disposing of Confederate States of America property. These initiatives underscored DLA's commitment to maximizing the reutilization of excess property and supporting national priorities.

The fielding of the Warehouse Management System (WMS) continued to be significant. This SAP-based inventory management system replaced the Distribution Standard System, and further optimized warehousing and transportation processes. The system underwent comprehensive testing at the Training and Operations Simulation Center in Battle Creek, positioning the organization for continued success.

The commitment of DLA Disposition Services to innovation, efficiency, and support for warfighters and national priorities remains steadfast, setting a strong foundation for the future.



2. Organization



3. Key Personnel Changes

As FY 2024 progressed, DLA Disposition Services witnessed notable transitions in leadership, affecting both the headquarters element and regional directorates:

- a. U.S. Army Colonel Woodward (Woodje) Caldwell assumed the role of deputy director.
- b. Tim Dauten succeeded Arthur Welsh, who retired, as operations director.
- c. Les Glosby took over as the DSD Europe and Africa, succeeding Jesse Parisano, who moved to DSD Mid-America, succeeding Kathy Atkins Nunez, who retired.
- d. Kelly Burell was named chief of Disposition Services Public Affairs, succeeding Dana Thornbury, who received a promotion with DLA J6.
- e. Krista Nawrocki assumed the role of Sexual Assault Response Coordinator and Robin Rogers joined the Public Affairs team as a specialist.

4. Total Personnel

Personnel includes over 1,400 civilians, 10 active-duty military members, over 100 local nationals, and six military reserve units, consisting of approximately 200 service members, all under the guidance of a dedicated senior executive service member. These figures exclude members of the Law Enforcement Support Office, whose funding comes from DOD.

5. Historical Narrative

- a. Warfighter Always

Disposition Services supports military service and civilian personnel around the globe and, as such, must prepare for contingency operations through training and exercises. From May 6-17, DLA focused on deploying its expeditionary capabilities during Defender 2024, United States European Command’s large-scale global exercise. This exercise showcased DLA’s ability

to provide in-country retrograde and disposal of designated excess property, demonstrating the agency's readiness to support global operations. The DLA Disposition Services team included 10 civilians and 8 service members, contributing to a larger DLA support entity that also featured Distribution and DLA J6 assets.

During the exercise, an expeditionary site set from Kaiserslautern, Germany, successfully deployed, exercised, redeployed, and reset – illustrating the team's operational readiness. In addition to the deployment operations, the team conducted WMS training and material handling equipment familiarization, enhancing the skills and preparedness of participating personnel.

The team of 18 full-time equivalents (FTEs) disposed of 75 unprocessed receipts from Kaiserslautern and assisted other DLA entities by scrapping 10 tons of material, contributing to overall mission success. This exercise not only prepared the agency to respond to and support integrated global operations, but also served as a valuable training and validation for the newly established expeditionary WMS account, ensuring that DLA Disposition Services remains agile and mission-ready.

## b. Support to the Nation

### (1) DLA Document Services

In terms of national support, DLA Document Services played a crucial role supporting the warfighter serving as the DOD's primary provider of printing services, office print devices, and electronic conversion services. In 2024, the realignment of DLA Document Services under DLA Disposition Services reached finalization. A significant milestone in this process was signing the DLA Document Services Optimization Project Charter on February 29. The charter set the objective to review and streamline contracting, financial, operational, and support services within DLA Document Services, aligning the office with DLA Disposition Services processes where it made good business sense to do so while adhering to relevant laws, regulations, and policies.

The realignment project occurred in three phases: current-state assessment and future-state recommendations, organizational alignment, and general order. During Phase 1, the project team conducted an initial assessment with representatives, stakeholders, and subject matter experts from DLA Document Services, DLA Disposition Services, DLA J6, and DLA J7. This phase also included six site visits and weekly working group sessions with leadership from both DLA Document Services and DLA Disposition Services.

Phase 2 will focus on leadership collaboration to develop a strategy for resource and organizational alignment. This phase aims at streamlining operational and support services, ensuring efficiency and alignment with the agency's broader mission.

In the third and final phase, DLA Disposition Services will present the organizational alignment plan to the Enterprise Organizational Alignment Board for approval. Once approved, the plan will be formalized through a general order, officially completing the realignment and positioning the organization for enhanced efficiency and mission success.

### (2) Reutilization, Transfer, and Donation (RTD)

Useable property that comes to DLA Disposition Services is first offered for reutilization within the DOD, transfer to other federal agencies, or donation to state and local

governments and other qualified organizations. Nearly every item in the military supply system can be found in the DLA Disposition Services inventory at one time or another and is available for reutilization, saving supply and maintenance dollars for the gaining organization. When Defense Department agencies no longer need useable property, their items become available to other federal agencies through a transfer process or are donated to state and local government, charities, and other approved organizations. This screening cycle provides significant savings to DOD, the federal government, and approved eligible organizations.

Throughout FY 2024, qualified customers made an estimated 92,310 requisitions, resulting in the acquisition of over three million usable items with a combined value of \$1.6 billion in original acquisition cost. The importance of reusing and repurposing these valuable resources is highlighted in the following graphs, illustrating the considerable impact of these efforts on supporting the nation's diverse needs.

### **FY 2024 Estimated RTD Data**

	<b>Numbers Requisition</b>	<b>Monthly Average Requisitions</b>	<b>Each</b>	<b>Acquisitions Value</b>
Army	4,933	18,175	163,576	\$191,853,992.55
Navy	9,316	19,352	174,165	\$85,713,090.55
Air Force	7,195	13,555	135,553	\$390,802,516.53
Marines	1,875	4,358	43,580	\$21,344,340.46
Coast Guard	10	1	10	\$115,000.00
DLA (S and U Dodaacs)	14,345	94,950	949,499	\$42,543,049.24
Transfer	2,146	4,622	46,219	\$83,942,742.52
Donation	12,577	12,982	129,817	\$152,447,876.00
LESO	5,528	7,163	71,630	\$213,229,018.35
Fire Fighter	1,461	5,580	55,799	\$59,993,414.17
CFL	171	117	1,172	\$1,826,889.86
FMS	2,781	6,615	66,149	\$79,983,126.12
CAP	0	0	0	\$0.00
VA	3,353	15,330	153,300	\$9,932,808.17
HAP	511	1,094	10,942	\$3,534,170.51
Counterpart Int	0	0	0	\$0.00
FEDMALL RECOUP	0	0	0	\$0.00
Other DOD Agencies	279	205	2,046	\$6,093,702.98
<b>FY Total</b>	<b>66,481</b>		<b>2,003,457</b>	<b>\$1,343,355,738.01</b>

### **(3) Confederate States of America**

DOD initiated a comprehensive plan to remove from U.S. military facilities all names, symbols, displays, monuments, and paraphernalia that honor or commemorate the Confederate States of America (CSA) and those who served voluntarily with the CSA. The final disposition of a CSA asset is considered complete when (a) an asset is transferred to a DOD

museum collection, (b) a donation agreement is concluded, or (c) DLA completes the destruction of the asset. DLA was tasked with processing all Group 3 assets received and ensuring they are mutilated to the point of scrap residue so that they can no longer be identified as commemorating or associated with the CSA. Per OSD guidance, impacted DOD customers must be identified, directed, and ensured only Group 3 CSA assets are directed to DLA for disposal.

- (a) Group 1- Museum-quality “historical artifacts.”
- (b) Group 2- Assets of “unique property” that have a relatively high cultural or monetary value.
- (c) Group 3- All other assets that refer to the CSA in some fashion.

Throughout the fiscal, DLA Disposition Services field activities provided military installations with at-request disposal support of all CSA property. In addition, DLA sites leveraged the expertise of their disposal support representatives to provide turn-in assistance. At the close of FY 2024 Disposition Services removed over 26,699 pieces of CSA items.

#### (4) Border Wall Materials

DLA Disposition Services remains steadfast in supporting the U.S. Army Corps of Engineers on the divestiture of \$375 million worth of excess border wall material. To date, the command has received and processed in excess of 25,900 excess items in 15 locations with a total value of over \$100 million. Additionally, 826 material release orders have been issued, encompassing 171,826 pieces valued at \$119 million. Collaborative efforts continue to ensure the effective management and repurposing of this material. Going forward, DLA continues to focus on selling any remaining material which includes awarding a one-time sale and tracking removals by purchasers.

#### (5) Rapid Removal of Excess (R2E)

The U.S. Army directed its Army Materiel Command to expedite the reduction and removal of excess equipment from units to alleviate the burdens of storage, maintenance, and accountability. As a result, 80% of the excess equipment is being transferred to the DLA Disposition Services. Currently, approximately 165,000 pieces of equipment have been approved for disposition to DLA, with about 132,000 pieces directed to Disposition Services and 33,000 pieces to Distribution. The R2E initiative is evolving into a continuous process rather than a one-time event. This effort includes training opportunities to teach disposal and reutilization practices, and the use of disposal service representatives as direct links to assist with disposal, training, and tailored disposal solutions to service level units across the world.

### c. Trusted Mission Partner

#### (1) Law Enforcement Support Office

The operation of the Law Enforcement Support Office results from congressional authorization of the transfer of excess DOD property to federal, state and local law enforcement agencies. Under this authority, excess DOD property or equipment that might otherwise be

destroyed may be conditionally transferred to over 8,000 participating law enforcement agencies across the United States and its territories.

In June, LESO successfully transferred eight elevated sensor surveillance systems (aerostats) to the Department of Homeland Security and U.S. Customs and Border Protection. Each aerostat had an original acquisition value of \$10,584,739, amounting to a total acquisition value of \$84,677,912. These aerostats will be utilized to enhance air and maritime operations.

Additionally, in July, LESO facilitated the transfer of three King Air 350 cargo transport aircraft from the U.S. Air Force Special Operations Command to the Department of Justice and the U.S. Marshal Services's Air Surveillance Unit. Each aircraft had an original acquisition value of \$17,000,000, with a total acquisition value of \$51,000,000. These aircraft will provide unique surveillance capabilities in support of DOJ operations. Throughout the year, LESO staff also undertook a significant project to gather serial numbers and photos to identify over 12,000 night-vision devices that had been issued over the past 30+ years. This effort resulted in the return of 304 radioactive optics to DOD for proper disposal.

The LESO team is responsible for managing the LESO/1033 Program and continues to improve its efficiency, cost effectiveness, transparency, and inventory control. In August, over 50 representatives from 39 different states attended annual LESO conference in San Antonio, Texas, where policies, best practices, and networking were displayed.

## (2) Small Business Recap

DLA Disposition Services demonstrated exceptional commitment to promoting small and small disadvantaged businesses (SB/SDBs) throughout FY 2024, surpassing the overall small business goal, Women-Owned Small Business, and Historically Underutilized Business Zones goals. The Service-Disabled Veteran-Owned Small Business goal was increased from 3% to 5% in FY 2024.

### FY 2024 Goals vs. Achievement

Small Business:	60.00%	67.46%
SDB:	22.00%	19.33%
WOSB:	5.00%	23.25%
SDVOSB:	5.00%	4.48%
HUBZone:	3.00%	5.92%

DLA Disposition Services conducted activities to maximize opportunities for small and small disadvantaged businesses, including on-site visits, training events, industry days, and conferences. Also, the Office of Small Business Programs (DB) assigned DLA Disposition Services two new key performance indicators targeting new entrants and socioeconomic/AbilityOne obligations.

Additionally, numerous high-dollar contract awards were made to small businesses during FY 2024, most notably:

(a) Northeast Regional HW Removal/Disposal to SDB contractor - \$4.8 million

(b) Richmond HW Removal/Disposal - \$3.5 million; San Diego Bilge - \$11.5 million; Eastern Rocky Mountain HW Removal/Disposal - \$8.6 million.

### (3) Ship Recycling

The agency developed a strong partnership with the Navy's Inactive Ships Office (SEA 21I) to support the Navy's naval vessel disposal program. This collaboration leverages DLA's public sales contracting support, while the Navy provides contract performance oversight. Over the past four years, this partnership has resulted in the successful recycling of 10 ships, allowing the Navy to avoid millions of dollars in maintenance and disposal costs. The Navy utilizes DLA Disposition Services sales authority, and in return, SEA 21I provides on-site technical expertise to ensure that contractors adhere to all terms and conditions of the public sales contracts, including environmental, occupational safety, and demilitarization requirements. The Navy retains ownership of the ships throughout the dismantling process. The residual scrap is turned over to DLA once dismantling is complete.

A recent highlight of this partnership occurred over the past 18 months, during which International Ship Recycling, Limited (ISL) dismantled five naval vessels at its facility in Brownsville, Texas. This contract generated \$360,000 in revenue. The original contract performance dates spanned from Sep. 14, 2022, to Nov. 14, 2024, with ISL completing the project on April 26, 2024, almost six months ahead of schedule. The five ships dismantled under this contract included the Ex-Yorktown (cruiser), Ex-Underwood (frigate), Ex-John L. Hall (frigate), Ex-Samuel B. Roberts (frigate), and Ex-Nicholas (frigate).

## d. Modernized Acquisition and Supply Change Management

### (1) Contractual Support

- (a) Hazardous Waste \$92,352,059.47
- (b) Incineration \$4,613,760.86
- (c) AFFF \$8,524,167.18 (landfill, U.S.)
- (d) PCBs (U.S.) \$961,624.90

### (2) Sales Metrics By Category

Commodity	QTY	(\$)
Surplus Property Sales	253,032 DTIDS	\$ 45.4 million
Traditional Sales	457 DTIDS	\$ 3.9 million
Scrap	242 million lbs.	\$ 16.5 million
Electronic Scrap	25.3 million lbs.	\$ 17.1 million

## e. Future of Work

### (1) Field Site Improvements and Expansions

DLA Disposition Services had a Service and Resource Management (SRM) budget of \$26 million for FY 2024. The agency is currently managing multiple large-scale field site improvement projects across its facilities to enhance mission readiness and infrastructure reliability.

#### (a) Pendleton (SONGS Mesa)

The design for the relocation of DLA Disposition Services Pendleton to a new building is 35% complete. Legal reviews and congressional notification documents are being prepared to fund the project, which involves renovating Facility 5003. Originally built between 1980 and 1985, the 165,300-square-foot building requires extensive upgrades to its electrical, telecommunications, and ventilation systems to meet current mission requirements. Additionally, the roof and exterior wall panels need repair due to age, and the fire protection system requires improvements to meet code compliance. This relocation is critical, as ongoing operations in Area 22, adjacent to Marine Corps Air Station Camp Pendleton, are impacted by planned runway expansions. Renovating Warehouse 5003 will support Disposition Services' mission to dispose of excess DOD property. The building has been vacant for nearly a decade, and system failures necessitate immediate upgrades.

#### (b) Columbus

The design for the Building 44 renovation is 100% design complete, with the project currently in the solicitation phase. The contract is expected to be awarded by the end of FY 2024, with construction starting early FY 2025. This project will involve repairs to the electrical system, fire protection system upgrades, roof repairs, and renovations to administrative and warehouse areas. As the sole occupant of Warehouse 44, DLA Disposition Services relies on this 202,869-square-foot facility to dispose of excess property, including foreign excess personal property, hazardous materials, and property requiring demilitarization. Repairs are essential to meet mission requirements, as constructing a similar facility would require MILCON appropriations and no other suitable facilities are available on Defense Supply Center Columbus.

#### (c) Hart-Dole-Inouye Federal Center (HDIFC) MILCON

The HDIFC MILCON project characterization study is 65% complete, and the design phase is 10% complete. This project remains in the planning phase and has not yet been approved by Congress. HDIFC, a historical building over 120 years old, requires approximately \$500 million in deferred maintenance and repairs. DLA is exploring alternative locations, including a potential MILCON project at Battle Creek Air National Guard Base. However, the earliest this project could be submitted for congressional approval is FY 2028, with potential funding in FY 2030. The planning process will determine whether pursuing this MILCON project is feasible based on funding availability and the likelihood of obtaining necessary approvals.

#### (d) Document Services Pensacola

Repair efforts for storm-damaged Building 461 at Pensacola are currently in solicitation, with the contract expected to be awarded in August 2024. The project will include roof repairs, mold remediation, and interior refinishing to restore the building's functionality. These initiatives are critical to sustaining Disposition Services's infrastructure and ensuring continued support to the warfighter through the disposition of surplus and excess property.

#### (2) Foundational Block One Training

This training has been delivered on a recurrent, monthly basis since January 2023 using the Federal Zoom virtual platform for every new employee joining DLA DS within their first 60 days.

Functional Block Two Training will focus on job-specific training for various job series/specialties within DLA DS. Environmental Protection Specialist, Management and Program Analyst, Program Manager, and Equipment Specialist courses are currently in development.

Positional Block Three Training will offer verbal and practical training tailored to specific positional duties. Advanced Material Handling Equipment skills, Nuclear Waste-Related Material guidance, Contracting Officer Representative, Sales Point of Contact, Resource Analyst, and action officer duties are scheduled for development and implementation. Also run pilot versions of Equipment Specialist, Resource Analysts, and Supervisors, but not at the point to implement full sustainment.

#### f. People and Culture

##### (1) Workforce Safety Focus Efforts

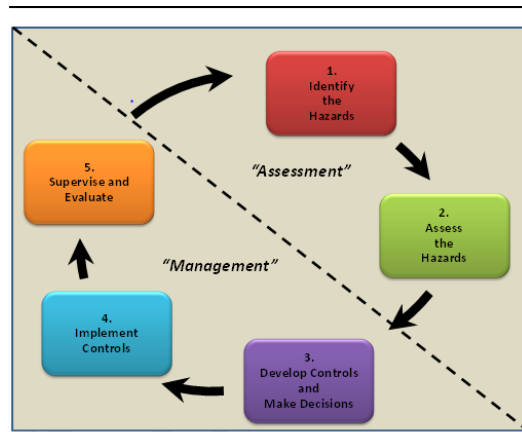
DLA Disposition Services is fully committed to cultivating and maintaining a strong safety culture in which all employees feel empowered to report unsafe conditions without fear or hesitation. The program is centered on risk reduction, supported by the development of actionable property and procedures through detailed analysis, trending, and oversight. The primary objective of this program is to foster a safety culture where teamwork drives readiness and ensures safe operations.

FY 2024 continues to trend in a positive direction of reducing safety occurrences while improving overall safety scores. Since the initiation of the telematics program in the fourth quarter of FY22, Disposition Services has increased telematics vehicles by 92% - from 47 to 140 – and increased miles driven by over 100%, while reducing occurrences by more than 50%, increasing the overall fleet safety score from 60.9 to 88.5.

Requirements to develop story boards for each material handling equipment (MHE)-related property damage incident has allowed us the agency to dive into root causes for each incident. These efforts have been highly successful in helping to reduce material handling equipment-related property damage, bringing these incidents to a five-year low.



The program's three lines of effort focus on improving mishap reporting and investigations, enhancing Safety and Occupational Health inspections and hazard management processes and strengthening SOH training and awareness. These efforts are underpinned by a five-step process designed to increase operational effectiveness and improve the probability of mission accomplishment.

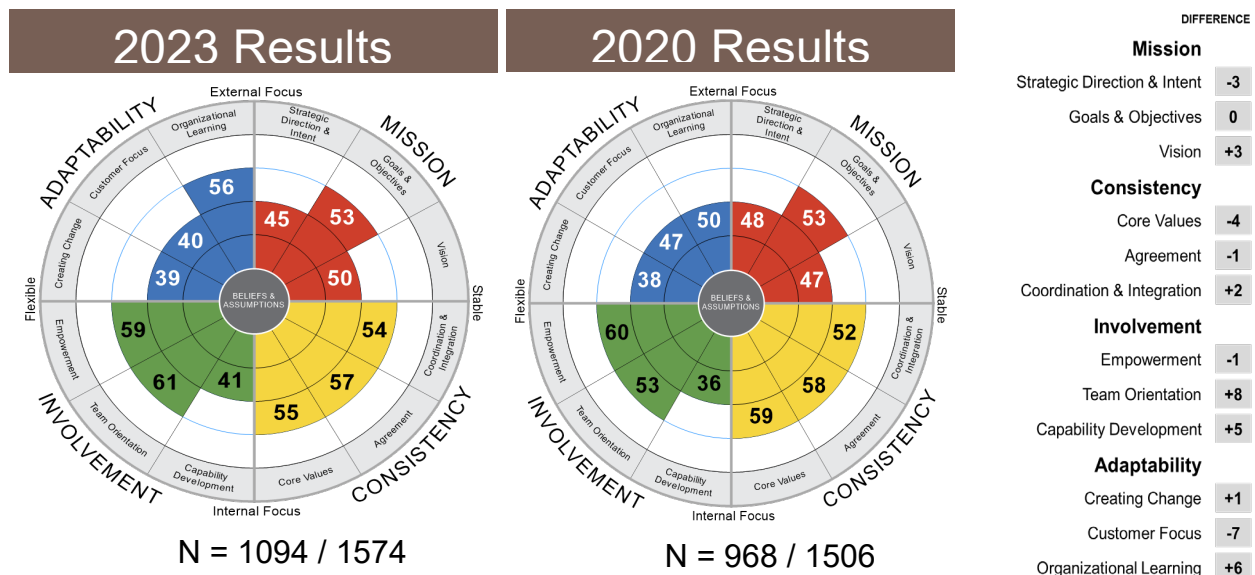


This systematic approach helps identify hazards, assess risks, and implement effective management strategies. It is a systematic way of identifying hazards, assessing them, and managing the associated risks.

## (2) Culture Year in Review

In terms of organizational culture, DLA Disposition Services achieved a 70% response rate on the Denison Culture and Climate Survey. Despite the challenges posed by COVID-19 and IT implementations—both of which are typically seen as negative influences on culture—the results were in line with projections and even showed improvement in certain areas. DLA ranked in the top one-third compared to more than 1,000 organizations surveyed across the world. These results indicate a well-rounded and balanced culture within the agency.

In April, DLA Disposition Services hosted Culture Representatives from each region at a Culture Summit in Battle Creek, where they met with DLA Disposition Services leadership to discuss ideas and potential opportunities. During the summit, the team developed four Culture Action Plans, which will be submitted to DLA Headquarters. Additionally, the team explored the application of artificial intelligence to analyze culture and used it to define workforce culture and identify patterns in feedback, ensuring an unbiased assessment.



The Culture Action Team at DLA Disposition Services is a unique and passionate group of individuals from diverse backgrounds, locations, and roles, all united by the common goal of continuously improving DLA Disposition Services. The energy and enthusiasm of over 30 people working together to help others in a positive way is unmatched, making the team an essential driver of the agency’s ongoing success.

g. Digital Business Transformation

(1) Warehouse Management System

The agency-wide transition to the Warehouse Management System, initiated in 2022, represents a significant milestone in ongoing efforts to streamline operations, enhance efficiency, and more effectively execute the mission. This transition aligns two of DLA’s major operating systems onto a single software platform, reducing operational complexities and ensuring more seamless processes across the organization. The primary purpose of adopting WMS is to elevate DLA’s warehouse management capabilities to meet industry standards, enhancing overall performance and responsiveness.

The implementation of WMS will revolutionize how warehouses operate, with the introduction of tablets, scanners, and portable printers aimed at minimizing the processing time required for turn-ins. This upgrade underscores DLA’s commitment to evolving and meeting the needs of warfighters as it continues serving as the nation’s logistics combat support agency.

The journey to this achievement highlights the collective dedication of the Disposition Services family. Through a systematic yet aggressive rollout plan, the entire Disposition Services network successfully transitioned to WMS in less than two years—an impressive accomplishment. By leveraging this advanced technology, WMS is expected to deliver numerous benefits to the workforce in the field, including faster processing times for turn-ins, increased auditability, and reduced customer wait times. This transition exemplifies DLA’s dedication to innovation as it continues to meet the needs of those it supports.

## (2) Research & Development Efforts

DLA Disposition Services is leveraging technology to improve warehouse operations and optimize the use of the workforce. One such innovation is “Rosie,” an autonomous floor scrubber. Initially introduced at the Richmond field site, Rosie now operates at Joint Base Lewis-McChord, where it sweeps and mops the warehouse floors. By taking over dull, dirty, and dangerous tasks, Rosie frees up staff to focus on more critical operations, such as receiving property. This shift allows DLA Disposition Services to utilize its workforce's decision-making skills more effectively, creating greater value for their time. The team at JBLM is becoming increasingly comfortable with Rosie working autonomously at night and collaboratively during the day, keeping the warehouse clean while property is being stowed. This initiative enhances both cleanliness and operational efficiency, making the work environment more appealing and functional.

In another technological advancement, DLA Disposition Services has implemented a "Digital Twin Simulation" at the San Joaquin site. Using tools like LiDAR, lasers, and FlexSim software, the team created an exact digital replica of warehouse bays 2-5. This model allows DLA to analyze every step of warehouse operations, from off-loading trucks to storage, issue, and sales. By capturing data on distances, times, and workflows, the digital model enables leadership to explore various "what-if" scenarios. For example, leaders can simulate flipping warehouse bays 4 and 5, rearranging racks, opening more doors, or adjusting MHE travel paths. These simulations help planners assess gains, risks, and potential effect on production volumes.

The digital twin helps identify the most efficient MHE paths to reduce incidents involving people, structures, or equipment. The data is displayed in a split dashboard, with the current "as-is" state on the left and the various "what-if" scenarios on the right. This side-by-side comparison helps leadership make informed, data-driven decisions, a significant improvement over previous methods that relied on personal preferences or opinions.

The success of this digital model has drawn agency attention and, as a result, DLA Disposition Services is sharing findings with other major subordinate commands. DLA Distribution and DLA Energy have already requested meetings to learn more about how they can implement similar digital modeling. These innovations are paving the way for smarter, more efficient warehouse management across the agency.

# Defense Logistics Agency

## DLA Distribution

### Fiscal Year 2024 Historical Report



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

NOV 24 2024

MEMORANDUM FOR HISTORIAN DLA HEADQUARTERS

SUBJECT: Submission of DLA Distribution FY 2024 Annual Historical Report

Defense Logistics Agency Distribution's FY 2024 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. Occupying 37 million square feet across 445 buildings, DLA Distribution carried 2.2-million-line items and managed 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 2024 Historical Report. Warfighter Always!

  
PERRY L. KNIGHT, SES  
Deputy Commander

Attachment:

1- Annual History Report

## **1. Introduction**

DLA Distribution, a Major Subordinate Command (MSC) within the Defense Logistics Agency, is the Department of Defense's storage and distribution provider. 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 7 countries.

### **a. Statistics**

During FY 2024, DLA Distribution employed approximately 8,500 logistics professionals (federal government civilian and military, contractors, and foreign nationals) and supported 46,000 customers. Occupying 37 million square feet across 445 buildings, DLA Distribution carried 2.2 million line items and managed 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 & marking; material processing center (MPC); theater shipping consolidation point

(2) Transportation planning & 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 & 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 has a deployable capability known as the expeditionary team (DDXX, or "distribution center in a box"), which provides an in-theater, agile, and flexible distribution option while reducing reliance on strategic airlift.




### 3. Key Personnel

#### a. DLA Distribution Headquarters Senior Leaders and Staff:












**DLA Distribution Headquarters**



**Commander**  
**RDML Michael York**  
**SC, USN**



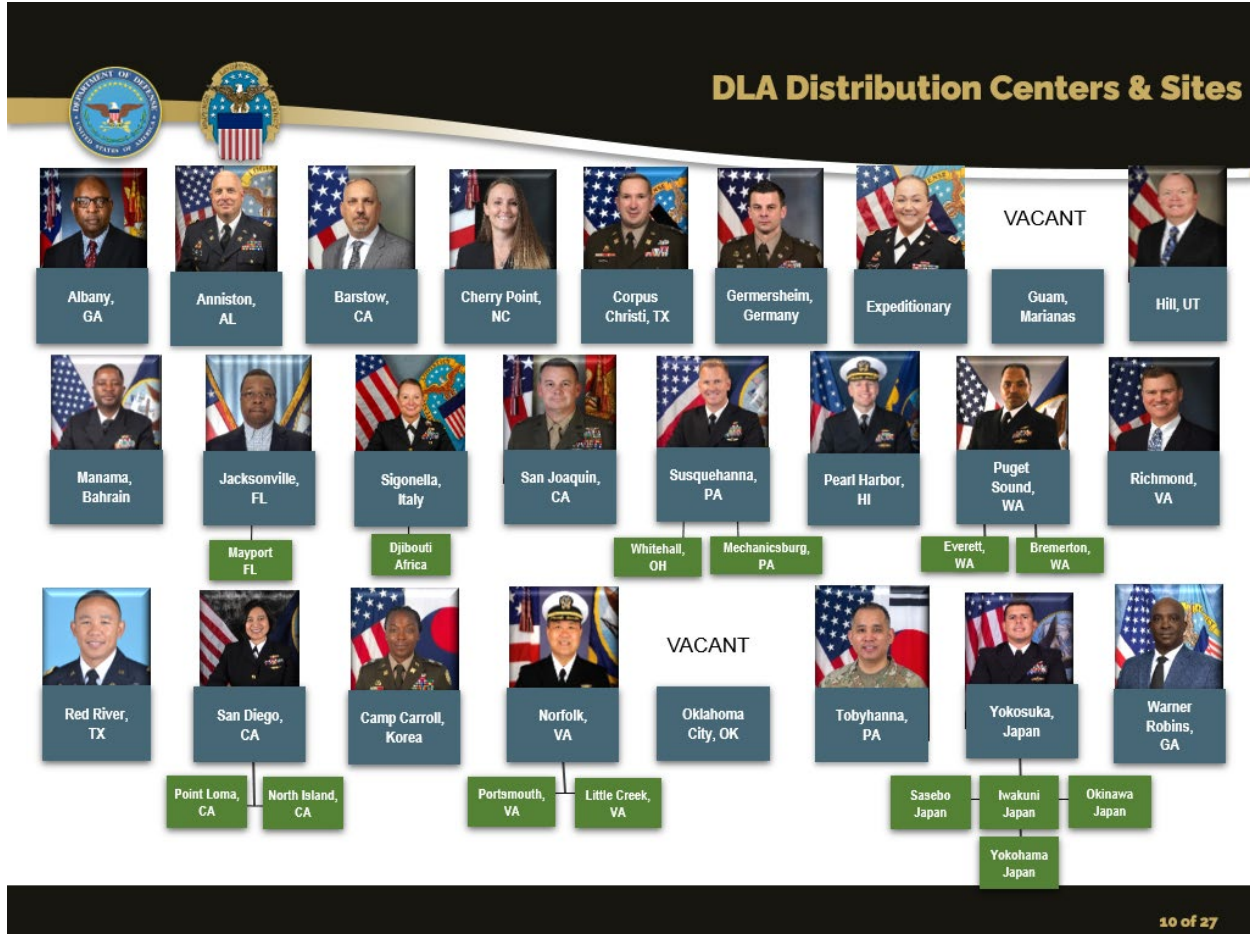
**Deputy Commander**  
**Mr. Perry Knight, SES**

 <b>DLA HR</b> <small>Ms. Annie Firth</small>	 <b>Network Integration</b> <small>Mr. Jim Stanford</small>	 <b>Distribution Center Ops</b> <small>Mr. Brad Bellis</small>	 <b>Network Process Mgmt</b> <small>Mr. Paul Abel</small>	 <b>Chief of Staff</b> <small>Mr. Gene Surmacz</small>	 <b>Plans, Training &amp; Modernization</b> <small>Mr. Joe Faris</small>	 <b>Acquisition Operations</b> <small>Ms. Meg Ross</small>	 <b>DLA Finance</b> <small>Mr. Charlton Albright</small>	 <b>Financial Audit, Infrastructure Mgmt</b> <small>Mr. John Northrup</small>
 <b>DLA Info Ops</b> <small>Mr. Mike Kochera</small>	 <b>Equal Employment Opp</b> <small>Ms. Carrie Cash</small>	 <b>Office of Strategic Programs</b> <small>Col Paul Arkwell</small>	 <b>SAPR-East SAPR-West</b> <small>Ms. Dawn Birks Ms. Kelly Villalobos</small>	 <b>Inst. Mgmt.</b> <small>Mr. Vic Montefour</small>	 <b>Office of Insp. General</b> <small>Mr. Bill Rigby</small>	<p style="font-size: 1.2em;">Vacant</p> <p><b>General Counsel</b></p>	 <b>Intelligence</b> <small>Mr. Brian McCartin</small>	 <b>Sm. Business</b> <small>Ms. Carey Baker</small>

9 of 27



b. DLA Distribution Center Senior Leaders:



#### 4. Distribution Operating Plan

In FY 2024, the DLA Distribution Office of Strategic Plans continued to refine Campaign Plan FY 2030, a foundational document that nests within DLA Strategic Plan 2025-2030 and prepares the command for initiatives outlined in its dynamic operating plan (DOP) for FY 2024-2025. The office tracked, measured, and evaluated progress against DOP execution. 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.”

In FY 2024, DLA Distribution operated in a fiscally constrained environment resulting from years of workload reductions and increasing rates due to prior net operating losses. The decline in workload required the command to meet customer requirements with fewer resources while finding offsets, all while achieving its obligations for auditability. DLA Distribution’s vision remains to lead Department of Defense (DOD) global distribution into the future by leveraging modernization, agility, a highly skilled workforce, and compelling innovation.

DLA's FY 2026-2030 program budget review (PBR 2026) responded to the rate / workload problem through modernization and cost saving measures, which is essential to achieving cost reduction goals and improving DLA Distribution's financial posture. DLA Distribution progressed toward its FY 2024 goals through active leadership; unity of effort; customer focus; and aligning with services, DOD, and whole of government requirements.

## **5. DLA Strategic Plan**

The following are FY 2024 accomplishments in support of the DLA Strategic Plan and DLA Distribution's DOP:

### **a. Warfighter Always**

Performance remained historically consistent, despite challenges with Warehouse Management System (WMS) implementation and unexpected workload surges.

#### **(1) U.S. Indo-Pacific Command Plans**

##### **(a) China Problem Set (CPS)**

DLA Distribution J5 planners were heavily involved in Indo-Pacom's initial Pacific Integrated Rehearsal and TPFDD Execution Simulation (PIRATES), which was held in Hawaii at the Pacific Warfighting Center from 4 -8 December 2023. Internally, the J5 team worked with HQ J6 ACE and J35 to develop a DLA Distribution-focused logistics supportability analysis for the CPS.

DLA is advancing its Indo-Pacific posture. A series of whiteboard sessions were launched to develop the "DLA Indo-Pacific Concept of Support," focusing on actionable strategies, collaborative input, and operational synchronization. This initiative aims to shift DLA Distribution from a Northeast Asia-centric approach to a more balanced distribution framework across the first and second island chains. Proposed actions include prepositioning DDX equipment, developing cold site/warm site facilities, and adding full-time equivalents (FTEs) and material handling equipment.

##### **(b) Guam**

Following 2022 discussions during the Guam Warehouse Planning charrette, J3, J5, and Accenture looked at the feasibility of having a theater consolidation shipping point (TCSP) at Anderson AFB to reduce customer wait time. DLA Distribution Guam and J3 have been working with the 734th Air Mobility Squadron which has offered office space, which will be allocated for J6 operations and liaisons. Under a renewed contract, there will be two LNOs at Anderson AFB to assist in processing material coming / leaving by air.

##### **(c) Korea Problem Set (KPS)**

DLA Distribution worked with DLA-Info Pacific, and United States Forces Korea to ensure DLA equities were being accounted for in KPS planning. J5 planner



attended a logistics running estimate workshop (LREW) hosted by USFK to support DLA-IP's ongoing efforts to align DLA equities with KPS planning initiatives. KPS OPLAN is being updated and the outputs from the LREW support the updated OPLAN development. Exercises taking place on the Korean peninsula will also facilitate discussions on requirements and further DLA equities. J5 also worked with DLA-IP, USFK, and 8th Army to outfit DLA Distribution Korea with M50/51 gas masks and establish an enduring agreement for long-term provisioning of gas masks for all DLA personnel on the peninsula.

## (2) U.S. European Command Plans

DLA Distribution in FY 2024 provided wholesale and transshipment distribution services to DLA HQ and its MSCs, EUCOM J4, U.S. Army Europe (USAREUR) and its subordinate 21<sup>st</sup> Theater Sustainment Command, U.S. Naval Forces Europe (NAVEUR), U.S. Army Materiel Command (AMC), DLA Europe and Africa (DLA E&A), and other members of the joint logistics enterprise.

DLA Distribution processed over 233,000 MROs valued at over \$1.5 billion in support of both theater and Security Assistance Group – Ukraine (SAG-U) requirements through June 2024. DLA Distribution processed over 40,000 MROs valued at over \$350 million in support of Foreign Military Sales to Israel through June 2024. J5 EUCOM team consistently supported the ongoing Ukraine and Israel crisis by providing high caliber planning support to DLA HQ and its Major Subordinate Commands.

The EUCOM Team collaborated in contingency planning for the EUCOM theater in accordance with the Contingency Planning Guidance as well as contingency planning centered around NATO's response to Russia's invasion of Ukraine shifting from deliberate plans to Future Operations (FUOPS) and Current Operations (CUOPS). Since the Crisis in the Ukraine is stabilizing, planners provide daily monitoring in support to EUCOM's Assure and Deter Operations. SAG-U and expansion of USAREUR-AF sustainment sites to the Baltics and Romania as well as capacity analysis of DLA distribution centers in Germersheim and Sigonella are still ongoing.

With the Ukraine Crisis continuing and the Israel Crisis in Gaza going on simultaneously, EUCOM in conjunction with U.S. Central Command has been on notice with the Lebanon noncombatant evacuation operation in support of the Office of Secretary of Defense (OSD). DLA Distribution supported DLA HQs FUOPS beginning OPTs on Gaza foreign humanitarian assistance / joint logistics over the shore mission. Planners have been in constant contact with USAREUR to keep lines of communication open and substantiate that DLA Distribution will be able to support through Germersheim and Sigonella if support is needed. DLA Distribution also assisted in the United States Government withdrawing assets from Niger.

DLA Distribution planners completed the DLA Distribution Surge Manpower and Equipment requirements associated with EUCOM's priority plan. Relying on analysis provided by the (ACE) through data already available to support the Time Phased Force Deployment (TPFD) and get a near as possible depiction of support needed and available for a Globally Integrated Plan, which was approved. Additionally, the EUCOM planners have been monitoring the situation with Naval Supply Systems Command (NAVSUP) and NAVEUR to reduce Logistics Response Time (LRT) for vessels operating in the Mediterranean. Distribution is monitoring the workload and Cargo Routing File Information for any potential augmentation missions needed by Stakeholders. Theater Consolidation and Shipping Point to transship cargo to

other areas in the High North and South are being evaluated and assessed with our partners for change in architecture. Planners assisted EUCOM J4 to produce CONCEPT of Logistics Annex D, and Appendix 5 to Annex D with Finland and Sweden joining NATO.

EUCOM planners continue to provide Distribution support to HQ DLA as it works in concert with OSD to participate in the selling proof of principle with the NATO Logistics Stock Exchange (NLSE). Assisting in EUCOM's efforts to collaborate with NATO on developing logistics processes to support members. DLA Distribution is prepared to sell validated material through the NATO Common Item Material Management system to NATO partners throughout Europe. Planners in partnership with DLA HQs work on finalizing the NLSE process with the release of items anticipated by DLA HQ in FY 2024.

Lastly, EUCOM planners are looking forward to the completion of Area Development Plans for DLA Distribution Europe. In FY 2024 a Bulk Storage Facility should be completed in Germersheim at a projected cost of \$6.88 million. In FY 2026 Germersheim will get another injected boost with a Logistics Distribution Center Annex of 160,000 SF at the cost of \$46 million. The combined effort of these two MILCON projects will ensure the growth of support needed in the EUCOM AOR by the Combatant Commands.

### (3) CENTCOM Plans

DLA Distribution received guidance in March to transition CENTCOM Distribution Center operations to Western Saudi Arabia. In July, the team performed a comprehensive site survey in Western Saudi Arabia, pinpointing Jeddah as the best promising candidate for future storage and distribution operations. As mitigation for any potential timing risks associated with transitioning operations from East to West, J5 is exploring options to extend the utilization of the current facility in Bahrain, ensuring uninterrupted customer support. J5 provided an in-progress review to the DLA J3 and DLA CENTCOM and U.S. Southern Command (C&S) and continues to work with J7 to develop an acquisition package to secure the site. Future Key leader engagements are being coordinated with HQ DLA staff and the C&S commander to synchronize actions in theater with CENTCOM and the components.

### (4) Global Posture Plan

DLA Distribution J5 developed the FY 2024 Global Posture Plan (GPP) to strategically position its distribution network for future needs. Crafted in close alignment with the National Defense Strategy and various Combatant Commands, the plan ensures consistency with overarching defense goals. The GPP addresses both current and future posture gaps, incorporating proactive measures to boost readiness and resilience. Key elements of the plan include optimizing logistics infrastructure, location, capabilities, and enhancing supply chain responsiveness. It also outlines strategies for adapting to emerging threats and operational demands, ensuring DLA Distribution remains agile and effective in supporting global missions.

### (5) Global Resilience Initiative (GRI)

DLA Distribution J5, in collaboration with DLA Headquarters, developed a forward operating stocks strategy in alignment with the Joint Staff J4's "Forward Positioning of Operating Stocks" strategy. This effort aims to prepare theaters for a transition from competition

to conflict. An analysis of space requirements against available capacity at Indo-PACOM-facing distribution centers revealed that current storage capacity is inadequate to meet forecasted needs. Moving forward, the GRI initiatives will be integrated into the DLA Campaign Plan to address these gaps and enhance overall operational readiness.

#### (6) Exercises / Operational Training

##### (a) Rim of the Pacific (RIMPAC) Support

RIMPAC is the world's largest international maritime exercise. RIMPAC 2024 was the 29th exercise in the series that began in 1971 that aims to demonstrate interoperability across the full spectrum of military operations. The theme of RIMPAC 2024 was "Partners: Integrated and Prepared." DLA Distribution Pearl Harbor, Hawaii successfully supported the increased naval presence in the region from May 2024 through late August of 2024. The exercise included 40 surface ships, three submarines, 150 aircraft, 14 national land forces, and over 25,000 military personnel from approximately 29 nations. During RIMPAC exercise support, DLA Distribution Pearl Harbor, Hawaii, processed over 20k items for RIMPAC participants that represents a volume spike of 22% in MPC workload and is over 4x normal volume for ALOC and small parcel receiving.

##### (b) Freedom Shield 24 / Ulchi Freedom Shield 24

Freedom Shield 2024 (FS24) took place in March 2024 with the follow-on exercise Ulchi Freedom Shield 2024 (UFS24) occurring in August 2024. DLA Distribution Joint Reserve Force (JRF) personnel deployed to multiple locations across the Republic of Korea in support of both training events. The reservists filled key positions as distribution specialists, operations staff, and organizational Liaison Officers (LNOs) to provide critical, embedded support to warfighting components as well as to United States Forces Korea (USFK) and Logistics Enterprise (LOGENT) counterparts. FS24/UFS24 were designed to simulate potential conflict scenarios on the Korean Peninsula. Distribution's participation in the training events was vital to evaluating DLA's operation in a contested logistics environment within the INDO-PACOM Area Of Responsibility (AOR) and highlighted close working relationships with the joint services, USFK, 8th Army, and 19th Expeditionary Sustainment Command partners.

##### (c) Eagle Rising 3.0

DLA Distribution exercised humanitarian assistance and disaster response readiness in FY 2024 by participating in Federal Emergency Management Agency's (FEMA) Eagle Rising 3.0 (ER 3.0). ER 3.0 was a mandatory, annual, integrated continuity exercise for all federal executive branch departments and agencies, directed by national continuity policy. ER 3.0 allowed the executive branch to implement integrated, overlapping, national continuity concepts to ensure the preservation of the government and the continuing of essential functions. DLA Distribution trained in conjunction with FEMA during ER 3.0 to validate the interagency agreement between the two organizations. The DDXX team participated in the FEMA ER 3.0 disaster recovery field exercise at Maxwell Air Force Base in Montgomery, Alabama, from April 8-12, 2024. Participants at ER 3.0 practiced all aspects of an Incident Support Base (ISB)

mission – opening, receipt, commodity shipping, delivery, records management, closeout, and retrograde – while following the FEMA standard operating procedure.

#### (d) DLA Energy Resilience Readiness Exercise

The DLA Energy Resilience Readiness Exercises was a planned installation power outage on DLA Distribution Susquehanna, Pennsylvania, coinciding with a real-world disconnection from the local power utility. During the exercise, backup generation ran at full operational load for an extended period. This framework provided comprehensive, Installation-level guidance to identify gaps in Distribution's energy resilience posture and prioritize targeted investments to improve their operational environment.

#### (e) DLA Mission Assurance Exercise (MAEX)

A J5 strategic planner represented DLA Distribution at the Mission Assurance Exercise 24-01 in Battle Creek, Michigan, from 30 Oct 2023 – 3 Nov 2023. The MAEX was a cyber-disruption training event requiring alternate business processes to maintain essential functions. Exercise objectives included validating alternate business processes, measuring the workload capacity and effectiveness of the DLA Customer Interaction Center, testing minimum viable product functionality, and validating the accuracy of process workflow within email boxes. During the exercise, DLA Distribution presented the offline inventory capability that was built in collaboration with the J6 Electronic Data Warehouse/Big Data Team, in which inventories of all 24 distribution centers are delivered daily in the SAS Viya environment. Now, when networks are interrupted and centers cannot access the Warehouse Management System or the Distribution Standard System, the offline inventories serve as warehouse locators to enable manual operations.

#### (f) Keen Edge 24 / Turbo Challenge 24

Keen Edge 24 (KE24) was a Tier-1 USINDOPACOM and Japanese Joint Staff (JJS) Command Post Exercise (CPX) conducted in multiple locations. Distribution deployed five JRF personnel to serve as LNOs to support in the DLA INDO-PACIFIC Synchronization Operations Center, the INDO-PACOM Pacific Deployment and Distribution Operations Center, and the Theater Joint Forces Maritime Component Commander. The purpose of KE24 was to ensure combined joint warfighting readiness and ensure refined Command and Control (C2) procedures. In addition, KE24 measured the joint targeting cycle and improved interagency coordination and interoperability with the Japanese Self Defense Force. KE25 was a linked training event with Turbo Challenge 24 (TC24). TC24 was a U.S. Transportation Command CPX conducted at Scott Air Force Base, Illinois with training audiences at INDO-PACOM and other various locations around the globe. The purpose of TC24 was to provide the TRANSCOM Commander an assessment of the command's warfighting readiness (global mobility capacity and global command, control, and integration) and U.S. Transportation Command headquarters' preparedness to effectively execute Unified Campaign Plan responsibilities in the context of great power competition. KE24/TC24 assessments included capability gaps and corrective actions, identified within the context of doctrine and policy.

#### (g) Defender Europe 24

Defender Europe 24 (DE24) was a EUCOM scheduled, USAREUR-AF conducted Tier-1 exercise consisting of three linked training events: Saber Strike 24 (SBS24), Immediate Response 24 (IR24), and Swift Response 24 (SR24). Distribution deployed 24 DDXX personnel, including four JRF personnel and two Contingency Information Technology (C-IT) personnel, to Germersheim Germany. The team exercised an alternate TCSP from May 6-17, balancing customer desire with current and anticipated demand signal supporting a Combatant Command (CCMD) joint exercise in a simulated OCONUS contingency scenario. The alternate TCSP operation processed 28 air pallets and 1,620 lines. Distribution Exercise Planners evaluated DE24 execution to identify DDXX operational strengths and weaknesses. This was the first DDXX deployment in support of an OCONUS CCMD exercise since 2019, due to the COVID-19 pandemic. DE24 established forward expeditionary capabilities from two DLA MSCs (Distribution and Disposition Services) with J6 C-IT support.

#### (7) Distribution Expeditionary Manpower 2024

DLA Distribution has several resource pools available to support requirements such as exercises, deployments, operational support, surges, contractor-to-contractor transitions and other initiatives that require additional manpower. Once notified of a requirement, the Distribution Network Integration team ensures deployers are medically qualified, trained and sent to the desired location.



## (8) Joint Reserve Force (JRF)

The JRF assigned to DLA Distribution consists of five Navy units, one Army reserve element, and 22 Air Force and two Marine individual mobilization augmentees. During FY 2024, the JRF personnel provided 15,185 man-days of mission support through deployments, Annual Training, and sustainment to fourteen distribution centers and five CCMDs.

DLA Distribution had 15 Reservists support mobilizations (i.e., DLA Support Team in FY 2024). Reservists from Susquehanna, Oklahoma, San Joaquin, the Army Reserve Element, and non-organic personnel supported operations in Kuwait, Djibouti, and Germany. Additionally, 50 Reservists supported exercises throughout the year, including Pacer Goose, UFS 24, Eagle Rising, Keen Edge 24, RIMPAC, and Defender 24 located in Hawaii, Korea, Norfolk, and Homestead Air Base respectively.

Throughout FY 2024, DLA Distribution Reservists manned the Hurricane Support Team with 16 personnel from the Navy, Army, and Air Force. These reservists were located at Red River Texas, New Cumberland, Pennsylvania, Norfolk Virginia, and Warner Robins Georgia. While not supporting hurricane efforts, these reservists were a huge asset to the distribution centers and their warehousing operations.

During FY 2024, Distribution Reservists provided critical support to many distribution centers through annual training and long-term orders. Of note, DLA Distribution

Mission Support issued several advertisements through the Navy system Zip Serve which allowed us to get non-organic reservists who needed a place to drill at several of our CONUS sites. This in turn freed up our own Organic reservists who could then focus on exercises and other critical missions which required specific Distribution skill sets. Total Reserve support to all the CONUS sites in FY 2024 equated to 4,807-man days.

OCONUS distribution centers also received reserve assistance at the following locations: Guam, Okinawa, Sasebo, Pearl Harbor, and Korea. Of notable mention, Pearl Harbor received assistance throughout all FY 2024. Thirty-three reservists supported for a total of 5,671 man-days. This included a Reserve team working in the wholesale/retail warehouse operations, the RIMPAC exercise, and one Reserve Officer on PFI orders who served as the temporary Retail Division Chief. Total OCONUS Reserve support in FY 2024 was 6,960-man days.

#### (9) Expeditionary Civilians

The team of Expeditionary Civilians supporting Distribution consists of 187 Capability Based Volunteers made up of several grades and series. Additionally, Distribution has two DDXX teams located in San Joaquin, California and Susquehanna, Pennsylvania. Each team consists of 49 team members. DDXX civilians supported several exercises throughout the year, including Defender 24 in Germany, FEMA Eagle Rising in Florida, and RIMPAC in Pearl Harbor.

The DDXX teams were tasked with supporting many CONUS distribution centers in FY 2024. These missions included MPC support, backlog assistance, Air-Beam set-up/maintenance, wheel assembly, Transportation, Shipyard assistance, and WMS implementation. In addition to the CONUS Distribution Center support, DDXX also provided support to OCONUS sites which included: Pearl Harbor, Hawaii; Yokosuka, Iwakuni and Sasebo, Japan; Germany, Guam, and Sigonella, Italy.

In FY 2024, DDXX assisted with the roll out and training of WMS at the distribution centers. These civilians came from both San Joaquin and Susquehanna. Once trained on the new WMS system, the civilians acted as Hypercare advisors and were integrated as part of the deployment teams implementing WMS. DDXX members assisted with coaching WMS to the Distribution staff and provide over the shoulder instruction.

DLA Distribution also relies on their capability based volunteers and regular volunteers to assist with the many Internal mission requests and deployments received throughout the FY. This FY civilian volunteers have supported OCONUS and CONUS distribution centers in Bahrain; Cherry Point, North Carolina; Germany; Hill, Utah; Norfolk, Virginia; Pearl Harbor, Hawaii; Puget Sound, Washington; Red River, Texas, Sigonella, Italy; Susquehanna, Pennsylvania, and Yokosuka, Japan. Five civilian volunteers also have deployed for Distribution to Kuwait and Germany.

#### (10) Expeditionary Training

The FY 2024 Individual Training Plans are a combination of Distribution Operations Training and Expeditionary Training that are created to achieve a training readiness for our Joint Reserve Force (JRF) and DDXX teams. The three training categories we focus on are Distribution Operations Training, Base Operations Order (BASEORD) Training and Tailored training.

With hurricane season in full swing, we are coordinating our annual DLA Distribution Expeditionary Academies. During the expeditionary academy we bring in reservists from our JRF to partner with the DDXX teams to perform expeditionary training and function check equipment in preparation for the CY 2025 hurricane season. During this training event the JRF focuses on Distribution Operations Training such as WMS/DSS, General Warehouse, and Materials Handling training. Some members will receive training to support the DLA Distribution Logistics Operations Center. The DDXX training focuses on their core functions, Material Processing Center (MPC), TCSPs, and the ISB. This training is required per DLA Distribution's BASEORD which provides guidance to deploy a DDXX Team in the event of a contingency. BASEORD Training also includes the training required for each member to maintain their Distribution Operation skillsets. For example, training required to be a Transportation Assistant, Distribution Process Worker, or Material Examiner Identifier. The Expeditionary Academy is a great platform to sign off on Individual Training Plans / BASEORD training and increase training readiness making these two great resources ready to deploy in support of worldwide contingencies.

Throughout the year DLA Distribution Network Integration and J5 Training tailored training for JRF members supporting DLA distribution centers. This training ensures the reservists hit the ground with the knowledge needed as well as their required systems access.

#### (11) Support to the F-35

The F-35 program concluded FY 2024 with the 1000th F-35 having been delivered by Lockheed Martin to the program against an end state of more than 3,000. DLA Distribution continued to refine the WMS-based, transportation booking process which leveraged U.S. Transportation Command commercial and organic capability to ship materiel to Air Force, Navy, and Marine Corps units flying the F-35. Over 70,000 shipments were processed under this new automated process in FY 2024.

DDJC's wholesale inventory continues to grow as it receives Lockheed Martin-managed material from its third-party warehouse in Fort Worth, Texas. DLA Distribution Oklahoma City, Oklahoma, which has the largest F-35 footprint, concluded FY 2024 by relocating warehouse operations to a larger building with better capacity to optimize current operations and accommodate the growth in the F-35 propulsion mission. DLA Distribution Oklahoma City, Oklahoma, executed this amid a record F-35 volume year. At DLA Distribution Cherry Point, North Carolina, the receipt of Pratt & Whitney inventory represented a new mission set to existing F-35 maintenance support programs at Fleet Readiness Center East. DLA Distribution Jacksonville, Florida, followed up its FY23 initial operating capability status for propulsion-related storage and distribution with support to Fleet Readiness Center Southeast for its F135 engine qualifications and certifications. Upon receipt from maintenance, the team at DLA Distribution Hill, Utah, leveraged its organic packaging capability to produce custom crates for the F-35 canopy and landing gear. DLA Distribution Warner Robins, Georgia, expanded its F-35 support as new maintenance activations were executed throughout FY 2023/24. The F-35 Distribution program team participated in numerous deployment planning and tabletop exercises with OSD, the joint petroleum office, partner nations, and U.S. Transportation Command.

New maintenance activations for both Air Vehicle and Propulsion repairables at multiple Navy Fleet Readiness Centers and Air Force Air Logistics Centers resulted in increased inventories and workload at the associated DLA Distribution sites (Cherry Point, North Carolina;



Warner-Robins, Georgia; Oklahoma City, Oklahoma; Jacksonville, Florida and San Diego, California). DLA Distribution San Joaquin, California's wholesale inventory footprint continues to grow as it was deemed FOC for storing special commodity items to include Time and Temperature Material, Hazardous Material, and Communications Security material. At DLA Distribution Oklahoma City, Oklahoma, which has the largest F-35 footprint, relocation efforts of warehouse operations to a larger building with better capacity to accommodate the growth in the F-35 Propulsion mission are nearly complete.

#### (12) Operation Pacer Goose

DLA Distribution Norfolk, Virginia supported the annual partnership between DLA, U.S. Space Force, U.S. Army, U.S. Navy, U.S. Air Force, Military Sealift Command, and the Canadian Coast Guard to resupply Pituffik Space Base (formerly named Thule Air Base) Greenland, the DoD's northernmost base. DLA Distribution Norfolk, Virginia, performed upload/unload of the general cargo vessel, MV Ocean Gladiator with 62 containers and 25 flat racks for onloading and 68 containers for offloading.

#### (13) Support for United States Marine Corps industrial supply integration

DLA Distribution continued supporting the DLA-USMC industrial supply integration initiative at Albany, Georgia, and Barstow, California. Against the backdrop of full WMS operation, both sites hosted visits from numerous dignitaries to renew and revise the MOA between DLA and Marine Depot Maintenance Command. The MOA will reflect key updates in current operations, process improvements, and financial considerations.

#### (14) DLA Distribution Kitting Operations

DLA Distribution kitted medical, organic, and subsistence kits, which are comprised of DLA and / or service components. Kitting offers tailored logistics with automated and integrated systems to transform customer requirements into a single, useable end item. Kitting functions are performed at twelve distribution sites: five in the eastern U.S., five in the western U.S., and two OCONUS.

#### (15) Public-Private Partnerships

At the conclusion of FY 2024, the Public-Private Partnership (PPP) program had successfully negotiated all five pilots, with the fifth and final pilot at DLA Distribution Oklahoma City, Oklahoma, with Northrop Grumman in support of B-1 bomber radar system maintenance at the Oklahoma City Air Logistics Center. This occurred against the backdrop of pending FY 2025 NDAA which, according to congressional reports, would make the PPP program permanent.

#### (16) Hydrofluorocarbon (HFC) Gas Storage and Distribution

At OSD's direction, DLA is establishing a repository for the storage and distribution of two specific gases starting in 2025. DLA Distribution Richmond, Virginia, will be

the site. The repository will be stocked primarily using a ~\$97 million HFC bulk purchase and supplemented with returns by military services. This mission aligns with the American Innovation in Manufacturing Act to reduce HFC manufacturing by 85% and reduce dependence on international manufacturers.

#### (17) Operating Materials & Supplies Inventory

DLA Distribution completed a 100% Annual Inventory of OM&S material at the Navy Shipyards sites Puget Sound, Washington; Pearl Harbor, Hawaii; and Norfolk, Virginia. These included over 275,000 lines of inventory and Distribution registered an overall accuracy rate of 99.3% during FY 2024.

#### (18) Nuclear inventory

DLA Distribution supported Norfolk Naval Shipyard's inventory by performing a 100% count of material at the site under nuclear custody. The FY 2024 inventory involved more than 10,500 NSNs and over 431,000 individual pieces. Accuracy was 100%.

#### (19) COVID-19

In FY 2024, DLA Distribution shipped a total of 66,302 high priority, routine and scheduled Maintenance, Repair and Operations lines in support of COVID-19 efforts.

### b. Support to the Nation

#### (1) Whole of Government (WOG)

##### (a) Department of Health & Human Services (HHS)

Deployable Medical Assistance Team (DMAT) cache storage. Since the summer 2022, DLA Distribution Oklahoma City, Oklahoma has been storing DMAT cache items for HHS, Assistant Secretary for Preparedness and Response (ASPR). DMAT teams provide high-quality rapid-response medical care when public health and medical emergencies overwhelm state, local, tribal, or territorial resources. HHS (ASPR) requested DLA's support to preposition DMAT medical supplies with FEMA Region 6, which includes Louisiana, Arkansas, Texas, Oklahoma, and New Mexico. DLA Distribution Oklahoma City, Oklahoma's capabilities and location align well with the DMAT mission. DLA Distribution Pearl Harbor, Hawaii has also began supporting HHS's DMAT mission by storing medical cache items.

##### (b) Department of Transportation Maritime Administration National Security Multi-Mission Vessels

DLA Distribution continues to support the Department of Transportation Maritime Administration's National Security Multi-Mission Vessels Program with storage and distribution services for its five-ship program. MARAD has ~1,000 lines of NSMV shipboard

spares that were candidates for DLA Distribution storage. DLA Distribution Susquehanna, Pennsylvania, will ship these repair items to any NSMV vessel, when needed.

#### (c) Department of Veterans Affairs (VA)

In the summer of 2020, DLA Distribution began supporting the VA's personal protective equipment storage and distribution mission. Support evolved over the following three years because of the VA's changing needs. Third party distribution centers initially used to support VA were disestablished, allowing DLA Distribution to transition to its organic network. Today, DLA Distribution Susquehanna, Pennsylvania and DLA Distribution San Joaquin, California, provide enduring support to the VA with ~2,500 pallet positions of ready-to-issue inventory at each location.

#### (d) Recruit Training Centers (RTC)

DLA Distribution was a prominent strategic partner in support of the Recruit Training Centers in FY 2024. We provided critical oversight and guidance for storage facilities management, warehouse operations, IT systems application, and physical inventory control for the nice RTC sites. We provided inventory oversight for more than 6283 unique items with an average on-hand value of \$81 million. In FY 2024, the RTCs processed over 1.7 million Maintenance, Repair and Operations and inducted ~115,000 receipts.

A major highlight of FY 2024 was the implementation of WMS. DLA Distribution played a key role in the implementation of WMS and helped RTCs remain operational with minimal impact to customer service. We worked alongside the implementation teams, coordinating rollout scheduling activities, gathering information, facilitating a WMS conference with the RTC sites, and using our firsthand knowledge of RTCs to ensure the customers' concerns were addressed. The Distribution RTC Team provides ongoing support by 1) gathering critical information and consolidating customer feedback for incident closure and process improvements, 2) gathering data for and submitting change requests and 3) providing instruction to the sites through informal training sessions and day-to-day coaching. The Distribution team also developed RTC-specific SOPs for auditable processes and created desktop guides to instruct on the processes not covered in the standard SOPs.

#### (2) Wildfire Support

During FY 2024, DLA Distribution San Joaquin, California, shipped 24,887 line items for the wildfire mission with a high-priority performance average of 1.24 days and routine performance average of 3.64 days.

#### c. Trusted Mission Partner

##### (1) Financial Savings

DLA Distribution closed FY 2024 with \$1,275.3 million in obligations and \$2,039.0 million in total revenue. FY 2024 revenue and expenses were below plan allowing the

Net Operating Result (NOR) to finish slightly above plan. NOR finished the year at \$193 million, \$6 million above PB 2025 plan.

## (2) Physical Inventory Counts

DLA Distribution tracked our annual physical inventory counts by NIIN for sites operating DSS and by location for sites operating in WMS. In total, DLA Distribution completed counts on 96.9% (1,743,871 NIINs) of the opening NIIN population in DSS and 97% (995,496 locations) of the location population in WMS. Inventory accuracy in DSS was 98.7% by eaches and 95% by NIIN. Inventory accuracy in WMS was 97.6% by eaches and 96.5% by location.

## (3) Audit Response Teams

DLA Distribution's audit response team provided 1,382 files of evidential matter to military service audit teams on fifty separate requests. The team supported service site visits for physical counts, business process walk-throughs, and testing. Distribution centers hosted four independent public accountant site visits and DoD inspector general observers in support of the agency's financial statement. DLA Distribution responded to 50 'FSA Provided by Client' requests, submitting evidential matter totaling 125,779 pages.

## (4) Audit-Service Owned Inventory in DLA Custody (SOIDC)

DLA Distribution in partnership with the Service Owned Items in DLA Custody Program Management Office focused auditability efforts on active WMS sites. Through this effort, we documented and tested controls for 15 sub-processes encompassing our core mission and conducted eight process validation site visits. The FY 2024 SOIDC examination was narrowly focused at the three most experienced WMS sites DLA Distribution Corpus Christi, Texas, DLA Distribution Puget Sound, Washington, and Pearl Harbor, Hawaii. Observations and recommendations from the FY 2024 audit are being used to fortify our business processes as the Agency continues to deploy WMS and we advance towards a favorable audit opinion.

## (5) Unitized Group Rations (UGR) Audit

From March 19-21, 2024, DLA Distribution San Joaquin, California, hosted the annual UGR audit. Participants included their leadership, DLA Headquarters, DLA Distribution, DLA Troop Support, the Joint Culinary Center of Excellence, U.S. Army Combat Capabilities Development Command, Public Health Activity, and the U.S. Army Medical Center of Excellence. No deficiencies were found.

## (6) Packaging Storage Consolidation and Containerization Center (PSCC)

DLA and PSCC continued to see improvements throughout FY 2024 with fewer Critical and Major inspection item failures compared to FY 2023. It is expected there will be continued improvements in FY 2025. PSCC and DLA's relationship remains strong as we work together to improve policies and procedures.

## (7) Distribution Compliance Program

DLA Distribution executed 7,750 Process Adherence Checks and 94,725 Product Quality Checks (PQC) with a conformance rate of 96.67% and 98.89%, respectively. DLA Distribution also completed 12,223 floor-to-book inventories with a 96.5% accuracy rate. Finally, DLA Distribution implemented a new compliance check on the care of supplies in storage (COSIS), executing 3,839 PQCs with an 81.1% conformance rate.

## (8) Risk Management and Internal Controls

DLA Distribution implemented an assessable unit (AU) structure with 10 sub-assessable units (SAU). The structure was aligned with the Agency's Plan-to-Stock and Order-to-Cash business cycles, as well as the SOIDC program management office (PMO). Through monthly Distribution Risk Working Groups and monthly Risk Management Boards, Distribution established the governance and communications to support achievement of the agency's risk management and audit objectives.

### d. Acquisition and Supply Chain Management

#### (1) Acquisition Operations Contract Awards and Small Business Goals

In FY 2024, Acquisition awarded 3,375 actions valued at \$488.5 million. Acquisition operations continued supporting the transition of the distribution centers to WMS, including DLA Distribution Bahrain, DLA Distribution Guam, DLA Distribution Anniston, Alabama, and DLA Distribution San Diego, California. In addition, Acquisition operations awarded the DLA Distribution Guam and DLA Distribution Jacksonville, Florida, recompetes, as well as a multiple award indefinitely delivery/indefinite quantity for Storage Cover Solutions. Other notable procurements this fiscal year include a task order to execute equipment modernization at DLA Distribution Oklahoma City, Oklahoma and several long term contracts for supplies, such as Corrugated Fiberboard shipping boxes and sheets, stretchwrap, envelopes, boxes/cartons/crates, safety harnesses, and horsehair cushion packaging.

Other non-contract action noteworthy contributions include: all acquisition related compliance reviews within the AMR were determined to be compliant; the appointment of our Industry Ombudsman as our AbilityOne Representative; signed charter with J6 for the establishment of a workload tracking tool, and completion of the Annual Portfolio Review.

The small business program exceeded its overall goal, achieving 61% against a 58% target. Additionally, all socioeconomic goals were met. Significant achievements include: 71 new entrants, achieving 38% in Small Disadvantage Business (25% goal), and 14% in Women Owned Small Business (5% goal). The competition goal was exceeded, obtaining almost 91% against a goal of 85%. Further, we increased our obligations to AbilityOne (A1) from \$19.6 million in FY23 to \$21.4 million in FY 2024.

#### (2) Audit Readiness

DLA Distribution Acquisition Operations continues evolving programs for contractor-operated distribution centers (and other similar service contracts) to ensure the

contracts contain, and the vendors meet, requirements for audit readiness, standardization, process excellence verification, and WMS implementation. In coordination with all DLA Distribution directorates and field activities, J7 implemented all process changes, requirements, and SOPs associated with WMS and continued to monitor change activities via FRAGO and SOP changes. In FY 2024, 6 of the 7 contracted distribution centers transitioned from DSS to WMS with multiple contractual actions and acquisitions strategies applied per site. These changes and modifications constituted a significant re-write of all sections of the Performance Work Statements for the changes in process and programs for those sites that have transitioned to WMS from DSS. These actions facilitate the sustainment of the Contractors' performance and AR adherence and compliance.

### (3) Acquisition Planning and Assistance

In FY 2024, DLA Distribution J7 Acquisition Planning and Assistance Team completed 620 acquisition assistance Projects, worked Distribution services contract re-compete acquisition packages at DLA Distribution Guam, DLA Distribution Jacksonville, Florida, Hazardous Material Support for Warner Robins Air Logistics Center, Norfolk, Virginia and Corpus Christi Retail Support, J4 Professional Services, expeditionary surge/contingency support, consolidated Labor Augmentation), and 24 smaller-scoped commercial contracts. Additionally, the team worked on 62 evaluation boards, 21 market research projects, and 167 requests for contract modifications. The team also provided Contracting Officer Representative (COR)/Alternate COR duties for the expeditionary support contract, and 3PL hazardous contracts in support of fleet readiness centers and Warner Robins Air Logistics Center. The expeditionary contract executed 31 task orders supporting DLA Distribution center locations, Humanitarian Support, and support planning of operations in various AORs.

### (4) Quality Assurance Program

The Quality Management Program Office (QMPO) maintains the Quality Assurance (QA) and Quality Control (QC) programs at all DLA Distribution Contractor-Operated locations. The QMPO also manages the scheduling of recurring QA and Compliance tasks, as directed by the Quality and Audit Compliance staff, for all Government-operated locations. The QMPO maintains near daily interaction with over 200 assigned Quality Assurance Team (QAT) and Distribution Leadership staff members at all locations to ensure a standardized approach is applied to oversight of distribution operations. During FY 2024, Quality Assurance team members, at all locations, completed over 10,088 operational performance surveillance activities, over 60,710 Compliance Checks and of that number the CQAPO completed 1,203 (as of 2 October 2024)) oversight reviews. The QMPO maintains and manages all aspects of the Quality Management Tool (QMT), the HighGear application. HighGear offers a platform for developing and implementing workflows for the efficient execution of the QA and Compliance program with the added benefit of being able to query and report on any data contained in the database. At the direction of Directorate leadership, the QMT platform will be transitioning to the ServiceNow platform in the future. The QA and Compliance programs are continually being revised to incorporate distribution-related requirements to satisfy contract oversight, DLA Distribution Compliance requirements, and Controls (Financial and Operational) for Audit Readiness. As these processes evolve, so to do the QA, QC, and Compliance Checks

implemented through HighGear. Throughout FY 2024, the QMPO, working closely with Compliance and Audit team (JQ-SC) as the overall process owners of the quality program, incorporated a variety of Compliance Checks to more succinctly document and report performance issues specifically related to Audit Compliance. Additionally, the QMPO team is working closely with J7 Contracting and Quality and Audit Compliance to host an on-site COR/Surveillance Lead (SL) Training Summit in May 2024 and will plan another for the Spring of 2025. The purpose of this Training Summit will be to impart new information, reinforce oversight responsibilities, and provide updated job responsibility/training requirements.

#### (5) Government Purchase Card

In FY 2024, DLA Distribution has completed a total of 6,875 GPC transactions and completed in-depth reviews on 1,572 transactions. Of the 1,572 transactions reviewed, there were 78 documented findings for an overall 97% compliance rating. The GPC A/OPCs conducted virtual and face-to-face training for GPC billing officials and cardholders across the enterprise.

The DLA HQ Agency Management Review (AMR) was conducted in February 2024. In the past year, Distribution J7 GPC Account Program Coordinators provided extensive training to GPC billing officials and cardholders throughout Distribution, and they also conducted a 100% review of appointments and training certificates, as well as increased the percentage of transactions they reviewed. These efforts resulted in Distribution receiving an overall passing compliance score of 97% on the FY 2024 AMR.

#### (6) Centralized Ordering Process

The Purchase Request (PR) creation team at DLA Distribution Acquisition Operations (J7) was formed in 2015 to migrate the processing of all orders (local procurement and MILSTRIP) from distribution center level input to DLA Distribution J7 centralized input. This team has proven effective as an intermediary between customers and J7 contracting and has significantly improved processing time by adding performance goals to requirements justifications in EBS. This centralized input process facilitates ordering like items using unique material numbers to enable history to be established for use in preparing long-term contracts supporting better buying power. The responsibilities of the PR creation team include but are not limited to monitoring, prioritizing, and working incoming requirements, answering customer questions, developing RJ submission policies and procedures, and ensuring customer compliance. In FY 2024, the PR Creation Team generated 4,719 orders.

#### (7) Accountable Property

The DLA Distribution Acquisitions Operations Accountable Property program manages approximately 7,500 general equipment assets with a total acquisition value of nearly \$500 million at 24 distribution centers. Two DLA Distribution accountable property managers (APMs) conduct daily oversight for the accountable records at all distribution sites, ensuring data accuracy and working with site accountable property officers (APOs) to complete monthly and annual inventory requirements, prepare for inspections and audits, and provide training.

In FY 2024, Distribution completed 100% of the monthly inventories on all assets. Distribution APMs conducted mandatory training for all Distribution APOs on policy updates, monthly inventory processes, and documentation requirements. APMs also provided one-on-one training on specific policies and procedures with new and current APOs.

e. Modernization

(1) Preparation and Transition to WMS

In support of WMS implementation, DLA Distribution conducted 17 on-site staff assistance visits and published new or revised policy and process guidance including SOP 4145.03-007 WMS Storage Bin Management Job Aid for WMS Storage Bin Sorting, and Job Aid for Marking and Labeling of Storage Areas and Storage Locations. At the end of FY 2024 and continuing into FY25, the Storage PMO developed an improved configuration for the WMS Warehouse Structure, inbound movement controls, and outbound stock removal strategies. This supports all centers operating within WMS that do not have these improved capabilities through a retrofit initiative and all new centers that transition from DSS to WMS.

(2) WMS

WMS has refreshed the distribution standard system (DSS) by streamlining storage, distribution, and transportation to align with industry standards, creating a single system for all of DLA. WMS provides greater visibility and control as well as real time logic for inventory tracking, cross-docking, and order fulfillment. It is a commercial off-the-shelf, SAP-based, product that combines inventory management and transportation on a single platform, reducing complexities and streamlining processes. The transportation management module will complement DLA's 21st century capabilities in transportation planning, optimization, and freight tendering. DLA Distribution implemented WMS at four distribution centers in FY 2024.

(3) Voice Pick Technology

During FY 2024, DLA Distribution continued the momentum with voice pick technology. Voice pick/stow functionality is still being used at (4) four of fifteen sites. Current voice configuration is not compatible with WMS. DLA Distribution and DLA Information Operations are discussing how to align future voice technology with WMS.

(4) Augmented Reality (AR)

In FY 2024, DLA Distribution Anniston, Alabama, completed the final Optical Character Recognition (OCR) and Augmented Reality (AR) phase IIB project. The OCR/AR final testing yielded a successful system. Results showed a 92% improvement in reducing process time and increased accuracy. Subsequently, at DLA Distribution Oklahoma City, Oklahoma completed the sequential Phase IIB induction to stow project to increase stow materiel accuracy improvements for all distribution centers. For both projects, DLA Distribution and J6 will work through the Authority to Operate (ATO) to be operational on the DLA network.



#### (5) Predictive Analytics – Audit Readiness Requirements

DLA Distribution continues to explore a predictive analytics solutions to address audit readiness and assist distribution centers with identifying inbound material. DLA partnered with the Navy Post-Graduate School to develop a program utilizing Navy purchasing history to predict spikes in material inbound to the MPC at Norfolk.

#### (6) Automated Inventory

Six automated inventory vendors were awarded small business innovation and research or broad agency announcement phase I contracts to conduct automated / autonomous inventory feasibility studies. Each vendor visited a distribution center to plan a solution. Three companies were combined in a Phase III SBIR to begin a pilot. The awarded contract will combine radio frequency technology with Low-energy Bluetooth to track Class VII, weapons, hazardous, and general stock over \$5,000 in unit price at Distribution Anniston, Alabama.

#### (7) 5G Network

The 5G smart warehouse created a 5G backbone to increase connectivity, information throughput, and reliability. Multiple devices were tested in FY 2024, including DLA Distribution's first effort to connect augmented reality and optical character recognition to the 5G network. DLA Distribution relied on our Marine Corps partners at Albany for testing but will move forward with reciprocity of the Marine Corps system. DLA Distribution will be provided a core for further testing and future Authority to Operate and determine future expansion efforts.

#### (8) Wireless Printers and Tablets

In FY 2024, DLA distribution centers continued to use tablets and wireless printers for COSIS, stock readiness, and inventory process. The tablets permit supervisors to conduct business from the floor. DLA Distribution is researching tablets with embedded camera technology and 5G compatibility for future lifecycle replacements.

#### (9) Handheld Mobile Devices

In FY 2024, DLA Distribution piloted several pieces of mobile hardware at DLA Distribution Tobyhanna, PA, and DLA Distribution Corpus Christi, Texas, to use with the new WMS. A handheld mobile device with Wi-Fi and cellular service will provide Distribution employees with the capability to close out transactions while performing local deliveries and working in outdoor storage areas where Wi-Fi connectivity is not available. Distribution is working with DLA J6 on acquiring these devices in FY 2024 not only for local delivery and outdoor storage but for other process areas.

#### (10) Storage Program Management (Location Identification Program)

During FY 2024, the Storage PMO provided support to distribution centers operating within the DSS environment by resolving over 500 incident tickets. The Storage PMO

also initiated a network review of approximately 680 real property assets suitable for storage, validating accuracy of storage space utilization and reporting (manual and systemic). In addition, the Storage PMO developed, tested, and with support from J6 provisioned 3 major updates to the DSS logic resulting in improvements for serialized item location management, retail location management for operations, and new location management capabilities for DLA Aviation Shop service centers to match capabilities provisioned for distribution operations.

#### (11) Storage Compliance

DLA Distribution successfully challenged item type storage codes (ITSC) for 21 NSNs (including Paladin howitzers, SATCOM shelters, and M-ATVs), saving customers \$2.8 million in annual storage charges, and corrected dimensional data for 141 NSNs, garnering an additional \$5.2 million in savings. A collaboration with the Navy updated blank ITSC codes for ~169,000 NSNs and coordination with Army changed the ITSC for 192 NSNs, ensuring items are coded for the proper environment. The command also corrected item dimensional data for 38,136 NSNs. Our office also initiated a review process to identify and correct egregious erroneous data prior to the monthly billing and prevented the billing of >\$67 million of overcharges by correcting data deficiencies being generated by WMS. The Army Material Command (PSCC) validated the item dimensions of 331 NSNs, which resulted in a \$394,000 financial credit for the Army. We also facilitated the approval of 8 storage deviations for generators and powerplants, resulting in an additional \$95,000 savings for the Army.

#### (12) Stock Readiness - Suspended Stock

During FY 2024, DLA distribution centers closed 100,000 supply discrepancy and storage quality control reports with \$8.31 billion in value and 14.2 million eaches. The COSIS and Risk Management teams have been working jointly to identify risks associated with the COSIS / SDR process and will continue to support WMS Go-Lives, DLA OIG site audits and Army PSCC site inspections.

#### (13) Managing Production Through Data

With the advent of advanced digital tools such as the warehouse monitor module in WMS and the Qlik visualization tool, DLA Distribution used real-time data to enhance decision making. Through these tools, DLA Distribution can more efficiently and effectively track production. Today, information that represents almost every aspect of our business is now captured and presented to the user in ways that facilitate decision making from the tactical to the strategic levels. Additionally, DLA Distribution established the Production Manager Position at its government sites and developed and implemented a first-of-its-kind Production Manager Training Course that equips managers with comprehensive knowledge necessary to lead, innovate, and drive excellence within their respective operations.

#### (14) Planograph SOP and Inventory Process Enhancement

In Quarter 3 of FY 2024, DLA Distribution successfully launched the Planograph Standard Operating Procedure (SOP) across Distribution Centers. This SOP establishes a clear

and structured approach for creating planograph drawings for each building and bay, providing essential support for inventory programs. By leveraging these drawings, the Inventory Team can more efficiently navigate locations within Distribution Centers, significantly streamlining the inventory process. Storage Management SOP 4145.03-011 for Planograph Drawings outlines the standardized process for creating these detailed layouts and ensures that all necessary elements are included. As Distribution Centers complete their drawings, the Storage PMO team is compiling and publishing them on a centralized SharePoint site for easy and secure access. This initiative enhances operational efficiency by ensuring that the planograph drawings are readily available to support various processes and workflows across distribution centers.

#### (15) Storage Optimization Through EBS and SSMR Data Alignment

In FY 2024, DLA Distribution successfully completed a comprehensive data comparison between the Distribution Management EBS and the SSMR from the distribution centers. This comparison provided valuable insights into storage space and utilization reporting, highlighting areas for improvement and alignment between both systems. These findings will serve as a foundation for optimizing storage management in FY25 by identifying the correct storage buildings and lots, allowing for the creation of a comprehensive list of all storage network areas. This effort will enhance the accuracy of space utilization and drive more efficient storage operations across the enterprise.

#### (16) LiDAR Scans and Training

In FY 2024 advanced the DoD efforts to test and implement Light Detection and Ranging (LiDAR) technology across its facilities. LiDAR, which uses laser pulses to measure distances and create detailed 3D scans of objects and spaces, has broad applications. DLA Distribution partnered with the military services to introduce LiDAR as a tool for optimizing storage space across decentralized warehouse management systems. This technology enables more accurate warehouse utilization (WU) by generating a blueprint of storage areas that optimization software can leverage for space planning. The data gathered through these scans is stored in the ADVANA platform, facilitating detailed assessments of warehouse capacity, storage types, and utilization rates. LiDAR scans have been tested for potential rollout to over 4,000 warehouses throughout the continental United States, marking a significant step toward more efficient storage and inventory management. LiDAR devices, which resemble handheld cameras, can be used by warehouse workers to collect detailed spatial data in minutes. This digital analytics platform provides a fast and accurate method for calculating total warehouse capacity, the amount of space in use, and potential optimization opportunities.

#### (17) Preparation and Transition to the Warehouse Management System

In support of WMS implementation, the Storage PMO conducted 17 on-site staff assistance visits and published new or revised policy and process guidance including SOP 4145.03-007 WMS Storage Bin Management, Job Aid for WMS Storage Bin Sorting, and Job Aid for Marking and Labeling of Storage Areas and Storage Locations. Continuing into FY 2025, the Storage PMO undertook the responsibility to develop an improved configuration for the WMS Warehouse Structure, inbound movement controls, and outbound stock removal

strategies. This supports all centers operating within WMS that do not have these improved capabilities through a retrofit initiative and all new centers that transition from DSS to WMS.

#### (18) Army/DLA Integrated Storage Board (ISRB)

During FY 2024, the Storage Program Management Office (PMO) supported the Army's request for an Integrated Storage Review Board to which AMC G3 was designated as the secretariat. As the partnering continued to shape with the HQs DLA national account manager, Army G4, and Army Materiel Command, Distribution PMO's office crafted the draft charter, with the final charter signed on June 2024 by DLA J3 (Ms. French) and AMC G3 (Mr. Martin). The Storage PMO participated in the GO/FO/SES "ISRB Stage Setter" session, hosted by HQ AMC G3 Supply Chain Director on August 29, 2024. Currently, the Storage PMO participates with our distribution J8 partners in supporting the biweekly ISRB Billing/Finance Working Group sessions regarding the financial billing process (rates, drivers, monthly WEBFLIS reports). A second working group focused on Storage/ Inventory will convene after the Army completes their internal staffing on topics, issues, and opportunities.

#### f. Future of Work

##### (1) Continuous Process Improvement (CPI) program

DLA Distribution leverages CPI to promote a data-oriented approach to problem solving that allows for regular assessment of operational capabilities, reduction of operational and performance gaps, and implementation of best practices. In FY 2024, DLA Distribution continued efforts to create a culture of problem solvers across the enterprise. Sixty-five DLA Distribution employees completed CPI courses in FY 2024, twenty-four attending green belt training and 2 attending Black Belt training. Additionally, DLA Distribution completed eight chartered projects. During FY 2024, it participated in joint and enterprise-level CPI projects such as DEMIL F, Rejected Disposals, and unauthorized returns. The command also supported efforts by the General Services Administration to improve the national supply chain through reducing mis-routed and frustrated cargo. Project highlights include:

(a) The Germersheim improve bulk processing time project focused on improving induction processing of bulk freight by 54% and reducing travel distance.

(b) The Germersheim container tally project focused on reducing the process to tally cargo against the transportation documentation at receiving. The team identified multiple waste areas related physically searching for material and repeated visual scans of the transportation documentation to verify cargo received matches the documentation. Container tally times were reduced by 25%. These gains serve to increase offload rates and processing efficiency and will be assessed as a best practice to replicate across Distribution.

##### (2) Network Optimization

DLA Distribution concluded Network Optimization Line of Effort 5 by relocating the Hazardous Center of Excellence from DLA Distribution Richmond, Virginia, to DLA Distribution San Joaquin, California. The effort included relocating all hazardous wholesale

inventory and requiring that new procurements to be sent directly to DLA Distribution San Joaquin. DLA Distribution eliminated a multi-million-dollar HAZMAT storage and management contract at DLA Distribution Richmond, Virginia and returned 850,000 GSF of storage space.

Capitalizing on the organization's modernization initiatives and U.S.

Transportation Command's commercial air transportation capabilities, DLA Distribution continued transforming its distribution network into a smaller, more agile model to improve efficiency and reduce costs. FY 2024 saw the next step in the transformation as the CONUS inactive and unprotected active inventory rebalance started with the transfer of inactive material from DLA Distribution Susquehanna, Pennsylvania's Eastern Distribution Center to DLA Distribution San Joaquin, California. As this CONUS inventory rebalance progresses, additional storage space is created for new weapons systems repair parts at optimal industrial partner locations. DLA Distribution continues support its customers during this transition.

### (3) Warehouse Utilization

Throughout FY 2024, DLA Distribution actively support OSD's WU initiative. Previously referred to as the Nontactical Warehouse Initiative, OSD's WU is aimed at optimizing DoD's warehousing network. An additional WU line of effort includes the development of a LiDAR 3D scanning capability to enable rapid warehouse utilization assessment and a dashboard to capture rates utilization. OSD's goal for FY 2024 was to complete a baseline LiDAR 3D scan of the entire DLA Distribution CONUS network with all key staff able to access and understand the dashboard. Additionally, OSD directed an OCONUS WU site visit for DLA Distribution Guam due to its location and the current geopolitical environment. Looking into FY 2025, DLA Headquarters is looking to expand with visits to DLA Distribution Germany; DLA Distribution Sigonella, Italy; and DLA Distribution Yokosuka, Japan.

## g. People & Culture

### (1) Functional Community Management (FCM)

In FY 2024, DLA Distribution was invited to participate in the Department of Defense Working Group on Professionalizing the series GS-2030, Distribution Facility Specialists. The Working Group used Distribution's FY 2023 FCM research that prescribes training and professional development for the GS-2030 community. The DoD GS-2030 Working Group will continue their work on this important job series in FY 2025.

### (2) Training

DLA Distribution's training priorities in FY 2023 included WMS and audit. The command's rollout team provided classroom and hands-on training while ensuring employees understood the benefits of modernization.

### (3) Recruitment

In FY 2024, DLA Distribution continued battling private sector recruitment and retention. The command used DLA and DoD social media platforms to increase employment

interest. The Norfolk Naval Shipyard job fair was one of the most beneficial job fairs of the year. Programs like this are an opportunity to communicate the DLA Distribution mission and recruit potential employees in a heavily competitive distribution area.

#### (4) Direct Hiring Authority

DLA Distribution continued to utilize direct hiring authority to fill critical shortages of skilled workers at nearly all CONUS locations in FY 2024. The job series most frequently filled under the authority was 6900, warehousing and stock handling.

#### (5) Summer Internship Program

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

#### (6) Safety & Occupational Health (SOH)

The SOH office collaborated with all distribution centers on the deliberate risk assessment process to break down any potential hazard, issue, or concern and develop a strategic plan of attack for controlling risks before they lead to an injury/illness. This process allows for involvement throughout the chain of command as all levels are involved in the decision making. To minimize redundancy templates and sample documents for common mission tasks are being consolidated into an online library for use as needed by all the distribution centers.

During FY 2024 some setbacks occurred within the SOH modernization process due to personnel changes; however, these setbacks presented opportunities for remaining SOH personnel across the MSCs and regions to enhance the agency's overall program. A revised proposed framework has been developed which is geared towards ensuring the MSC safety policies, procedures, and programs are utilized across the board for their employees regardless of which DLA activity is providing them with technical support. Additionally, a proposed SOH competency and training process was developed to standardize what core requirements are needed. This was done to ensure that employees are provided with all the knowledge, skills, and abilities to perform operations safely and to ensure that SOH professionals have a structured continuing education/training process. Both proposed processes are set to be vetted through the DLA executive board/alignment group for approval prior to being implemented.

As part of ongoing initiatives, the SOH office continued monthly targeted review process of all mishaps. This proactive process has proved integral in ensuring that one of the three core lines of effort associated with the safety program is functioning effectively and that all data is accurate for yearly regulatory reporting. The SOH office also is continuing to update the Distribution SOH program manual to ensure internal policies remain aligned with revised regulatory and agency requirements. Lastly, the SOH office completed SOH program assessments at several of the CONUS and OCONUS locations. These assessments provide vital insight into how the program locally is performing, promote lesson sharing, and provide the ability to identify potential enterprise-wide gaps.

#### (9) Radiation Protection Program

The Radiation Safety staff continued to maintain a high level of customer service by implementing and utilizing alternate training/communication methods including video teleconference, Learning Management System, and Teams. No Nuclear Regulatory Commission (NRC) inspections were completed this year however the radiation safety staff continue to assist the NRC should any issues, concerns, or questions arise. As part of the annual Operating Plan (OP) review it was determined that an additional sub-element should be included to cover the health of the Radiation Program. Ensuring this is included in the OP under the Protect the Workforce section will further enhance visibility up through all levels of Leadership and allow for routine evaluation of all program areas so that timely corrections or adjustments can be made.

#### (10) Equal Employment Opportunity

The DLA Distribution Equal Employment Opportunity (EEO) office focused on the workforce during FY 2024. A proactive program fostered a work environment free from discrimination; ensured EEO was provided to all persons regardless of race, color, religion, sex, national origin, age, or disability; and provided a workplace where employees were treated with dignity and respect. The EEO office performed a self-assessment to eliminate barriers preventing equal employment opportunities in the workplace.

The DLA Distribution EEO office utilized its skilled personnel to process discrimination complaints and reasonable accommodation requests. It made the reasonable accommodation processing more efficient and effective. Additionally, DLA Distribution EEO hired a workforce recruitment program participant to assist with reasonable accommodations. DLA Distribution's general counsel provided legal sufficiency reviews for acceptance letters, dismissal letters, and reports of investigation. DLA Distribution also improved informal complaint processing time. EEO office specialists reported claims initiated through the anti-harassment program manager via the HR anti-harassment mailbox.

# Defense Logistics Agency

## DLA Human Resources (J1) Fiscal Year 2024 Historical Report



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

October 16, 2024

MEMORANDUM FOR COMMAND HISTORIAN

SUBJECT: DLA Human Resources FY24 History Report

I have reviewed DLA Human Resources' submission for chronicling its FY24 activities as part of the DLA History Report and would like to forward my endorsement with this memo.

The POC for this action is Adam Russell, Strategic Communications and Content Specialist at 571-767-0883.

A handwritten signature in blue ink, appearing to read "Caleb Foshee", is located above the typed name.

Digitally signed by  
FOSHEE, CALEB C. 1241446014  
Date: 2024.10.17 09:55:05 -0400

DR. CALEB FOSHEE  
Acting Director  
DLA Human Resources



## 1. Introduction

Fiscal Year 2024 (FY 2024) marked another period of transition for the DLA Human Resources (HR), or J1, workforce. Dr. Caleb Foshee joined J1 on January 16, 2024, as the new deputy director. However, J1 Director Ms. Sharyn Saunders departed DLA on May 31, 2024. During this transition, Dr. Foshee was named acting J1 director and Ms. Leigh Ann Massey was named as the acting J1 deputy director.

In FY 2024, the DLA workforce also adjusted its telework posture to respond to the changing operational environment. J1 assisted agency leaders during the return to office (RTO) transition, providing guidance on issues affecting organizational culture, policies, and processes. In addition, J1 continued supporting DLA team members and other agency customers faced with varied concerns and conditions.

Despite changes and challenges, J1 continued providing timely, comprehensive, and professional support for nearly 63,000 customers within and outside DLA. At the end of FY 2024, J1 provided reimbursable HR services to more than 37,000 customers at the following DoD agencies and activities:

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

## 2. Mission

In support of the Agency's mission, DLA Human Resources ensures workforce readiness in support of America's warfighters while setting the standard for people and culture innovation.

## 3. Vision

In support of the Agency's vision, DLA Human Resources strives to be the best in our business and position DLA as an employer of choice.

## 4. Values

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

- a. In strategy, people first.
- b. In action, customer focused.
- c. In execution, effective and efficient.
- d. In leading change, innovative and bold.

## 5. Overview of J1 Resources and Key Leaders

Major J1 Population Centers	
Whitehall, OH	470
New Cumberland, PA	191
Fort Belvoir, VA	97
Richmond, VA	23
San Joaquin, CA	21
Battle Creek, MI	10
Philadelphia, PA	8

Key Leaders	
Leader	Position
Dr. Caleb Foshee	Acting Director, DLA Human Resources (J1)
Ms. Leigh Ann Massey	Acting Deputy Director, DLA Human Resources (J1)
	Staff Director, HR Policy & Accountability (J1-4)
Ms. Lisa Stevens	Chief of Staff
Mr. Leonard (AJ) Jones	Staff Director, Workforce Planning (J1-2)
Ms. Kelley Gallop	Staff Director, Labor & Employee Relations (J1-3)

Ms. Cheryl Steptoe-Simon	Staff Director, Enterprise Integration (J1-7)
Mr. David Tighe	Staff Director, Military Personnel
Ms. Melissa Lalonde	Staff Director, DLA HR Operations
Ms. Kate DeDobbelaere	Director, DLA Customers
Mr. Derek Saunders	Director, DoD Customers
Mr. Frank Yacono	Staff Director, Enterprise Support
Mr. Brandon Miller	Director, Payroll and Travel
Ms. Yolanda Howell	Staff Director, DLA Training
Ms. Kelsey Anderson	Director, Business Management Office

<b>Key Staff Members</b>	
Ms. Tanja Collins	Executive Secretary to J1 Director
Mr. Adam Russell	Strategic Communications and Content Specialist

## 6. Major Operations and Initiatives

### a. HR Operations

In FY 2024, HR Operations provided a full suite of HR services to more than 25,000 military personnel and civilian employees at DLA. In that time, the DLA Customers team processed more than 32,000 Requests for Personnel Action (RPAs), approximately 7,750 benefits actions, and over 900 classification actions. DLA Customers filled more than 7,000 positions and opened more than 4,500 job opening announcements.

J1 is one of six HR service providers within the DoD community. The DoD Customers team in HR Operations provided HR services to more than 37,500 federal employees across 15 defense agencies and field activities. In FY 2024, the DoD Customers team processed more than 162,000 RPAs and approximately 8,100 benefits actions. They also opened more than 9,500 job announcements. At the end of FY 2024, the DoD Customers team generated more than \$50,000,000 in reimbursements to DLA.

As part of DLA's commitment to continuous improvement as a DoD Human Resources Shared Services provider, the HR Operations DoD Customers team designed and implemented a customer satisfaction survey process and collection system. The survey captures feedback on recent customer interactions with J1's DoD Customers team members. As of March 2024, 170 surveys were conducted with an average satisfaction score of 4.4 (out of 5), with 87% reporting as satisfied or very satisfied with their customer experience.

### b. Return to the Office

Effective November 6, 2023, telework-eligible supervisors transitioned to DLA's new telework posture as outlined in a September 2023 memorandum to the Agency's workforce. Per the memo, supervisors returned to their primary duty locations in-person no less than 60% of scheduled hours. Under the current telework posture, regular and recurring telework is authorized only on Mondays and Fridays. Telework-eligible employees transitioned to the new telework posture on January 2, 2024.

On January 31, 2024, HR Policy and Accountability (J1-4) published DLA Instruction 1035.01, Defense Logistics Agency Telework and Remote Work Programs, codifying the

Agency's telework/remote work policies. On February 1, 2024, J-14 issued DLA Manual 1035.01, Defense Logistics Agency Telework and Remote Work Program, to provide supplemental operational guidance for these programs.

#### c. hrPRO

On April 8, 2024, J1 launched hrPRO as a new customer service platform for agency employees to submit and track certain HR-related requests. Included in the initial launch were:

- (1) Knowledge articles
- (2) Retirement estimate requests
- (3) AskHR requests
- (4) Classification requests

hrPRO is part of DLA Connect, a new self-service portal managed by DLA Information Operations (J6). New hrPRO capabilities underway since its launch that will expand its utility, including the following requests:

- (1) HR reports
- (2) Service credit deposit
- (3) Beneficiary form
- (4) Recruit/fill
- (5) Payroll inquiries
- (6) Benefits election
- (7) Referral bonus

#### d. People and Culture

Workforce Planning (J1-2) facilitated the 2023 Culture and Climate Survey, ending October 13. After briefing DLA senior leaders and the alignment group on the results, J1-2 coordinated organization-specific culture action plans that provided targeted feedback to specific DLA units. J-12 held on-site meetings with the Denison Team to review results and prepare for the 2025 Culture and Climate survey.

J1-2 facilitated a focus group on December 20, 2023, at DLA HQ as part of the Defense Organizational Climate Survey (DEOCS). Information gathered from the focus group was provided to Force Resilience and DLA leadership supporting the formation of an integrated-prevention program.

After the arrival of LTG Mark Simerly as DLA's newest director, J1-2 conducted a change of command defense organizational climate pulse. This survey closed June 5, 2024, with a 21% response rate. J1 provided results and analysis to LTG Simerly and CCM Dyer.

In FY 2024, J1-2 began assessing the agency's manpower as part of the Global Posture Plan, which will study organizational requirements vs. capabilities to identify gaps and manage risks in support to the Joint Force. A POAM to implement these mitigation strategies is under development. J1-2 also launched a safety competency study of the 0018 occupational series, conducting a formal kickoff meeting with the safety community at MacDill AFB. In addition, J1-2 initiated a competency modeling project of the 1102 occupational series. J1-2 aided the DLA acquisitions community by creating the Acquisitions Workforce Planning Board's (AWPB)

roadmap and strategic plan. These guiding documents will ensure alignment with organizational objectives. J1-2 also served as co-chair of the AWPB Working-level Integrated Product Team, identifying key topics for acquisition executives.

#### e. HR Management Applications

Throughout FY 2024, J1 developed and deployed multiple HR applications.

(1) HR System Access Tracker: serves as a one-stop system for the request, approval, management, and reporting of user accounts for non-AMPS DLA HR Systems.

(2) DLA Questionnaire: allows customers to conduct a simple questionnaire or quiz where results can be reviewed in real time, which can be helpful during meetings or presentations to get instant feedback or to facilitate discussions.

(3) HR Metrics: provides a centralized collection of dashboards covering HR topics. The data is presented in aggregated format, providing a high-level view of critical metrics and key performance indicators.

(4) MilSMART: allows J1 to assign billets to military personnel.

#### f. DLA Payroll and Travel

In FY 2024, DLA Payroll provided direct support to more than 25,000 employees across DLA and supported customers. DLA Payroll processed 54,872 DFAS remedy tickets, processed 2,312 new employee packages, and provided training to the 265 EAGLE Site Administrators. In FY 2024, with the coordination of J6, DLA Payroll implemented enhancements to the EAGLE Time and Attendance System that automated some processes and streamlined others. Many of the updates supported audit by adding additional controls. Payroll and J6 successfully implemented the premium hour module within EAGLE.

The DLA Travel Program Office conducted its first Organizational Defense Travel Administrator (ODTA) and Agency Program Coordinators (APCs) huddle at DLA Distribution in Susquehanna, Pennsylvania. This huddle focused on training ODTAs and APCs supporting the DLA Travel Program at the J Code, D Code, and MSC levels. This training also highlighted the importance of audit and maintaining accountability.

The DLA permanent change of station team processed 401 orders, obligating \$11.4 million. The team supported the increase in OCONUS PCS requirements for EUROM operations. It processed 724 orders, obligating \$17.7 million for our DoD Customers.

The DLA Payroll and Travel Sustainment team processed 5,444 unique training requests and 2,021 tuition assistance payments. The team, with support from DFAS, successfully reviewed 93,102 unmatched transactions on both the payroll and travel program. It supported over 42 audit walkthroughs with Ernst and Young, answered 107 provided-by client requests, and rewrote several audit controls.

#### g. Training and Development

Throughout FY 2024, J1 provided training courses to 16,073 DLA students in 627 virtual and 436 in-person classes; through quarter 3 there were 562,222 total training hours. In addition, J1 trained 165 students from its DoD customers in 9 virtual classes.

### (1) DLA Pathways to Career Excellence (PaCE) Program

In FY 2024, J1 implemented self-registration processes for PaCE students and managed more than 200 PaCE course offerings. J1 onboarded 715 PaCEers, held two virtual PaCE orientations for more than 500 attendees, and graduated 339 Pacers from the program in three in-person/hybrid graduation ceremonies. J1 recognized an additional 118 graduates from prior classes who were unable to have a graduation ceremony because of Covid-19 restrictions.

J1 also revised its PaCE quarterly progress report in collaboration with Employee Relations/Labor Relations (J1-3), DLA General Counsel, and the DPMAP Policy Office. The revised report highlights metric-based factors needed to address performance issues outlined in the Pacers' DPMAP plans.

### (2) Individual Development Program (IDP)

Each spring, employees and supervisors engage in a structured process aimed at enhancing professional growth and organizational effectiveness through IDPs. More than 86% of DLA's civilian employees completed an IDP in FY 2024. J1 facilitated 21 workshops to provide assistance to 901 employees in developing their IDPs and 96 supervisors in reviewing and completing IDPs.

### (3) Data Acumen

On September 18, 2024, DLA Training launched three learning journeys to support objectives in the agency's strategic plan aimed at increasing data acumen across the enterprise. The basic, intermediate, and advanced courses increase the workforce's collective understanding of data terminology, how to analyze and interpret data sets, and apply data analytics to the decision-making process. Each learning journey is available in the Learning Management System (LMS).

In Q4 of FY 2024, DLA Training initiated the planning for Phase II of its data acumen training strategy, which aims to align training and development efforts with strategic imperatives outlined in the DoD Data, Analytics, and Artificial Intelligence strategy and the DLA Strategic Plan. The strategy includes designing, developing, and implementing a DLA data acumen course focused on a capstone assignment with real-world, real-time mission impact. Additionally, current course offerings will be reviewed and redesigned to incorporate data analytics frameworks and artificial intelligence tools to enhance the learning process. Programs of development will be realigned with the data acumen training strategy to achieve standardized development across the agency. Programs of development and supplemental training plans will be established for functional communities specializing in data management and analytics. Lastly, partnerships with academia and industry, particularly those located near DLA installations, will be expanded.

### (4) Enterprise Leader Development Program (ELDP)

ELDP participants in Level 2, Level 3, and Level 4 completed more than 1,877 executive coaching hours in FY 2024.

Level 3 for new supervisors has 908 supervisors enrolled. This group achieved a completion rate of 88% for the mandatory Human Resource Management (HRM) course, and 97% of Level 3 participants are expected to graduate on-time in their 2nd year. The ELDP Level 3 program successfully delivered the MSF 360 survey to 617 participants in FY 2024.

Level 4 for Experienced Supervisors and Managers has an annual 20-hour self-developmental requirement that all participants must complete each performance cycle. The FY 2024 requirement closed on March 31, 2024, with a completion rate of 87% (1,740 out of 2,007 experienced managers/supervisors completed).

#### h. Department of Defense Customers

##### (1) New Customers

During FY 2024, DLA DoD Customers worked with the Defense Security Cooperation Service (DSCS), a new function and separate entity of the Defense Security Cooperation Agency, to transition 80 civilian positions in FY 2025 and 100 civilian positions in FY 2026 to receive human resources services by the DLA HR team. While providing limited support in FY 2024, DoD Customers began full servicing of DSCS civilian employees in October 2024. The larger portion of the mission will come in FY 2025 when the DLA J1 Military Personnel Office will staff up to service military personnel assigned to DSCS in overseas billets.

During FY 2024, DLA worked with the Ted Stevens Center for Arctic Studies to transition approximately 30 civilian positions in FY 2025 to be serviced by the DLA HR team. The memorandum of agreement has begun the formal coordination process in DLA.

##### (2) Launch of Customer Service Survey

DoD Customers, with the assistance of the J1 data scientist, J1 strategic communications and content specialist, J1 Metrics Intelligence team and Innovations team, designed, coordinated, communicated, and implemented a survey process and collection system. The customer satisfaction survey is intended to capture feedback on recent customer interactions with organizations serviced by the DoD Customers team. As of August 2024, 327 surveys were conducted, and customer feedback results showing an average satisfaction score of 4.5 out of 5. Currently, the satisfaction scores continue to trend positively each month. The survey is recognizing team members for quality customer service and providing an opportunity to examine areas where additional training may be needed.

##### (3) hrPRO

DoD Customers continues to work closely with J1 Enterprise Operations and J6 on the development of the implementation of hrPRO in preparation for the introduction of hrPRO to DoD Customers. hrPRO will support consistent delivery of HR transactional services to the DoD employee population. This consistency is one of the foundations of the HR Shared Services effort across the 4th Estate service providers (Washington Headquarters Service, Defense Finance Accounting Service, and DLA).

#### i. Sexual Assault Prevention and Response

On April 30, 2024, agency leaders signed the DLA Sexual Assault & Awareness Prevention Campaign Declaration. The declaration calls on DLA employees to help prevent sexual harassment, sexual assault, retaliation and other harmful behaviors. Though April is Sexual Assault Awareness and Prevention month, the declaration serves as a reminder to the workforce of their responsibilities all year long and to treat each other with dignity and respect.

#### j. Targeted Recruitment

On July 8, 2024, the J1 Targeted Recruitment team launched the DLA Careers LinkedIn page in coordination with DLA Public Affairs. This social media presence gives J1 a separate channel to feature job vacancies, benefits, and agency culture as part of its recruitment strategy. The page acquired more than 1,300 followers by the end of FY 2024, within three months of its launch.

#### k. Labor and Employee Relations

Consistent with OPM guidance on the Implementation of Executive Order (EO) 14025, J1-3 initiated a review of the certification of representation for the American Federation of Government Employees (AFGE) Council 169. The review looked into whether employees are properly included or excluded from bargaining unit coverage and clarified bargaining unit coverage based on organizational presence, not geographic location. J1-3 compiled a working group with Customer Account Managers and Labor and Employee Relations Specialists from DLA HR Operations to review positions and coding. In addition, J1-3 met with AFGE Council 169 on the proposed definition for the certification, in an effort to provide a joint submission to the Federal Labor Relations Authority.

#### l. Digital Business Transformation (D-BX) and Warehouse Management System (WMS)

J1 continued its support of D-BX programs and critical strategic business initiatives in FY 2024, with Enterprise Integration (J1-7) overseeing organizational alignment, change management, and training for all WMS and ERP deployments. J1 delivered WMS transitional training at 9 recruit training centers across the 5 military services (October 2023 – February 2024) and delivered WMS transitional training at the final 14 DLA Disposition Services sites, concluding DLA Disposition Services's complete deployment of WMS in May 2024. FY 2024 Summary of WMS transitional training (in-person and virtual) to 4,017 employees in 404 courses for a total of 3,286 instruction hours.

### **7. Miscellaneous Support Operations**

#### a. Learning Management System (LMS) Updates

J1 sustained and enhanced DLA's learning management platform, which continues to serve as a strategic training provider to the DoD community. Updates to the LMS were achieved



in alignment with strategic objectives in DoD inter-agency partnership goals, DoD HR reform initiatives, and DoD 4th Estate LMS consolidation strategies.

On December 19, 2023, J1 added Percipio, powered by Skillsoft, to the LMS in collaboration with J6. Percipio enhanced the online education experience by providing a blended learning environment of self-paced online courses, hands-on practice, virtual online classes, and coaching to address skill gaps or job performance needs.

On May 31, 2024, LMS was upgraded with a redesigned homepage and a functionality to enable users to upload SF-182 training documentation.

In addition to supporting the DLA workforce, the LMS supported the training needs for 8 DoD customers, accounting for approximately 90,000 military and civilian end users. This included the additions of the Defense Microelectronics Agency (DMEA) and Defense Contract Audit Agency (DCAA). The successful LMS deployments to DMEA and DCAA represented approximately \$900,000 in investment for roughly 5,000 employees.

#### b. Audit Readiness Sustainment

In FY 2024, J1 continued to execute a “Hire to Retire” (H2R) program that would account for all financial related audit matters. J1-7 worked with DLA’s auditor and provided all documentation and testing results to support the financial audit. J1-7 also supported the Statement of Assurance (SoA) for H2R as well as the Enterprise Risk Management Program by identifying risks and testing results for H2R.

#### c. Human Capital Management Evaluation

Conducted by the Defense Civilian Personnel Advisory Service, the annual Human Capital Management Evaluation is a comprehensive assessment of DLA’s human capital and personnel appointing authorities to determine program compliance and effectiveness. This statutorily required assessment included reviews of planning, implementing, and evaluating human capital management initiatives and human resources. A three-phased process launched in January 2024 with information gathering and planning, continuing in March with the evaluation stage, and concluding in August with a report of findings. The FY 2024 findings concluded J1’s Evaluation and Strategic Planning and Alignment Systems have a solid baseline.

#### d. DoD Civilian Workforce Incentive Fund

DLA received \$300,750 from the inaugural DoD Civilian Workforce Incentive Fund to supplement existing funds for attracting and retaining employees with particular or superior qualifications or abilities. Funding was allocated through recruitment, retention, and relocation incentives and the agency’s student loan repayment program. The Military Interdepartmental Purchase Request was effective May 1, 2024, with funds required to be committed by August 15, 2024, and paid by the end of FY 2024. More than 99% of available funds were utilized.

#### e. Military Personnel

J1 Military Personnel is supporting the Navy Supply Corps in executing a grade rolldown/downgrade targeting non-operational shore duty billets. Navy Personnel Command has

identified the ratio of Navy Supply Corps control grade authorizations to inventory skews heavily towards control grade billets (O4 – O6), an issue that has been growing in the Navy Supply Corps community over the last two decades.

J1 Military Personnel will target 25 Navy Supply Corps authorizations (O4 - 13; O5 - 7; O6 - 5) for a pay grade reduction of one level. By downgrading authorizations at the O4 – O6 level, the Navy Supply Corps will be better positioned to fill DLA’s authorizations with the grades the agency requires.

#### f. Increased Human Resources (HR) Automation

J1 implemented automated processing into several lines of business resulting in greater time efficiencies. By having bots process various personnel actions, J1 saved on labor costs and manpower. In FY 2024, J1 utilized more than 25,000 automated processing transactions that led to a savings of approximately 1,210 hours year to date.

#### g. Utilization of Advanced Analytical Methods

J1’s analytical staff, including data scientists, analysts, and an economist, started tracking the potential consequences of RTO on DLA workforce. This analysis requires waiting for workforce mobility trends to establish new baselines. Using statistical methods to identify causal relations, J1 showed that female applicants applied to DLA jobs at lower rates due to RTO. Furthermore, J1 identified high employee attrition rates, especially among HR, legal, and engineering occupations (each increased its respective attrition rate by at least four percentage points), and among senior employees, i.e. GS13-15 (with attrition rates 25% higher than in FY 2023). J1 began updating DLA leaders regularly using a placemat slide and 5x8 bullet formats.

J1 developed a MIL staff requisitions optimization tool. This tool utilizes genetic algorithms to recommend robust staff assignments that satisfy several supply and demand requirements including fill rates by location, by organization, and by service (Army, Air Force, US Marines, Navy). Military Personnel began using this tool as part of its periodic staff requisitioning process. J1-2 implemented a data cleanup process to improve consistency and aggregation of data used for the 2024 DLA Federal Employee Viewpoint Survey. In result, J1-2 increased the organizational representation for 2024 DLA survey by about 40%.

#### h. Advana Utilization

Towards the end of 2023, J1 completed upgrading four data dashboards on Advana. These dashboards provide agency leaders and their teams with a comprehensive overview of key organizational metrics, including attrition, telework usage, workforce demographics, and culture. Using Advana offers DLA the ability to customize dynamic dashboards that clearly display results to audiences at all levels using data visualizations.

#### i. Employee Recognition

The 56th Annual Employee Recognition Awards Ceremony was held on January 25, 2024. The following personnel were recognized as the 10 Outstanding Employees of the Year, DLA’s highest annual recognition for current employees:

- (1) TSgt Demar Russell, DLA Logistics Operations
- (2) Correen Scivoletti, DLA Disposition Services
- (3) Agnew Eugenio, DLA Energy
- (4) Tanner Evans, DLA Aviation
- (5) Jose Flores Jr., DLA Troop Support
- (6) Matalie Lee-Haynes, DLA Distribution
- (7) Gordon Cain, DLA Troop Support
- (8) Jennifer Davis, DLA Distribution
- (9) Tiffani Harris, DLA Land and Maritime
- (10) CDR David Odom, DLA Aviation

Members of the DLA Hall of Fame Class of 2024 were recognized on May 21, 2024.  
Inductees included:

- (1) Darlene Ferrante, DLA Human Resources (inducted posthumously)
- (2) Twila Gonzales, DLA Distribution
- (3) Carol O’Leary, DLA Energy
- (4) LTG Darrell Williams, DLA Headquarters
- (5) Kenneth Winslette, DLA Aviation

j. Senior Leader Orientation Course (SLOC)

The SLOC prepares incoming senior leaders for integration within DLA by providing a high-level overview of the agency and its organization, operations, programs, and policies. J1 Enterprise Support conducted the in-person event in the McNamara Auditorium from September 17 – 19, 2024. Fifty-six students participated.

## **8. Conclusion**

Throughout the year, the J1 team continued to provide world-class HR services to our diverse customer base while simultaneously supporting agency personnel throughout return to office.

J1 continues building on its strong foundation of supporting DLA’s mission-ready workforce while looking for data-driven methods to foster a positive workplace culture that drives performance as the agency executes its strategic plan for 2025–2030. J1 leaders are focusing on innovating and transforming the agency’s HR operations to serve our customers around the world better.

We remain committed to adding strategic value, gaining trust, and managing competing priorities.

# Defense Logistics Agency

## DLA Logistics Operations (J3) Fiscal Year 2024 Historical Report



**DIRECTOR  
LOGISTICS OPERATIONS  
DEFENSE LOGISTICS AGENCY**



In Fiscal Year 2024, DLA Logistics Operations (J3) tackled numerous global challenges and delivered superb logistics support to the Warfighter. J3 continued to support U.S. forces on NATO's Eastern Flank responding to Russia's war in Ukraine. J3 also provided unparalleled support to Israel in the Gaza conflict, advanced the Agency's Contested Logistics initiatives; and leveraged exercises and wargames to prepare for logistics in the great power competition.

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

- Initial execution of the Agency's first-ever Global Posture Plan, formalizing the tasks associated with supporting strategic deterrence and combatant commands' operations, activities, and investments.
- Tracking progress of J3 equities in the DLA Strategic Plan while adjusting efforts to meet operational requirements and assessing feedback to support future strategic planning efforts.
- Working with stakeholders to deliver critical support to Ukraine across multiple Classes of Supply valued at over \$58M.
- Delivering \$273M in Foreign Military Sales support and 95M gallons of fuel to the State of Israel.
- Revitalization of DLA's focus on key metrics using the Agency Performance Review and driver tree analytics.
- Participation in multiple wargames with the Military Services to better understand the challenges associated with peer threats across the spectrum of operations.
- Execution of DLA's first-ever Contested Logistics Whiteboard session with key leaders from the Office of the Under Secretary of Defense for Acquisition & Sustainment, Joint Chiefs of Staff – Logistics Directorate, and DLA Headquarters and Major Subordinate Commands.
- Enhancement of the partnership with the United Kingdom Ministry of Defence, including establishment of a Terms of Reference to formalize this strategic relationship.
- Establishment of a U.S. Coast Guard Performance Based Agreement and onboarding of DLA's first-ever U.S. Coast Guard Liaison Officer in the J3 Military Services Support organization.
- Establishment of first time ever, Performance Based Agreement with the U.S. Space Force.
- Implementation of the Warehouse Management System at 50 sites.

In FY24, J3 remained swift, responsive, and accountable in performing its duties. At the same time, it met challenges and capitalized on opportunities to efficiently and effectively support the DLA mission. While FY25 will bring new and unforeseen events, my deputy, Ms. Kristin French, and I are confident that J3's focus on current operations support, preparations for future operations, and developing our workforce will pay dividends in our support of the Warfighter, DLA, and the nation in the years to come.

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

## **1. Organizational Overview**

### **a. DLA Logistics Operations (J3) leadership.**

(1) In FY 2024, DLA Logistics Operations continued under the strong leadership of RADM Doug Noble from October to July. In August, Maj Gen David Sanford became the director of logistics operations and commander of joint regional combat support, with the support of the deputy director of logistics operations, Ms. Kristin K. French. J3 has 786 personnel consisting of 643 civilians, 74 active-duty service members, and 69 reserve service members.

(2) FY 2024 saw personnel changes. Mr. Kevin Kachinski joined the team as executive director of DLA operations (J31). In the regional commands, CAPT Patrick Brown relieved CAPT Patrick Blake as commander of DLA Indo-Pacific, while COL Michelle Agpalza and COL A.J. Sullivan remained in command of DLA CENTCOM & SOCOM and DLA Europe & Africa, respectively.

### **b. DLA Logistics Operations mission**

(1) DLA Logistics Operations (J3) manages DLA's eight end-to-end supply chains. J3 provides logistics and materiel process management policy, guidance, and oversight. It also integrates strategic, operational, and tactical perspectives, and command and control functions for contingency operations and adaptive planning. J3 is the principal strategic, operational, and tactical planner for DLA business operations. Additional responsibilities include oversight of the daily operations of all J3 activities and engagement with DLA Headquarters directorates and major subordinate commands (MSCs) to gather and interpret customer requirements. Additionally, J3 serves as the DLA enterprise logistics functional community manager.

(2) J3 maximizes readiness and logistics combat power by leveraging enterprise solutions. To fulfill this mission, J3's aligned organizational elements include Operations Executive directorate (J31), Logistics Policy and Programs Executive directorate (J34), and Plans Executive directorate (J35).

(3) The director, DLA Logistics Operations, offers a single focal point for combatant commands (CCMDs), service CCMD components, allies, and designated partners, for all DLA supply and services support. The J3 serves as the commander, joint regional combat support, and adjudicates disagreements among regional commands, MSCs, and J/D codes. The J3 oversees three O-6 level regional commanders (DLA Europe & Africa, DLA Indo-Pacific, and DLA CENTCOM & SOCOM), exercising regional command responsibilities for enterprise operations.

### **c. J31 – Operations Executive directorate**

(1) J31 coordinates and integrates DLA's Logistics capabilities with CCMDs, military services, the joint staff (JS), other combat support agencies, Federal agencies, including DoD Fourth Estate, states, local, and international partners. Additionally, J31 provides integrated situational understanding of all levels of operations, command and control (C2) functions for contingency operations, and natural disasters to influence the end-to-end logistics supply chain.

(2) Mr. Kevin Kachinski serves as executive director of DLA Operations (J31). He also serves as deputy commander, Joint Regional Combat Support, and adjudicates any disagreements in the absence of the J3.

(3) J31 assists the director, DLA Logistics Operations and commander, Joint Regional Combat Support, in coordinating with outside entities for all 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 aids the commander in overseeing the agency's regional commanders.

d. J34 – Logistics Policy and Programs executive directorate

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

(2) 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 DoD, federal agencies, and the North Atlantic Treaty Organization (NATO) operational supply chain needs. Additional responsibilities include managing strategic logistics programs and initiatives.

e. J35 – Plans Executive directorate

(1) Mr. Steven Kinskie serves as executive director of DLA Plans directorate (J35).

(2) J35 leads agency planning efforts for fight-tonight thru FY 2035 requirements for CCMDs, military services, whole of government (WoG) and international partners; and in support of mission assurance/supply chain security, joint plans and exercises, strategic business and plans, and futures. J35 relies on direct support from the DLA chief data and analytics officer and DLA Analytics Center of Excellence (ACE) to accomplish objectives. ACE support includes, but is not limited to, data strategy and integration; logistics supportability analysis (LSA); demand and surge planning; and modeling, exercise, and wargame support.

f. Regional commands (DLA CENTCOM & SOCOM, DLA Europe & Africa, DLA Indo-Pacific)

(1) The regional commands represent the DLA director within their assigned geographic regions and perform as enterprise points of contact with senior overseas customers (combatant and unified commanders, senior service components, theater service headquarters, other U.S. government agencies, DoD activities, designated multi-national organizations, and allied countries). Regional commands also plan, coordinate, and monitor to ensure customers are satisfied with enterprise operations.

(2) Regional commands are the supported commander for steady-state and contingency operations within each region to ensure all forward DLA activities and operations are integrated. Additionally, they are the supported commander for all regional operationalized staff entities such as DLA Equal Employment Opportunity, DLA Human Resources (J1), DLA Information Operations (J6), DLA Comptroller (J8), DLA Installation Management, DLA General Counsel, and the DLA Office of Inspector General.

(3) Regional commands ensure alignment with DLA's strategy and vision while coordinating DLA efforts for mission support, logistics planning, customer engagement, and development of an overall strategy for engagement. Additionally, the regional commands monitor customer satisfaction and maintain situational awareness to provide real-time situational reports to the enterprise. They are also responsible for communicating DLA policies and strategies throughout their regions.

## **2. Operations, Contingencies, and Humanitarian Assistance/Disaster Relief Support**

### **a. Support to Israel**

#### **(1) Background**

The United States annually provides \$3.3 billion in foreign military financing and \$500 million to cooperative programs for the missile defense of Israel. As of 31 October 2024, the U.S. has 599 foreign military sales (FMS) cases with Israel valued at over \$23.8 billion.

#### **(2) Description**

Israeli cooperative logistics support arrangement (CLSSA) orders span DLA offerings but focus on repair parts for the for high-use platforms such as the F-15, F-16, and C-130. Israeli non-CLSSA orders reflect non-planned or lower-value procurements such as folding cots, aircraft fuel tanks, aircraft tires, drinking water, wiring, gaskets, batteries, and repair parts.

#### **(3) Outcome**

In FY 2024, DLA has provided Israel \$273 million in FMS (187% increase from FY 2023). \$191 million of the support was CLSSA and \$82 million was non-CLSSA. Of Israel's FY 2024 FMS orders, 64% were from Aviation, 16% from Maritime, 14% from Land, and 6% from Troop Support. Additionally, DLA Energy provided over 64 million gallons of JP8 & approximately 31 million gallons of diesel to Israel.

### **b. Support to Security Assistance Group – Ukraine**

#### **(1) Background**

DLA support to Ukraine remained dynamic in FY 2024. The agency collaborated with OSD and Army Material Command to monitor service stock and conduct supply chain health assessments to drive investment strategy and prioritization decisions. It leveraged the industrial base as the operational front to enable rapid response to demand.

## (2) Description

Working with the Army, DLA prioritized CL II, IV, VIII and IX FMS support to Ukraine. On June 13, 2024, the U.S. entered into a 10-year bilateral security agreement with the country. The agreement aims to maintain credible defense for Ukraine, accelerate its Euro-Atlantic integration, and provide U.S. consultation on future Russian escalations.

## (3) Outcome

In FY 2024, DLA provided over \$14 million in Ukraine Security Assistance Initiative (USAI) FMS support to Ukraine. DLA also collaborated with Army Materiel Command (AMC) Supply Requirements division to provide ~\$43.5 million in CL IX parts. Additionally, DLA provided Ukraine FMS valued at \$384,000 through non-CLSSA. DLA supported Ukraine primarily through backfilling service stocks post presidential drawdown (not FMS) and USAI funds through FMS channels.

### c. Wildland Fire Protection Program (WFPP) Support

#### (1) Background

DLA's global network and expertise in supply chain management enabled an agile and rapid response to the WFPP. Throughout the year, DLA planned, organized, and trained with interagency partners to prepare for emergencies. DLA supported state and local organizations across ten U.S. Forest Service (USFS) regions.

#### (2) Description

DLA provided logistics expertise and material to the USFS during the very active 2024 fire season. DLA provided approximately 307 National Stock Numbers (NSNs) to National Incident Support caches, as well other non-cache firefighting organizations to include the USFS, Department of Interior, and state and local government firefighting entities. DLA remained in close coordination with the USFS and state and local government partners by synchronizing the replenishment of critical items and providing routine support through FedMall. Through mid-August 2024, DLA provided emergency order support through the Customer Interaction Center, consisting of 378 emergency orders totaling sales of \$12.8 million. FY 2024 state and local firefighter support through FedMall consisted of orders valued at over \$4.73 million. Total DLA Sales through mid-August for all firefighting organizations was \$52.19 million.

### d. Disaster Support

#### (1) Background

DLA supports Federal Emergency Management Agency (FEMA) headquarters and its ten regions. DLA's global network and expertise in supply chain management enabled an



agile and rapid response to earthquakes, floods, hurricanes, tornados, and other disaster relief. DLA planned, organized, and trained with interagency partners to prepare for these emergencies.

## (2) Description

DLA provides logistics expertise and material to FEMA and co-hosted an annual pre-scripted mission assignment (PSMA) review for the 19 PSMA.

## (3) Outcome

DLA provided \$14.17 million in support services that included personnel deploying to the FEMA National Response Coordination Center in support of wildfires and hurricane disaster responses, while re-establishing and sustaining FEMA readiness stocks. DLA Distribution took part in FEMA's Eagle Rising 2024 exercise, providing support for a "real world" hazard exercise in FEMA Region 4. The exercise focused on incident support base operations. Additionally, DLA collaborated with FEMA to establish the Survivor Daily Rations Agreement under the Economy Act, providing survivors with a more domestic compatible meal.

# 3. Regional Commands

## a. DLA CENTCOM & SOCOM

LOE 1.1 - Warfighter Always: Support of Combatant Commander Campaign Plans and Integrated Contingency Plans

## (1) Background

DLA CENTCOM & SOCOM (C&S) provided direct support to seven U.S. Central Command (CENTCOM) named operations: Operations Enduring Sentinel, Inherent Resolve, Spartan Shield, Yukon Journey, Yukon Lightning, Neptune Solace, and Cobalt Shield. In addition, CENTCOM has two major operational plans (OPLANs) and SOCOM has one major OPLAN with integrated DLA phased support. Current theater sustainment posture is transitioning from Arabian Gulf-centric to a Western Access Network concept.

## (2) Description

DLA C&S supports approximately 35,000 personnel and multiple platforms/systems across 21 countries within the CENTCOM area of responsibility (AOR). Additionally, the command supported Special Operations Forces (SOF) in each theater special operations command.

## (3) Outcome

DLA sustainment and services are seamlessly integrated into CENTCOM and SOCOM OPLANs, CONPLANs and current named operations throughout each phase to enhance the operational reach and endurance of deployed forces.

(a) Developed and maintained agile strategic lines of communication and access in theater.

(b) Enhanced logistics information and intelligence into the Combatant Command LOGCOP using data acceleration initiatives (e.g., Advana, Mavan).

(c) Planned and programmed sufficient capacity to enable rapid transition from current operations to a Major Theater War in a contested logistics environment.

## LOE 1.2 – Warfighter Always: Partner with Customers at Wholesale/Retail levels to Address Service-specific challenges and Develop Solutions

### (1) Background

The Regional Command conducted mission analysis to refine the command-and-control structure to support the rapidly changing contested logistics environment and operational locations within the theater.

### (2) Description

In a resource constrained environment and the re-posturing of operational forces, the Regional Command focused on sustainment and services to optimize logistics support leveraging Mission Command.

### (3) Outcome

DLA C&S continued to engage with our Customers, DLA Headquarters and MSCs to properly align the Regional Command organizational structure to support and sustain the Warfighter in a changing contested logistics environment.

(a) DLA Support Team Middle East (DST-ME) Optimization continued refining its flexible and agile command and control structure in response to expanded CENTCOM operations in support of the Western Access Network development (Jordan and Kingdom of Saudi Arabia).

(b) In direct support to the aftermath of the October 7, 2023, Israel – Hamas Conflict, the Regional Command team in coordination with the agency continued to work with CENTCOM, the Service Components and the Joint Logistics Enterprise to support U.S. forces throughout the Middle East to deter Iran and the Iranian Threat Network. Though Coalition Naval Forces were successful in countering Houthi hostile engagements, many commercial shipping companies have avoided transiting the Red Sea, adding 7-10 days travel time around the Horn of Good Hope, resulting in increased transportation costs. Communications with vendors are ongoing to ensure no impact to sustainment support for U.S. forces in the Region.

(c) In a resource constrained theater and USCENTCOM is transitioning to a Western Access Network development focus, while the Regional Command and MSC supply chains continued to coordinate with the Service Components to ensure DLA maintained alignment and synchronized for future support and sustainment requirements.

(d) DLA Distribution and the Regional Command, in coordination with USCENTCOM and Service Components, continued to develop a proposed future distribution capability as well as implementing the Warehouse Management System (WMS) to support Middle East re-posture and the Western Access Network development efforts.

#### Senior Leader Turnover

##### (1) Background

The Summer 2024 peak moving season resulted in a transition among two of the Regional Command's assigned senior leaders, with permanent change of station from one of the respective MSC Staffs and DLA Support Team-Middle East.

##### (2) Description

The Regional Command recognized the following senior leader changes: DLA Energy-Middle East, Army LTC Jamie Pittman to Army LTC Marrio Almada; DLA Support Team-Middle East, Army LTC Michael J. Martin to Air Force Lt Col Christopher E. Simmons; DLA C&S Deputy Commander, Mr. Kenneth Morris to Ms. Janice Rice; and DLA C&S Senior Enlisted Leader, MSG Kalie Brown to MSG Javier Candelaria Munoz.

##### (3) Outcome

All transitions occurred in the presence of both the incoming and outgoing senior leader, resulting in face-to-face transitions and seamless assumption of primary duties and responsibilities in support of the Warfighter.

#### b. DLA EUROPE & AFRICA

LOE 1.1 - Warfighter Always: Support of Combatant Commander Campaign Plans and Integrated Contingency Plans

##### (1) Background

DLA Europe & Africa (E&A) provided direct support to U.S. European Command (EUCOM) three named operations: Operation Atlantic Resolve; Operation Atlantic Sentry and Operation Cobalt Shield. In addition, EUCOM has two major OPLANs, and AFRICOM has a campaign plan.

##### (2) Description

DLA E&A supports 82,000 personnel and multiple platforms and systems across 51 countries within the USEUCOM and 7,000 personnel and multiple platforms and systems across 53 countries within USAFRICOM AOR. Additionally, the command supported SOF and SOF-specific systems within Europe and Africa. The regional command, DLA Support Team

Victory in Poznan Poland, and regional MSCs are integrated at key nodes to synchronize DLA capabilities, supply chain equities, and services with Warfighter requirements.

(a) Integrated across the EUCOM and AFRICOM AORs incorporating planners into the CCMD and service-component battle rhythms to ensure alignment of efforts and clear communication.

(b) Continue to remain fully engaged supporting NATO's eastern flank and responding to disasters in Africa.

(c) Created flexible, reliable, and resilient options to mitigate the risk associated with contested logistics while enabling interoperability with allies and partners.

(d) The team has been actively engaged with MSCs, EUCOM, and service components in examining forward stock positioning, with an emphasis on the high north.

(e) The EUCOM commander directed the establishment of dedicated noncombatant evacuation planning, integrating EUCOM and CENTCOM efforts in the Middle East. DLA planners have been integrated at all levels, providing subject matter expertise and answering RFIs.

(f) Per AFRICOM commander, U.S. forces withdrew from AB 101, Niamey, and AB 201, Agadez, in Niger by September 15, 2024. DLA planners were integrated at all levels, providing subject matter expertise and answering of RFIs from units on ground.

(g) DLA E&A assigned LNOs to both the Security Assistance Group Ukraine (SAG-U) and the Remote Distribution Center Ukraine. The SAG-U LNO focused on streamlining the requisition process for items through the services and DLA Disposition Services' Reutilization, Transfer, and Donation (RTD) program. This initiative, executed by the 21st Theater Sustainment Command, provided a cost-effective solution for meeting Ukrainian Armed Forces requirements, thereby relieving the services from direct material provision.

(h) DLA E&A reviewed deployed augmentation requirements to reduce the number of deployers and convert 5 positions to temporary full-time equivalent billets, eligible for three-year assignments, allowing for more stability within the region.

## LOE 1.1 - Warfighter Always: Tier 1 Exercise and Contingency Planning and Execution

### (1) Background

DLA E&A focused on exercise support across two theaters. The regional command supported four Tier 1 exercises on two continents: Defender Europe 24, Austere Challenge 24, African Lion 24, and Flintlock 24.

### (2) Description

FY 2024 Tier 1 exercises Defender Europe 24, Austere Challenge 24, African Lion 24, and Flintlock 24 exemplified the regional command's importance as a supporting effort of both EUCOM and AFRICOM Tier 1 exercises as well as allowing DLA E&A to exercise their Joint Reserve Force (JRF).

(a) Austere Challenge 24 focused on capabilities and limitations of general supply chain and logistic service requirements plus assisting EUCOM and service staffs in forecasting requirements. DLA provided 17 JRF augmentees for this exercise.

(b) For Defender Europe 24, DLA provided commodity support across all supply chains and services, with focus on CL III (B) and CL I operational rations (88 of 88 orders fulfilled). DLA Distribution Expeditionary deployed, set up, and conducted theater consolidated shipping point operations at Germersheim. DLA Disposition Services linked a CONUS-based expeditionary disposition and remediation team from CONUS with Expeditionary Site Set from Kaiserslautern to receive and process property at Germersheim.

(c) AFRICAN Lion and FLINTLOCK allowed DLA to use an exercise setting for real-world subsistence prime vendors (SPVs) to push CL I from Europe to Africa. Between both exercises, DLA E&A's SPVs supplied over 48,000 cases of bottled water and 6,000 cases of Meals Ready to Eat, confirming E&A's relevance to AFRICOM exercises.

### Senior Leader Turnover

The command's senior leader changes included: deputy commander, DLA E&A, Mr. Christopher Davis, replaced Mr. Donald Bruce; DLA E&A military deputies transitioned from CDR Jatan Bastola to Lt Col Erik Clayson to Major Razy Molina; the DLA Distribution Germersheim Commander, LTC Kimberly Rembert was replaced by LTC Michael Zdrojesky; the DLA Distribution Sigonella commander, Navy CDR Ben Muniz, was replaced by Navy CDR Renae Renken; the DLA E&A Troop Support commander, LTC Fermin Gonzales, was replaced by Army LTC Eduardo Rivera; DLA Disposition Services E&A director, Ms. Jessie Parisano, was replaced by Mr. Leslie Glosby. DLA Support Team (DST) leadership changes included: DST East Africa, MAJ Elizabeth Sarrett, replaced by MAJ Tim Anglin, replaced by CDR Christopher Lewis; DST Victory, CDR John Renquist replaced by CDR Jonathan Leung (after merging DST North and South to DST Victory) replaced by CDR John O'Donnell.

### c. DLA Indo-Pacific

#### LOE 1.1 - Warfighter Always: Support of Combatant Commander Campaign Plans and Integrated Contingency Plans

##### (1) Operations: The IP region experienced significant strategic challenges

##### (a) Red Hill Fuel Facility Defueling and Closure Efforts

Joint Task Force – Red Hill (JTF-RH) was formally established in September 2022 with the mission to defuel the Red Hill fuel facility. DLA actively supported all JTF-RH operations, repair, and planning efforts. On October 16, 2023, JTF-RH began gravity defueling to remove approximately 104 million gallons of fuel from fuel storage tanks. DLA Energy Hawaii-East Pacific and South-West teams supported these operations with four quality assurance representatives overseeing fuel transfers to Military Sealift Command (MSC) tanker vessels for delivery to selected defense fuel support points. Through coordination and quality surveillance, DLA assisted in four challenging loadouts onto tanker vessels. Stringent pre-loading evaluations and lab analytics facilitated these high-risk loading evolutions. On December

15, 2023, JTF-RH completed gravity defueling by removing 104,642,160 gallons of fuel and unpacking fuel from pipelines connecting the tanks to facilities at Joint Base Pearl Harbor-Hickam. Between January and March 2024, approximately 60,000 gallons of residual fuel that could not be drained by gravity was removed. On March 29, 2024, JTF-RH completed its defueling mission and shifted command and control to the Navy Closure Task Force – Red Hill.

#### (b) CL I & CL IV Summits

Building on the groundbreaking CL I Summit held at the end of FY 2023, DLA Indo-Pacific worked closely with service components to address gaps and issues. Following the same model, a Class IV Summit was held in March with participation across the joint force. The summit focused on Class IV theater posture, engineer requirements, and airfield damage repair (ADR) and port damage repair (PDR) kit requirements and resourcing. The event provided a better understanding of ADR and PDR and their associated challenges, especially the commonality of ADR kit parts outside of bulk CL IV.

#### (c) Okinawa Fuel Supply Chain/Mooring System Repairs

After damage to the Okinawa Single Point Mooring (SPM) system prevented resupply from deep-draft tankers, DLA Energy lightered fuel in Korea to shallow draft tankers and used Okinawa's Multi-Bouy Mooring System, which handles only smaller shallow-draft tankers, to ensure continued supply. Over 21 million gallons of vital JA1 were moved, enabling uninterrupted operations at Kadena AB. Following repairs to the SPM, DLA Energy quickly pushed fuel into Okinawa to restore supply levels above control limits.

#### (d) Rim of the Pacific (RIMPAC) 2024

In support of the world's largest international maritime exercise held from June 27 to August 1, 2024, DLA IP activities (Energy Hawaii-East Pacific, Distribution-Hawaii, Troop Support-IP) fostered cooperative relations among 29 nations, 40 surface ships, three submarines, 14 national land forces, over 150 aircraft and 25,000 personnel. The exercise, which took place in and around the Hawaiian Islands, was essential for ensuring the safety and security of global sea lanes. DLA provided 21.7 million gallons of fuel, \$6.2 million of Class I, and over 10,000 material processing center receipts during the event.

### (2) Exercise Support

During FY24, DLA Indo-Pacific supported INDOPACOM, sub-unified command, and service component Tier 1-4 exercises in furtherance of INDOPACOM campaign objectives. This support included integrating planners in all joint exercise life cycle planning events, as well as providing subsistence, fuel, disposal, distribution, LNOs, planners, and DSTs. Supported Tier 1 and 2 level exercises included Keen Edge 24 (Hawaii), Bersama Warrior 24 (Malaysia), Dalan Ba Dame 24 (Timor Leste), Cobra Gold 24 (Thailand), Balikpapan 24 (Philippines), Salaknib 24.1 / 24.2 (Philippines), Pahlawan Warrior 24 (Brunei), Tamiok Strike 24 (Papua New Guinea), Ksatria Warrior 24 (Indonesia), Freedom Passage 24 (Japan), Ulchi Freedom Shield 24 (Korea), Garuda Shield 24 (Indonesia), and Orient Shield (Japan).

Additionally, DLA Indo-Pacific supported numerous Tier 3-4 exercises and dynamic operations, activities, and investments (OAIs) across the theater and in austere locations.

### (3) Contingency Planning

INDOPACOM refined its warfighting concepts, applying innovative concepts and agile logistics in support of evolving operational strategies. Contingency planning included integrating in INDOPACOM J4 functional working groups and theater-sustainment working groups. DLA Indo-Pacific participated in numerous wargames and strategic-level planning sessions, including Unified Pacific Wargame, Pacific Air Force (PACAF) Combat Support rehearsal of concept, Naval Services Wargame, Red Logistics wargame, US Navy / Marine Corps maritime working groups, PACAF Long Duration Logistics wargame, Navy Contested Logistics wargame, and various tabletop exercises to support the Korea theater of operations. Additionally, working groups informed DLA commodity lines of high demand, low-density supplies during the Class I Summit 24 and Class IV Summit 24.

### (4) Completed Initiatives

(a) Awarded the first-ever fresh fruits and vegetables blanket purchase agreement in India.

(b) Implemented a new SPV contract model in Guam, increasing days of supply held by the subsistence prime vendor. The intent is to replicate this model throughout the Indo-Pacific to support PACFLT CL I initiatives.

(c) Established a material processing center at DLA Distribution Yokosuka Japan in Okinawa, addressing gaps in Navy support following the 2020 termination of the Navy warehouse transfer agreement with NAVSUP.

(d) Through DLA Disposition Services, donated two wastewater centrifuges valued at \$150,000 each to the Lahaina Wastewater Treatment Plant (WWTP) in Maui, ensuring critical support following the 2023 Maui wildfire.

(e) DLA Disposition Services Pearl Harbor, in collaboration with INDOPACOM and the host nation, established a hazardous waste disposal contract to support U.S. military units in the Philippines. The contract includes all management services required to remove, transport, store, and dispose (or recycle) hazardous waste generated by U.S. Department of Defense (DoD) installations in and around the Philippine Islands.

(f) DLA-Maritime Pearl Harbor and DLA Distribution Guam supported Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility for nearly two years as they completed depot modernization of the Virginia-class fast-attack submarines USS Hawaii (SSN 776) and USS Minnesota (SSN783). Their support ensured the timely return of these submarines.

### (5) In-Work Initiatives

(a) DLA Disposition collaboration with I Marine Expeditionary Force, Amrine Rotational Force-Darwin, and Australia.

(b) DLA Indo-Pacific initiated a theater campaign plan, focusing on command and control in a contingency while aligning posture and requirements for a rapid

transition to crisis and conflict. The plan outlines actions across the region for the entire DLA enterprise and will be shared with agency components when finalized.

(c) Provided support for 15,000 Papua New Guinea Defense Force dress uniforms, as authorized by the Deputy Secretary of Defense in May 2023, and ahead of the nation's 50th Independence Day celebrations in September 2025. DLA Troop Support IP representatives met with Papua New Guinea National Defense Force Staff to view samples and provided feedback on the current designs.

(d) DLA Troop Support IP leads weekly collaborations with key forward-deployed stakeholders for 7th Fleet Subsistence supply chain organizations during operational windows, exercises, and scheduled deployments. The meeting platform was adopted by Pacific Fleet N41 to develop and monitor their first Carrier Strike Group and USS Boxer Amphibious Readiness Group combined push-logistics and contingency menu exercise.

(e) DLA Troop Support IP developed a proof of principle for a CL I acquisition cross-servicing agreement between DLA and PACFLT with Australia and Japan. Next step is to develop implementing arrangements (IA) with both nations.

(f) DLA Disposition Services's Pacific team is making progress on ensuring compliant disposition of DoD equipment in Australia, coordinating a follow-on operational planning team (OPT) with Air Commodore Tyler and Mrs. Simone Peace to identify all salient characteristics of disposal operations between DLA-DS & Australia.

### Senior Leader Turnover

The Regional Commander, CAPT Patrick Blake, successfully completed his tenure and relinquished command to CAPT Patrick Brown. Other notable transitions included CDR Erik Decker from DLA Troop Support Indo-Pacific; LTC Dennis Han from DLA Energy Korea; Lt Col James Smith from DLA Energy Japan; CDR Ian Iliff from DLA Distribution Yokosuka Japan; and LTC Nathan Hadlock from DLA Distribution Korea. These changes reflect the dynamic nature of the organization and its commitment to continuous improvement. CDR Ryan Cullinan took command at DLA Troop Support Indo-Pacific; LTC Jeremia Van took command of DLA Energy Korea; Maj Dominic Baker took over at DLA Energy Japan; CDR Daniel Maldonado now leads DLA Distribution Yokosuka, Japan; and LTC Celine Pargo leads DLA Distribution Korea. LtCol Christopher Cole, USMC, assumed DLA IP chief of operations.

## 4. Initiatives

### a. Visualize and Operationalize Data

#### (1) Background

With the Deputy Secretary of Defense's directive to transition data to Advana, DLA gained an unprecedented opportunity to access information across the services and within DLA itself. The goal of visualizing 100% real-time inventory data for all classes of supply down to the brigade level is within reach. Visualizations for a few classes of supply have been implemented, with the remaining DLA classes to be incorporated in the next phase. The J3 Decision Advantage division will continue these efforts.



## (2) Description

Operationalizing logistics data is a three-phase process. The initial phase, visualizing logistics data across DoD, is well underway. Currently, visualization tools for Classes I, III, and IX are in use by DLA. Feedback from users will be incorporated into the second phase, along with other DLA classes of supply. As DLA visualizes the global inventory in the context of customer demand, decision makers at all levels can analyze the effect that adjusting various parameters will have on the agency's ability to meet customer demand. The final phase of operationalizing inventory data adds analysis and prediction to improve forecasts. This goal requires robust logistics data tools that delve into Advana's data stores. Effective forecasting requires understanding the customers' supply chains, global inventory, and the operational requirements. Although operational requirements have a foundation in historical data, forecasting future requirements depends heavily on training and operational plans. As Advana continues to mature, the data will get better. In FY 2024, DLA implemented three logistics data tools:

- (a) Global Rations and Prime Vendor Subsistence Enterprise Status (GRAPES): Class I Subsistence.
- (b) Class III Tool
- (c) Class IX Tool

### b. DLA Global Posture Plan

#### (1) Background

In 2020, the combat support agency review team (CSART) recommended that DLA develop a global posture plan. Although posture plans are generally for CCMDs, the services and combat support agencies are stakeholders. DLA agreed with the recommendation and began developing the first GPP in 2022. An OPT wrote a concept that the J3 signed in May 2023. That concept was more posture statement than plan. With the evolution toward global integration, there is an increased need for planning documents that provide a global view of logistics support and provide concepts of support to austere/remote locations.

(a) Prior to the approved GPP in May 2023, DLA did not have a global posture plan.

(b) Posture plans primarily focus on forces, footprints, and agreements, but also include future initiatives, risks, resourcing, etc. OSD Policy is responsible for global posture and CCMD plans and update them annually. DLA follows their guidelines, though our timeline does not align with the CCMD submissions presently.

(c) J35 (J353 led by Mr. Christopher J. Rollins) continued the GPP OPT for the FY 2024 with representatives from all the MSCs, DLA regional commands, and select J&D codes to develop the initial GPP. This OPT continued with a second iteration.

(d) The initial DLA posture plan included tasks to drive future change to operational and business processes and identify resourcing requirements linked to the National Defense Strategy (NDS). Some of these tasks carried over to the FY 2024 GPP, though all tasks will, or should, migrate to a future DLA Campaign Plan.

## (2) Description

The DLA J3 is currently performing final review before expected approval of the FY 2024 GPP. The FY 2024 GPP focused more on the ‘to be’ (future) posture for the years FY 2025-29. However, it does not contain a definitive resourcing plan to carry out future initiatives.

(a) The FY 2024 DLA posture plan continued following national strategic documents to incorporate sustainment requirements, support OPLAN requirements, reduce lift, and enable a more responsive “fight tonight” stance. Due to the projected contested logistics environment, transportation will be a combatant command and service component responsibility.

(b) DLA’s priority is providing the combatant commander the capabilities needed to conduct strategic deterrence and, if needed, win in conflict.

(c) For the past year, DLA participated in OSD Policy’s Global Posture Executive council and Global Posture Integration team. These groups focus on Combatant Command posture planning efforts, Service POMs in support of posture, and MILCON. Although DLA does not have an active speaking role, we gleaned a great amount of information and other guidance that have informed our posture.

## (3) Outcome

The GPP effort is linked to the DLA Global Resiliency Initiative (GRI) and will eventually become an annex to the DLA Campaign Plan, the GRI’s future state.

(a) The J3 used the governance process to advance GPP issues for information or gain decisions to inform future requirements, resourcing, risks assessment/mitigation and posture planning.

(b) The GPP planning team began a Continuous Process Improvement (CPI) effort with DLA DT to prioritize future posture initiatives and resourcing.

(c) DLA began the annual GPP review in August 2024 and will culminate with a updated GPP in October 2025.

(d) Future DLA strategic documents will include perspectives that drive DLA to look “up and out,” which link our activities and investments to CCMD OAs, and “down and in” to drive changes to business processes and engagement with joint force commanders.

## c. DLA Global Resiliency Initiative

### (1) Background

The 2022 NDS identified the need to increase logistics resiliency, agility, and responsiveness to support a combat-credible force during competition, build enduring advantage across the defense ecosystem, and, if necessary, support combat operations within a contested logistics environment. As a result of numerous factors (service demand planning for annual or contingency requirements, COVID-19 disruptions to supply chains, and constraints on cash and obligation authority, among others), DLA’s ability to provide support and readiness to military services had degraded (measured in decreased wholesale supply availability, increased back

orders, service customer feedback, and increasing occurrences of customers buying around DLA). VADM Skubic directed J35 lead an effort to address these challenges via the GRI.

## (2) Description

GRI was an agency-wide effort to ensure the resiliency of DLA supply chains and enabling capabilities on a global scale. Aligned with JS J4's forward positioning effort and informed by both the 2022 NDS and national military strategy, GRI created solutions to increase service readiness/support force generation as well as sustain operations in a multi-domain contested logistics environment; identify resources needed to set the theater; and address human capital, mission-relevant cyber issues, and DLA financial health to increase support posture. The GRI team, comprised of members from across all MSCs and J/D codes, sought to adjust agency position, stance, and presence globally to assure logistics services and supply chains within DLA's span of control would not be a limiting factor to warfighter operational flexibility.

## (3) Outcomes

GRI identified some \$6.6 billion in initial investments, from materiel solutions to contracting actions to changes in law and policy that DoD should undertake to address resilience throughout the joint logistics enterprise.

(a) "Generate the Force": This area focused on DLA support to peacetime service readiness, force generation, and power projection. DLA identified actions such as CL IX investments, subsistence prime vendor contract changes, and military construction projects that would increase resilience to crisis or conflict.

(b) "Sustain the Force": DLA focused on sustaining joint operations for the first 60 days of a contested logistics environment conflict. The team identified investments in materiel, theater locations, warm/cold sites, and other areas that would increase joint resilience.

## d. WMS

### (1) Background

DLA is deploying WMS worldwide to modernize warehousing and transportation functions. All thirty DLA Disposition Services sites and nine recruit training centers transitioned from Distribution Standard System to WMS by the end of FY 2024. In addition, eleven DLA Distribution Sites were successfully transitioned.

## e. F-35 Lightning II Sustainment: Product Support Provider (PSP) Efforts

### (1) Goals

Fully implement the North American Regional Warehousing (NRW) effort, continue providing demilitarization/disposal services, and continue serving as a Global Transportation & Distribution (GT&D) provider as the assigned PSP for the F-35 Joint Program

Office (JPO). Support transition of the F-35 program to the U.S. Air Force and U.S. Navy per Section 142 of the FY 2022 National Defense Authorization Act (NDAA).

## (2) Background

The F-35 program is managed as a joint, multinational program. Participants include the U.S. (Air Force, Navy, Marine Corps) and several international countries. The F-35 JPO oversees sustainment support functions as well as a joint spares pool (JSP) to maintain readiness across the enterprise. The F-35 JPO is leveraging DLA's storage & distribution, disposition services, energy, provisioning support, and logistical information technology.

## (3) Description

DLA employed its core competencies to increase JSP posture and supply chain visibility while supporting the Office of the Undersecretary of Defense (OUSD) and JPO sustainment affordability goals. During FY 2024, DLA achieved NRW FOC by delivering wholesale and industrial site storage and distribution capabilities across seven U.S. DLA distribution centers. As the fleet grows, DLA will increase its inventory storage scope to include air vehicle and propulsion activities. DLA, in partnership with TRANSCOM, is responsible for parts transportation and distribution. These efforts enabled the JPO to the planning to incorporate the international countries into the GT&D. As the PSP for demilitarization and disposal, DLA Disposition Services achieved continues worldwide disposition activities in support of the F-35.

Furthermore, DLA supported the activation of the F-35 Joint Transition Team (JTT) and participates as a key stakeholder integrating congressionally-mandated requirements deriving from Section 142 of the FY 2022 NDAA. DLA plays a primary role in sustainment transition planning activities, particularly in areas of supply support, logistics IT interoperability, and financial audit/reporting capabilities. As a function of the JTT, DLA is actively planning for being assigned the F-35 consumable item PSP. The agency is also making it possible for the F-35 program to leverage its global tires program. DLA supported the lead services (U.S. Air Force and U.S. Navy) in provisioning and cataloging planning efforts.

## (4) Outcome

As PSP for F-35 NRW, GT&D, and demilitarization/disposal, DLA is ensuring effective mission readiness and material support to the F-35 enterprise. The development of electronic data interchange between the F-35 logistical systems and DLA systems will enhance the transition of capabilities as well as provide accountability of assets.

### f. Nuclear Enterprise (NE) and Space Enterprise (SE) Support

## (1) Background

To support the nation's strategic deterrence mission, DLA provides effective and efficient logistics and materiel solutions for both legacy and emerging NE/SE systems. Additionally, DLA actively supports the U.S. Space Force's (USSF's) organize, train, and equip functions. Specifically, the agency codifies procedures necessary to optimize customer support to

United States Strategic Command (STRATCOM), United States Space Command (SPACECOM), and the military services. Lastly, DLA supports operational mission functions.

## (2) Description

The NE and SE remain national priorities as outlined in national defense strategy. In FY 2024, DLA achieved the following in support of the DOD NE and SE:

(a) Participated in STRATCOM's Global Lightning exercise. Supported DLA Training and Exercise program with STRATCOM by executing training objectives for STRATCOM's premier tier one exercise. Coordinated evaluation of DLA augmentation to the STRATCOM Joint Logistics Operation Center and facilitated field training exercises to evaluate distribution of Class I supplies to STRATCOM units.

(b) Orchestrated DLA vice director customer engagement with USSF chief operations officer for an exchange of organizational briefings.

(c) DLA's Nuclear Enterprise Support Office (NESO) hosted the first-ever USSF engagement to discuss DLA's support to the service and receive a deep dive on the USSF's organization and mission.

(d) Led update of the NE section for the USAF-DLA performance-based agreement (PBA) re-write. Managed all editing efforts, specific recommendations, and gained concurrence from senior leaders for inclusion of ~40 nuclear weapon and space enterprise systems/144,000 NSNs. Revitalized current Service's PBA metrics in support of readiness improvements opportunities and CLIX core supportability analysis tracking.

(e) Managed the DLA nuclear weapon related materiel (NWRM) exercise program. This multifaceted risk assessment program allows DLA to detect, identify, secure, and return to Air Force possession 120 NWRM NSNs consisting of 31,500 assets.

(f) Partnered with DLA J6 Small Business Innovation Research (SBIR) program to initiate research on 677 NE parts. \$76.1 million invested to-date.

(g) Fulfilled critical B-52 parts requirements utilizing SBIR. 267 parts under contract/147 sources approved to date. Collaborated with SBIR to resume production of license restricted parts.

(h) Utilized SBIR for submission of five DLA managed NSNs for HQ Space Systems Command (SSC) identified obsolete critical parts. Four NSNs approved and sourced by manufacturer saving USSF \$440,000 in research and development costs.

(i) Key member of STRATCOM/NORTHCOM operational planning team established to develop improved theater operational support plan for the CONUS. Developed problem statements/courses of action for warfighter support activities in FY 2025.

(j) Orchestrated USSF weapon system support program (WSSP) validation decision brief for the SSC product support manager summit. Led to USSF WSSP validation of 29 weapon system designator codes for 35,000 NSNs.

(k) Trained USA/G-4 personnel on USAF cataloging & provisioning techniques in support of USSF-USA space systems transfers. Aided USA/G-4 with acquisition of three "TK100G Kits" required to complete transfer of Army wideband satellite system.

(l) Resolved discrepant shipment of 26 pallets of excess material for SSC. Obtained usage approval of valid Air Force DoD Activity Address Codes (DoDAACs). Saved \$12,000 in shipping/man-hour labor rate costs.

(m) Championed training with the Air Force Nuclear College, Sandia National Laboratories and Air Force Nuclear Command, Control and Communications Center. Secured Nuclear Learning Opportunities for 98 DLA nuclear mission professionals.

(n) Led six DLA training sessions for AFGSC A-Staff. Training consisted of FEDMALL usage; planning for DLA consumables; demand history adjustment; engineering assistance; -339's; and weapon system coding.

g. U.S. Army / DLA – Service Integration Day

(1) Background

The annual US Army/DLA service day convened on May 23, 2024, at the DLA Headquarters in the McNamara Headquarters Complex in Fort Belvoir, Virginia.

(2) Description

LTG Simerly, the DLA Director; LTG Hoyle, the HQDA G4; and Ms. Whicker, the AMC EDCG, served as the tri-chair for US Army/DLA service day. This event focused on strategic-level discussions among the senior leaders within the US Army and DLA. The 2024 theme was "delivering readiness, meeting future demands, and setting global posture to support Army transformation." This event was conducted in 4 phases: DLA Support to the Army, Joint Forces, and Whole of Government; Global Posture to Support Army Transformation; Delivering Readiness; and Meeting Future Demands.

h. U.S. Navy / DLA – Service Integration Day

(1) Background

The annual Navy/DLA meeting convened October 11, 2023, at DLA HQ Fort Belvoir, Va. The classified event was co-chaired by VADM Michelle Skubic, Director - DLA; RDML Dion English, Director, Chief of Naval Operations Logistics Division; and RDML Ken Epps, Commander, NAVSUP, and RADM Thomas Anderson Acting Chief of Naval Sea Systems Command.

(2) Description

The event was attended by 21 Senior Leaders from the United States Navy and DLA, as well over 60 personnel from Navy and DLA. Topics covered included:

- (a) G-Invoicing/Audit Readiness
- (b) Installation Management Infrastructure
- (c) Class I Support
- (d) Current/Projected Material Availability Performance
- (e) Strategic Shipyard Memorandum of Agreement
- (f) Naval Industrial Alignment Campaign
- (g) AUKUS Design

## (h) PACFLT Brief (SIPR)

### (3) Outcome

The event yielded a total of five action items. All action item deliverables will be vetted through the Partnership Agreement Council leadership for acceptance and closure.

#### i. U.S. Marine Corps (USMC) Executive Steering Group (ESG)

##### (1) Background

On 13 March 2024, the J3 Marine Corps service integration team executed the USMC – DLA ESG. The event was co-chaired by RADM Noble, DLA J3, and BGen Forrest Poole, from HQMC Installation & Logistics.

##### (2) Description

Topics included the amphibious combat vehicle, Installations and Logistics 2030, Marine Corps global positioning network (GPN), DLA J35 sustainment requirements, and USMC uniforms. RADM Noble focused on contested logistics, analytical rigor, and with a focus on people and partnerships. BGen Poole stressed the strength of the USMC – DLA partnership, especially Marine Corps GPN, and maintaining warfighting perspective.

#### j. DLA Industrial Base Campaign of Learning (DIBCoL)

##### (1) Background

DLA conducts the DIBCoL, co-led by J3/J7, and establishes the foundation for deliberate analyses in support of agency-wide decision making, while assessing the resiliency of the DLA dependent industrial Base (DDIB).

##### (2) Description

In May of 2022, RADM Noble attended the annual Naval Contested Logistics wargame and realized that DLA needed to focused deliberate analyses, conducted as a wargame, on the DDIB. The J3 formed a cross-functional DDIB issue development OPT that convened from May to September 2022, with members from J7 Operations, J7 Warstopper, J7 Strategic Materials, J67A ACE, J351 Supply Chain Risk Management (SCRM), J353 Plans and Exercises, J255 Strategic Plans and Futures, and Enterprise Risk Management. The scope of the DDIB necessitated more than one wargame. This current concept, approved October 2022, consists of three wargames of different sectors of the DDIB.

##### (3) Outcome

The first wargame, executed 16-20 October 2023, explored the Clothing and Textiles industrial base with Center for Naval Analyses providing contracted analytic support.

The second wargame, executed in April and June 2024, explored bromine water cartridge and DLA supply chains with similar characteristics with RAND National Defense Research Institute providing contracted analytic support. The third wargame, scheduled for 24-29 March 2025, will explore DLA's reliance on domestic high-purity aluminum production with the Institute for Defense Analysis providing contract analytic support. Unique to this wargame is the partnering with Defense Contract Management Agency and interagency partners on an industrial base assessment. In July 2024, the director provided guidance to continue the DIBCoL beyond the three-wargame construct and nest it as a line of effort under an overarching DLA campaign of learning. J355, with contract support and J6DA (ACE) help, is developing the overarching campaign. The final effort – an integrated analysis post February 2025 of all three wargames – is likely to be classified as an in-stride analysis. DIBCoL is funded by the director's reserve fund for \$1.5 million through FY 2024. In March 2023, J3 gained approval for a PBR 25-29 Budget Increase Request for \$8.7 million across the FYDEP.

#### k. Re-Optimizing U.S. Air Force Support for Great Power Competition (GPC)

##### (1) Background

The Department of the Air Force is implementing twenty-four major changes centered on developing people, generating readiness, projecting power, and developing integrated capabilities. These changes are known as Re-Optimization for GPC.

##### (2) Description

Re-Optimizing for GPC focuses on eliminating stovepipes to deliver cross-functional and lethal combat capabilities with the speed and agility required to meet the challenges of this era, and into the foreseeable future. Prioritized support was defined as “restructuring the key processes related to aviation spares and weapon systems to be data-driven and risk informed to improve system health.” The concept of support governance is separated into two distinct teams, “weapon systems prioritization” and “weapon system spares.”

#### l. Per- and Polyfluoroalkyl Substances (PFAS)

##### (1) Background

PFAS was discovered in the late 1930s and used in many consumer, industry, and government products. Initially, only Perfluorooctanoic acid/Perfluorooctane sulfonate and Aqueous Film Forming Foam (AFFF) were addressed in NDAA language but, as discussions were held, the scope expanded to over 40 chemicals. DLA's initial connection to PFAS was through a 2020 lawsuit claiming that DLA and the DoD violated the National Environmental Protection Act by incinerating AFFF.

##### (2) Description

Below are descriptions of various topics DLA has played a role in for PFAS. Many of these areas cross over the agency casting a wide net of impacts.



(a) In late 2022, 3M announced it is exiting the fluoropolymer business (including fluorinated fluids and PFAS-based additive products) for all of their direct-portfolio products and some in their enabled portfolio. DLA participated in multiple working groups to understand the effect on the supply chain. 3M produces approximately 355 PFAS products with an NSN. Preliminary assessments reveal severe mission impacts to munitions, heat transfer fluids used in weapon systems (O-rings and gaskets), and deflammable armor. DLA interrogated its systems and identified 2,059 items containing PFAS. It also identified 374 weapon systems containing PFAS that are either rendered inoperable without the item or the item is needed for personal safety. However, during the 3M workshop it was identified that either the product was procured in small amounts, or an alternative was available.

#### (b) Disposal Guidance and Incineration

Section 343 of the FY 2022 NDAA required DoD to implement a temporary moratorium on incineration within 120 days unless DoD implemented Environmental Protection Agency (EPA) interim guidance and Section 330 of FY 2020 NDAA; or until EPA issues final guidance. EPA updated its guidance in April 2024. The assistant Secretary of Defense (Energy, Installations, and Environment) issued disposal guidance in July 2023. As of July 2024, DoD components are still prohibited from resuming PFAS incineration until a programmatic environmental assessment (PEA) is completed. DLA has not incinerated since February 2022. While DLA Disposition Services's hazardous waste disposal contracts allow for the disposal of AFFF at Subtitle D and Subtitle C landfills, only three Subtitle C landfills have been accepting this waste due to challenges managing leachates with high levels of PFAS.

#### (c) PEA

DLA Installation Management Environmental Management is leading a PEA for DoD on the commercially available disposal and destruction technologies for PFAS materials. The team is developing screening criteria to identify appropriate technologies.

#### (d) Fluorine-Free Firefighting Foam (F3) procurement

Section 322 of the FY 2020 NDAA prohibits DoD from using AFFF with PFAS after October 1, 2024, except for use onboard oceangoing vessels. The Navy was responsible for developing the MILSPEC (completed Jan 23) and qualifying the vendors for the F3 product. In 2023, DLA became a reoccurring member of the DoD PFAS Task Force Working Group. During a meeting on AFFF transition plans, DLA briefed that it is the integrated material manager (IMM) for AFFF and the new F3, therefore the sole source of the products. The Services countered, stating that the IMM designation doesn't apply to facilities and that the DFAR (208.7003-1) identified a partial IMM assignment for entities involved in developing a product. With these two areas, the Services could procure their own F3 product.

With the partial assignment efforts, the deputy assistant secretary of defense (DASD) Logistics is taking the lead role as it owns the policy for IMM. The office has acknowledged that the DFAR does identify partial assignment; however, the language was not

coordinated with the logistics office, and it has opened a DFAR case to research further. In the meantime, the Services can claim partial assignment.

### (3) Outcome

This is a continuous engagement for all topics related to PFAS:

(a) The scope and impact of 3 million's reorientation is still being discussed in the community. The departure of 3 million has caused many conversations on company exits in general and how much/where PFAS products are in our supply chain.

(b) Disposal guidance and incineration ban are in place pending completion of PEA.

(c) The PEA is on hold until studies related to two disposal / destruction technologies are completed. This includes super critical water oxidation and incineration.

(d) There are two approved vendors for F3 Procurement with one company having CONUS and OCONUS manufacturing. There are about six other vendors going through the approval process. DLA has provided over 250,000 gallons of new F3. DASD (Logistics) is working on a strawman for the DFAR case on partial assignment.

### m. Class IX Campaign

#### (1) Background

In September 2022, DLA J3 contracted with McKinsey & Company, Inc., to study weapon system MSCs and budget increase request performance management. Overall, the historic alignment of obligation authority based on realized sales and constrained planning settings led to a "death spiral" of decreasing CL IX inventory, degradation of materiel availability, ever-increasing backorders, and future missed sales. In addition, CL IX supply chains became 35% less productive between 2018 and 2022 and the average CL IX non-materiel to materiel cost ratio grew from 27% to 37%. Mr. Bunn, DLA vice director, initiated action through J3 to scope and identify key actions to provide a unified agency CL IX strategy.

#### (2) Description

Starting in Aug 2023, the newly organized J35 took lead for the CL IX strategy from J34, coordinating an Integrated Planning Team (IPT) with J35, J34, J7, J8, DLA Aviation, DLA Land & Maritime, and DLA Distribution as voting members. Non-voting members included J1, J31, J6/ACE, DG, DT, and DLA Troop Support. The IPT focused on framing efforts in cost allocation, price setting, and stocking decisions.

The IPT identified a two-phased CL IX campaign as the way forward. The first phase was evolution. The DLA CL IX campaign IPT developed lines of effort (LOEs) focused on actions largely within the agency's control. These LOEs are characterized as an "evolution" of DLA's management of CL IX and are generally near-to-mid-term in duration. The second phase was transformation. LOEs in this phase may require external coordination but seek significant changes in how DLA manages costs, works with industry, uses and shares CL IX data, accesses technical data, and is organized.

### (3) Outcome

As of 12 June 2024, LTG Simerly approved the Framework for a CL IX Strategy as briefed by J35. He provided additional guidance for briefing the Enterprise Operations Planning Council (EOPC) 24 June.

#### n. Mission Assurance – Continuity of Operations

##### (1) Background

As DoD's combat support agency for logistics, resiliency is an important factor in serving warfighters and whole-of-government partners.

##### (2) Description

DLA held a continuity of operations plan (COOP) exercise July 23-25, 2024. COOP training was part of national-level Exercise Eagle Horizon 2024 (EH 24) that focused on continuing operations in emergency situations for DLA Logistics Operations. It was a fully integrated, functional continuity exercise to tests the Mission Essential Functions of all the government agencies in the event of a cyber-attack in the National Capital Region.

##### (3) Outcome

Twenty members from DLA's Emergency Relocation Group traveled to DLA Aviation's alternate location for the exercise. The COOP tested traveling to the alternate site and ensuring communications systems, desks and other resources were available. The exercise demonstrated the Agency Synchronization Operations Center's ability to function at the remote location. It was a deliberate plan to increase DLA's confidence in our systems and processes. This exercise was the second in a series of three exercises designed to advance our resiliency.

#### o. Supply Chain Risk Management

##### (1) Background

The DLA Logistics Operations Mission Assurance division addresses the susceptibility of DLA to global supply chain disruptions, threats, and vulnerabilities through research and development projects, participation in the DoD Supply Chain Risk Management Policy working group, and DLA policy procedures.

##### (2) Description

DLA is engaged with OSD on multiple fronts. Assistant Secretary of Defense for Sustainment Christopher Lowman was briefed November 2022 resulting in approval of the DoD Supply Chain Risk Management taxonomy. The taxonomy identifies 12 major categories and 123 subcategories of risk enabling standardized reporting and collaborative action. DLA has

incorporated the taxonomy both in internal programs and development and in the DLA Enterprise Risk Management. DLA facilitates the DoD SCRM working group in collaboration with OSD, the services, and WoG Partners. The agency is also working with OSD on a SCRM mitigation guidebook. The guidebook lists mitigation options available during an illumination, as well as actions to take when a supply chain incident is discovered. Finally, the division is plugged in with OSD SCRM Phase II which transitioned to Phase III with the OSD decision to create a single SCRI entity within OSD A&S. Work will begin to support the shaping and policy of the entity going forward. Efforts continued throughout the year in developing the department level policy with expected coordination beginning in FY 2024.

### (3) Outcome

DLA continues to work on implementing supply chain risk management. Several completed research and development projects include review and application of publicly available, government, and other sources of data in machine learning models.

Current efforts leverage ongoing development of existing Part Analysis of Risk (PART) within DLA to build out a Supply Chain Risk Evaluation Environment within ADVANA to identify common items. Additionally, there is work with various teams through the mission decomposition team to map the essential systems list against new guidelines to ensure critical systems are identified and protected. The efforts also developed a portfolio view of mitigation actions, allowing full consideration of investments and comparative valuation of monetary and time-definite results to optimize DLA investments. Future work will include full deployment across DLA supply chains enabling specific and cross-functional mitigation.

### p. United Kingdom Terms of Reference

#### (1) Background

Former DLA Director, VADM Skubic, delegated to RADM Noble (J3) the authority to negotiate non-binding terms of reference (ToR). ToR signed by VADM Skubic (DLA) and VAdm Kyte (UK) on 31 Jan 2024.

#### (2) LOE-1 Decision Advantage

(a) DLA is developing tools which allow DLA and DoD to understand “what we have” and “where it is.”

(b) Includes data enabled services, leveraging efforts to build end-to-end visibility for short shelf-life items (food, medical).

(c) Working with the Joint Staff J4 led Joint Planning Group to identify common requirements for the Joint Logistics Enterprise (JLEnt).

#### (3) LOE-2 Supply Chain Resilience

(a) Joint and allied forces utilize similar industrial bases to create, sustain, and project power. If supply chains are disrupted, the supported force will be unable to operate.

(b) Supply change mapping and illumination, under the context of supply chain risk management - overlay UK "SCRIPT" with US "SCREEN."

#### (4) LOE-3 Contested Logistics

(a) Explore opportunities for a regional sustainment framework within the EUCOM AOR. Example: examining where maintenance repair contracts overlap.

(b) DLA and UK must develop a robust Class IX partnership.

#### q. Federal Logistics Information (FLIS) transformation

##### (1) Background

Public Law 81-152, the Federal Property & Administration Services Act of 1949, established a common logistics language known as the Federal Catalog Program (FCP). During the 1950s, Public Law 82-436, the Defense Cataloging and Standardization Act, assigned the creation and maintenance of the FCP to the DoD, which assigned DLA the responsibility for managing and administering the FCP. FLIS was the tool by which DLA did so. It provides authoritative source data on over 7.2 million NSNs to more 60,000 military and civilian personnel across DoD, federal and civil agencies, and international partners in 62 countries. FLIS foundational data enables over 8,000 procurement actions and 100,000 orders each day for annual sales more than \$42 billion.

##### (2) Description

2024 saw a shift from an SAP master data governance architecture towards a combination of ServiceNow and SAP technologies, with implementation targeted for November 2025. The goal is to decommission mainframe FLIS processes to avoid Defense Information Services Agency infrastructure costs, reengineer cataloging processes, and meet the needs of stakeholders. Experts refined business rules, documented requirements, and began design efforts.

#### r. Warehouse Utilization

##### (1) Background

DLA is implementing the Warehouse Utilization (WU) initiative in accordance with OUSD(A&S) guidance. The objective is to enable holistic management of the storage and distribution network; reduce DLA costs; and improve the speed, agility, visibility, and accountability. In June 2017, GAO found that opportunities exist to reduce DoD warehousing and distribution costs by streamlining the infrastructure footprint of the current network (GAO-17-449). In 2018, an assessment of three proof-of-principle sites identified an opportunity to improve DoD warehouse utilization to 75% and achieve more than \$575 million in savings. In July 2019, OUSD(A&S) directed DoD to implement recommendations from the 2018 assessments. The 2021 and 2023 NDAs required OUSD(A&S) to coordinate with the military services and DLA to create policies, procedures, and metrics that would lead to increased warehouse utilization rates and provide real-time information.

## (2) Description

The WU initiative has developed new technology to assess rapidly storage facilities and manage warehouse operations. The technology leverages LiDAR-enabled 3D scanning/mapping and Artificial Intelligence to generate standardized warehouse utilization metrics and a decision support dashboard (hosted on ADVANA) for more proactive network management. Deploying these tools will help sustain network visibility, integrate data, broaden supply chain management decision making, and streamline compliance with storage space reporting mandates under DoDM 4140.70. DLA has partnered with OUSD(A&S) to execute the WU initiative and adopt associated technology. Assessments at six sites identified opportunities for DLA to realize \$36 million - \$96 million in net savings and cost avoidance.

## (3) FY 2024 WU progress

- (a) Input 99 % of the DLA CONUS storage facilities into ADVANA.
- (b) Supported OSD request to scan of all DoD storage facilities in Guam.
- (c) Orchestrated the movement of USMC material at Albany, GA and Barstow, CA to covered storage, a move made possible by WU scanning of each site.

## s. NATO Support and Procurement Agency (NSPA)

### (1) Background

DLA has been instrumental in facilitating FMS in collaboration with the U.S. service Implementing Agencies (IAs) and multinational NATO agencies. This collaboration is primarily managed through the NSPA, which coordinates these efforts for NATO's collective use. All requests from NSPA are subject to approval by the Defense Security Cooperation Agency (DSCA) and executed with DSCA-designated IAs. The Security Assistance Management Manual (SAMM) outlines the policy and procedural guidelines for these sales.

### (2) Description

DLA's primary mechanism for supporting allies is through FMS, which is facilitated via IAs, including the NSPA. Unlike CLSSAs, which involve partner investment for enhanced readiness, NSPA operates through direct FMS mechanisms. DLA also supports allies by providing excess defense articles through the NATO Logistics Support and Evaluation (NLSE) system, and by supplying repair parts. These parts include electrical components, brake pads, batteries, hardware, bushings, fairings, and other critical items. The process involves:

#### (a) Lead Nation Sales

These cases involve selling defense articles to a single FMS-eligible lead nation or international organization, which then transfers these articles to other FMS-eligible nations.

## (b) Agent Sales

In these cases, sales are made directly to multiple FMS-eligible countries through a single case managed by one of the authorized IAs. This model facilitates coordination of sales across various participating nations, adhering to established protocols and congressional notification requirements.

(c) The SAMM C5.6 section outlines the procedural guidelines for managing these FMS models, including necessary assessments, endorsements, and notifications to ensure compliance with statutory and policy requirements.

## t. NLSE

### (1) Background

The goal for J341 Planning and Order Fulfillment division regarding NLSE was to develop an automated and auditable process for MSCs to buy and sell approved items. This automation would help DLA to buy hard-to-get items that often are no longer available through the normal supply chain. The second goal was to increase participation in NLSE user groups.

### (2) Description

The NLSE is a fully secured, web-based application that supports the joint management of materiel among Common Item (COMMIT) nations. There are twenty-six member nations and two associate member nations. It is a set of tools developed by NSPA to assist customers and suppliers in putting into practice cooperative logistics concepts for item acquisition and management. These tools allow customers to exchange excess spare parts and manage commonly held stocks. The team was tasked to develop an interoperable process that allows Enterprise Business System and NLSE to automate more efficiently. Efforts included:

(a) Developing a process for member nations to automate the ordering process. DLA created DODAACs for each nation.

(b) Providing training for member nations interesting automating orders with NLSE.

### (3) Outcomes

RADM Noble hosted NLSE's 50th COMMIT meeting. More than 20 member nations attending the three-day session to discuss the way ahead for the partnership, Ukraine support, and a new cost sharing mechanism. The U.S. representative to NLSE, Ms. Adrienne McGeachy, co-hosted the event.

(a) RADM Noble reassured the COMMIT leaders that DLA/United States was committed to selling material on the NLSE platform.

(b) DLA went live with selling items on NLSE in June 2024. More than seven thousand items are available for member nations to purchase from DLA.

(c) DLA also committed to increasing support to the subgroups and looking for other ways to continue the ongoing relationship with NSPA senior leadership.

u. U.S. Coast Guard Support

(1) Background

DLA has a longstanding partnership with the US Coast Guard (USCG), providing CL I, II, III, IV, VIII, and IX. Support is often sporadic, based on word of mouth with good news stories spreading across the service. In recent years, USCG senior leader involvement has resulted in marked increases. In late FY 2023, the first overarching USCG/DLA 7600A was signed, providing all of USCG access to all of DLA's support capabilities.

(2) Description

Building on the successes of FY 2023, USCG and DLA conducted joint logistics assessment visits, addressing action items from 2023's USCG/DLA Partnership Da. Marking another first, USCG's Logistics Command (LOGCOM) commander signed a memorandum of agreement with DLA's J3 director establishing the first USCG liaison to DLA. The agreement put a USCG lieutenant in DLA's Whole of Government division, working alongside DLA's LNO to USCG. Together, these positions are exploring opportunities to expand the partnership.

(3) Outcome

DLA and USCG are determining areas where the agency can increase USCG readiness. Possibilities include forward positioning maintenance and sustainment packages, expanding USCG access to the defense industrial base, and leveraging DLA economies of scale.

v. Disposal of Excess Border Wall Material, per Section 2890 of the FY 2024 NDAA

(1) Background

In execution of the FY 2024 NDAA Section 2890 plan submitted to Congress, DLA supported U.S. Army Corps of Engineers (USACE) disposal of excess border wall material by leveraging existing authorities and processes. USACE reported, and DLA received, approximately 25,800 border wall items as excess. DLA transferred 59% of the property to authorized customers (Customs and Border Patrol, States of California and Texas); DLA sold 24% of the property to existing term sales contract (Iron Planet). As of 1 August 2024, DLA offered the remaining 17% through a competitive one-time sales solicitation to the public.

(2) Description

In January 2022, prior to FY 2024 NDAA Section 2890, DLA began processing excess USACE border material stored at various Southwest U.S. border locations, utilizing standard disposal processes which involves a 42-day RTD screening cycle where property is made available to DoD, special programs, other federal customers, and/or states. Customers who



requested material in RTD received items at no cost, however, they must fund its transportation. After RTD screening ended, remaining border wall material was made available to the public for sale. Property not sold through existing contracts were offered as one-time-sale solicitations.

DLA received and processed 25,800 items for disposal including approximately 25,200 assembled bollard panels (various sizes), 500 gates/gate parts, and 100 cameras. Through RTD, Customs and Border Patrol received over 12,600 items, Texas received over 2,500 items and California received 25 items. Through sales, DLA's existing sales partner Iron Planet, purchased over 6,200 items. As of August 1, 2024, the remaining 4,300 items are being offered to the public using a competitive one-time sales solicitation.

### (3) Outcome

The FY 2024 NDAA Section 2890 required the Secretary of Defense submit a plan, and begin execution within 100-days, for use or transfer of excess construction materials on the Southwest U.S. border. DLA accomplished the disposal of excess material leveraging General Services Administration regulations, Part 102 of Title 41, Code of Federal Regulations, which is applicable to all federal agencies, and DoD disposal policy contained in DoDM 4160.21.

#### w. Disposal of Material for the DoD Naming Commission

### (1) Background

To comply with FY 2021 NDAA Section 370, the Secretary of Defense issued a memo on October 6, 2022, titled "Implementation of the Naming Commission's Recommendations," which directs DoD activities to identify and dispose of all property that commemorates the Confederate States of America (CSA), or any person who served voluntarily with the CSA. DLA J345 assisted OSD in drafting disposal guidance which aligns with Defense Materiel Disposition Manual (4160.21), DOD Demilitarization Program Instruction (4160.28), and the Naming Commission recommendations.

### (2) Description

In Section 370 of the William M. (Mac) Thornberry National Defense Authorization Act for Fiscal Year 2021, the Congress mandated that DoD remove all assets, names, symbols, displays, monuments, and paraphernalia honoring or commemorating the CSA. DLA J345 Disposal Management served as co-lead with Installation Management to implement the DoD's Naming Commission recommendations. To support this effort, DLA established a Naming Commission Working Group on November 7, 2022. It was composed of subject matter experts from DM, DLA Logistics Operations (J34), DLA Disposition Services, DLA Information Operations (J62), DLA Public Affairs, and DLA General Counsel. The working group coordinated with action officers from OSD, U.S Department of the Army, U.S. Department of the Air Force, U.S. Department of the Navy, and other services and agencies. The group:

(a) Developed draft guidance for the disposition of defense-wide assets identified as commemorating the CSA as well as guidance for DoD organizations to update DODAACs with new mailing/shipping addresses. OSD published this guidance 6 October 2023.

(b) Developed and coordinated DLA's operations order for the disposition of defense-wide assets commemorating the CSA, as well as guidance for DoD organizations to update DODAACs with new mailing / shipping addresses. DLA published Operations Order 23-04 on 10 October 2023.

(d) DLA identified and critically worked with the Army Chief of Chaplains to identify disposal solutions of Bibles and other religious texts.

### (3) Outcome

DLA received and processed over 14,000 items for disposal.

## x. Risk Management and Internal Control Program

### (1) Background

The J3 organization is committed to enhancing its Risk Management and Internal Control (RMIC) program. The program is structured around six assessable units (AUs), comprising three financially driven AUs (Plan to Stock, Order to Cash, and Excess to Disposal) and three operationally driven AUs (distinguished by J3's 2-digit codes). This framework is designed to support the DLA's Enterprise Risk Management Program.

### (2) Description

J-codes and MSCs have been tasked with developing local RMIC programs that align with DLA's ERM program. The J3 Risk and Internal Control Administrator (RICA) office has established a team, leveraging contractor support, to define a clear methodology for documenting end-to-end business processes, assessing and prioritizing risks, and testing key internal controls. This methodology is influenced by the GAO Greenbook, DLAM 5010.40 Volumes 1 and 2, and Internal Control over Financial Report (ICOFR) guidance.

### (3) Outcomes

In FY 2024, the J3 organization focused on developing the RMIC infrastructure to support the statement of assurance. Key accomplishments include:

(a) Developing the foundational documentation for financially driven AUs, encompassing annual quantitative and qualitative analyses, end-to-end business processes documentation, risk assessment/risk register, and internal control matrix.

(b) Engaging Ernst & Young (EY) to review the methodology and foundational documentation.

(c) Writing a whitepaper outlining the FY 2025 strategy to advance the J3 RMIC Program, including annual requirements and timelines for deliverables.

#### (4) Future Plans and Next Steps

To ensure the success of the J3 RMIC Program in FY 2025, the organization has established bi-weekly AU-specific synchronization sessions, engaging all stakeholders in a unified, top-down approach. This will enable all DLA stakeholders to leverage deliverables, increase efficiency, and minimize duplicative efforts. The J3 organization is committed to advancing its RMIC program, building on the progress made in FY 2024.

#### y. Enterprise Business Platforms Integration Management Office

##### (1) Background

In addition to notable progress made in the FLIS and WMS efforts, DLA also achieved significant milestones in three other key transformation initiatives: enterprise resource planning transformation (ERPX), customer relationship management (CRM), and planning transformation. These initiatives are critical to the organization's success. DLA is driving towards an enterprise requirement planning system that will enable the organization to meet the readiness requirements of the DoD efficiently and effectively. This system will be designed to accommodate future platforms and technologies, including AI and the digital thread.

##### (2) Description

J3's non-energy planning SAP IBP "First Look" assessment shifted from planning modernization to planning transformation, requiring rebase lining and a new schedule with a completion date of January 2027.

(a) DLA is making significant progress in its ERPX efforts, specifically with the S/4HANA upgrade. In FY 2024, the agency completed 28 business process reengineering sessions, conducted weekly program updates, and met key decision milestone dates for 13 critical events, keeping the project on track for migration to S/4HANA on February 1, 2026. Additionally, the DLA is working on CRM modernization to enhance customer engagement and relationship management capabilities. DLA is synchronizing customer and supplier operations, improving customer service, and re-engineering the customer and end-user experience. The customer service management (CSM) module is key to this effort.

(b) DLA made significant strides in its CRM modernization in FY 2024. A major milestone was the publication of a comprehensive CRM policy governing customer case management, which provides a clear framework for customer engagement. To ensure senior leadership visibility and alignment, regular CRM Program Management Reviews (PMRs) were established with J3 and J6 executives, supplemented by quarterly updates with the vice director.

(c) The agency additionally secured J6 funding for CRM modernization system development, enabling further investment in enhancing customer engagement and relationship management capabilities. One of the most notable achievements was the progress made on delivering configurable workspace on web and mobile platforms. This innovative tool empowers customer-facing personnel to capture interactions with customers, survey customers to gather feedback, and access AI/NLP-powered dashboards for insights and data-driven decision-making. J3 is committed to advancing these efforts in the coming year.

## 5. Strategic Plan

### a. Line of Effort (LOE) 1: Warfighter Always Objective 1.1

#### (1) Background

To achieve this objective, DLA must improve its ability to transition from competition to conflict. DLA committed to collaborating with the JLEnt to define time-phased global requirements in support of Campaign activities and Integrated Contingency Plans. Additionally, DLA focused on identifying global expeditionary and augmentation requirements for EUCOM and INDOCPACOM, and prioritized understanding integrated contingency plans to enable the development of resourcing strategies and identification of gaps and risks.

#### (2) Description

##### (a) Initiative 1

Develop a joint LSA. For each supply chain and logistics service, support development of standardized JLEnt data, planning factors, tools, and LSA processes.

##### (b) Initiative 2

DLA Expeditionary Requirements versus Capabilities. For each supply chain, logistics service conduct analysis of DLA expeditionary personnel / equipment required support versus capabilities.

#### (3) Outcome

In conjunction with the JS J4 forward positioning of operating stocks project focused on INDO-PACOM, DLA developed draft requirements for Class I, IIIP, VIII, and IX and leveraged JS J4 authorities to task the services with validating the draft requirements. DLA planners developed personnel and equipment requirements for the EUCOM priority plan and those were briefed and approved by the alignment group. With this information, requirements generators, less J31, developed resourcing plans, inclusive of personnel (military, civilian, contractor) and equipment sourcing strategies, associated timelines and projected costs.

A FY 2025 goal is to begin reporting global expeditionary requirements against sourcing strategies in the DLA Defense Readiness Reporting System (DRRS). Using DRRS will enable the Joint Force to understand DLA limitations associated with expeditionary capabilities.

### b. LOE 1: Warfighter Always Objective 1.2

#### (1) Background

DLA supports items with low and infrequent demand. Many of these items present challenges for inventory control and supply chain planning. It is difficult to categorize these items into a planning methodology that balances support for the customer and minimizes

inventory footprint. As a result, the customer experiences longer order fulfillment times while DLA experiences increased inventory costs due to excess materiel and stockage of wrong parts. To improve DLA's customer support and address items with low or infrequent demand, J34 evaluated business rules and aligned items to the appropriate planning methodology.

## (2) Description

### (a) Initiative 1

Initiative 1 sought to improve customer support for slow-moving items by ensuring DLA was using optimal planning methods. A challenge is that some items do well, while others do worse. The improvement is at aggregate level, however. DLA used lessons learned to improve and expand capability of level-setting algorithms. The CPI goal is to identify and implement best practices to better manage the population of low demand items to improve low demand ORT for DLA managed NSNs on C-5 production line to meet overall 90% goal.

### (b) Initiative 2

Initiative 2 directed a CPI event with participation from the customer to identify potential opportunities for improving material flow and process standardization at industrial sites. DLA conducted an event to manage better low demand items to achieve the 90% Order Response Time (ORT) threshold for DLA managed items on the C-5 production line. The CPI event identified opportunities that DLA will implement in support of other critical platforms.

## (3) Outcome

Initiative 1 improved Material Availability by 1% and decreased the Requirements Objective (maximum inventory level) by \$370 million for the targeted item population. Initiative 2 was successful and improved C-5 Low Demand ORT by 19%, from 70% to 89%, with opportunity to continue towards the goal of 90%.

## c. LOE 1: Warfighter Always Objective 1.3

### (1) Background

Objective 1.3 is proactive support the DoD NE and SE. DLA has positioned itself as a crucial enabler for the nation's strategic deterrence mission by providing robust logistics and material support for both legacy and emerging NE/SE systems. Additionally, DLA is actively supporting USSF's efforts to organize, train, and equip as the service continues to evolve.

### (2) Description

The NE and SE are national priorities. DLA support to NE & SE major defense acquisition programs and weapon systems program managers remained strong. DLA support to the SE was forged via numerous engagements with USSF leaders. The DLA vice director hosted and exchanged briefs with the USSF chief operations officer. Additionally, NESO hosted the

first-ever USSF leadership summit to improve space operations. These efforts led to the signing of the inaugural USSF PBA between the DLA director and the USSF chief operations officer. NESO's continued partnership with DLA's J6 SBIR program to invest in research efforts for hard-to-procure parts has been instrumental in supporting both legacy and emerging systems. SBIR's execution has led to 760 parts enrolled with a monetary value of \$81 million and a 15% increase in candidate parts (98 total parts).

d. LOE 2: Support to the Nation Objective 2.1

(1) Background

Objective 2.1 is to implement a deliberate enterprise-wide approach to whole-of-government support. Defense secretary guidance requires full reimbursement for whole of government entity support unless the support is specified as non-reimbursable in statute or approved by exception. DLA implemented Objective 2.1 throughout 2024, ensuring business decisions were deliberate, informed, fully reimbursable, and did not affect existing customers.

(2) Description

In 2024 DLA saw a 5% increase in sales and support providing it's 517 civil agencies (federal, state, and local), DoD fourth estate, and allied nation FMS customers with a total of \$12.34 billion of support, representing 28% of DLA's total revenue.

(3) Outcome

All Objective 2.1 initiatives are complete and integrated into DLA Instruction 4000.20, Whole of Government Decision Making Framework for New DLA Business. The framework provides the process for evaluating new business opportunities to ensure they fit within DLA business operations.

e. LOE 3: Trusted Mission Partner 3.1

(1) Background

Objective 3.1 is to implement customer-centric performance metrics and predictive problem-solving culture. DLA's metrics are not aligned with customer needs and lack linkages for root cause analysis. DLA's operating model is not focused on predictive problem-solving. As such, DLA will implement customer-centric performance metrics that are predictive, agile, efficient and link cost with performance, while focusing on predictive problem-solving.

(2) Description

Objective 3.1 has four initiatives that are listed below. In FY 2024, two of the initiatives, 3.1.1 and 3.1.3 were modified from the original Objective 3.1 initiatives. The newly modified initiatives are designed to describe and achieve the key goals better.

- (a) Initiative 3.1.1 was changed from problem solving culture to operationalize all DLA inventory data in the ADVANA global asset inventory manager tool.
- (b) Initiative 3.1.2. transform DLA's operating model is closed complete.
- (c) Initiative 3.1.3. was changed from revise PBA metrics to disaggregate wholesale sustainment metrics.
- (d) Initiative 3.1.4. Share external customer-centric and internal DLA metrics/goals and provide predictive performance capabilities.

### (3) Outcome

In FY 2024 the agency worked to finalize the supply fulfillment metric in Enterprise Data Warehouse. In addition, it achieved significant improvements in automating reporting for new metrics using Qlik visualization software. The improvements are featured each week in the agency performance assessments. Some of the highlights of what DLA accomplished in FY 2024 to support the key goals of Objective 3.1 are listed below.

- (a) The alignment group approved FY 2024 customer group management objectives for the supply fulfillment / supply availability north star metric.
- (b) DLA integrated operational, industrial, and support metrics into agency performance reviews and assessments.
- (c) DLA integrated driver trees into agency performance reviews to facilitate root cause analysis. Overall, nine driver trees were developed covering Class I, II, III, IV, VIII, and IX supplies, DLA J1 time to fill, DLA Distribution, and DLA Disposition.
- (d) DLA leveraged Advana to operationalize DLA inventory data with products for the CL I GRAPES and CL III SCALE applications.
- (e) DLA incorporated the supply fulfillment metric into its annual process of setting management objectives (goals). Supply fulfillment replaced the former use of material availability in the goal-setting process since supply fulfillment is more customer-focused.

## f. LOE 3: Trusted Mission Partner 3.2

### (1) Background

Objective 3.2 is to provide next generation customer service, including a customer feedback mechanism. The vision for CRM modernization is to provide DLA customers and agents with best-in-business customer and agent experiences (CX/AX).

### (2) Description

Initiative 3.2.1 is to implement new CSM tool, ServiceNow (SNOW), which is a modern platform that will modernize the agency's existing CRM capabilities and facilitate improved collaboration and communication with customers. CRM modernization mission, led by the Customer Support division (J31C), was to partner with customer service stakeholders from across the DLA Enterprise and commercial industry to enhance DLA CX/AX, maximize DLA customer satisfaction, and drive DLA decision-making through the implementation of next generation customer service technology.

### (3) Outcome

(a) J31 hosted two CRM summits with MSCs to establish customer case management procedures and improve accountability for customer cases. The group worked together to draft and publish new DLA policy that comprehensively governs how customer cases are managed. The new policy includes a comprehensive set of DLA CRM metrics for customer cases for use at agency management reviews and agency performance assessment.

(b) J31 established monthly CRM PMRs between J3 and J6 executives and quarterly CRM updates with the vice director to overcome stagnation in the development of CRM system capability. J31 identified SNOW dependencies and risks that contributed to the stagnation; J31C was the only organization to capture risk in the enterprise platform's risk register. As a direct result of these efforts, J31 obtained an allocation of additional J6 funding for CRM modernization system development.

J31 is on track to deliver ServiceNow's configurable workspace on both web and mobile platforms by the end of the calendar year; these capabilities will provide DLA customer-facing personnel with the ability to capture their customer interactions, survey customers, and view dashboards to obtain insights on those interactions.



# Defense Logistics Agency

## DLA Information Operations (J6)

### Fiscal Year 2024 Historical Report



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

October 16, 2024

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: HISTORIAN

SUBJECT: DLA Information Operations (J6) Content for the Agency's History Report, FY24

I am pleased to endorse the Information Operations (J6) contribution to the agency's FY24 History Report. J6 plays a pivotal role in DLA's daily operations and has a keen focus on the agency's future imperatives. To help create near and long-term successes for DLA, the J6 team leverages data and technology to sustain current infrastructure and generate new IT capabilities to enable the agency's mission execution in a contested logistics environment.

The J6 team models a culture that embraces change, seeks innovation, values teamwork, and fosters mutual respect. J6's culture and principles are fundamental to our vision, plans, and mission execution by our resilient team. During FY24, J6 added the Director's three guiding principles of Trust, Discipline, and Commitment to complement our guiding principles of TEAMWORK – all of which empower the J6 team in supporting our customers. We established processes to assess and capture user feedback on J6 performance through collaboration across the agency, surveys, and direct and indirect communication, fostering the reimagining of user experience.

The following chapter contains highlights of J6 efforts during FY24 – both those we have accomplished and those in progress – mindful of doing our utmost to enable warfighters and the whole of government. As we move ever forward with Digital-Business Transformation and Modernization, J6 is intently refining a Digital Strategy that will improve efficiencies – like boosting decision-making – reduce costs and create new opportunities for efficiencies to exponentially carry DLA into the future as the Nation's premier combat logistics provider. J6 moving forward!

Warfighter Always!

ROBERTS.ADARR  
YL.M.1058022850

Digitally signed by  
ROBERT ADARRYL M. 1058022850  
Date: 2024.10.21 11:38:51 -0500

ADARRYL M. ROBERTS  
Director DLA Information Operations  
Chief Information Officer

Attachment:  
As stated

## 1. Introduction

This report affords me, as CIO, another opportunity to share the J6 team's FY 2024 story and showcase how we leverage emerging technologies to enable logistics in contested environments. In these next pages, you will read of successes in pursuing modernized technology and Digital-Business Transformation to ensure mission accomplishment. Additionally, you will learn of our use of data to drive decisions that shape the agency's future. All of this was made possible by the innovative, resilient, and ever-learning J6 team!

## 2. Organization Chart/Changes to J6 Key Personnel

a. DLA Document Services (J67) remained under operational control (OPCON) of DLA Disposition Services throughout the year. Its status will change when a General Order (GO) is processed. DLA Document Services moved to DLA Disposition Services April 2, 2023.

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 will consolidate the Enterprise Business System (J62E) and Logistics Cataloging & Data Solutions (J62H) into Enterprise Resource Planner (J62X) by reorganizing work along mission, function, and skills. J62X was approved for OPCON until a GO has been processed.

c. The Chief Data and Analytics Office (J6D) will update its title to "Chief Digital and Artificial Intelligence Office," which aligns with the updated Chief Digital and Artificial Intelligence Officer title. The office will also disestablish the Records Management Division and capture it under Information Governance and Compliance (IG&C). Enterprise Data Management (EDM) will be established with personnel captured under the correct organizational code. Also, a DLA Artificial Intelligence Center of Excellence (AI COE) will ensure DLA meets Department of Defense (DOD) requirements. That organization was approved for OPCON until a GO has been processed.

## 3. Key Personnel

TITLE	NAME	TENURE DATES
<b>CIO Office (J6)</b>		
Director/Chief Information Officer	Adarryl Roberts	Aug 3, 2023 - present
Deputy Director	Karyn Runstrom	Sep 30, 2019 - Mar 31, 2024
Acting Deputy Director	Brad Lantz	Apr 1, 2024 - present
Chief of Staff	Rose Praydis	Oct 26, 2020 - Mar 8, 2024
Chief of Staff	Eric Gray	Sep 9, 2024 - present
Acting Chief of Staff	Nelson Alvarez	Mar 11, 2024 - Sep 8, 2024
Deputy Chief of Staff	Nelson Alvarez	Feb 26, 2023 - present
Chief Technology Officer	Colleen Morris	May 9, 2021 - Dec 30, 2023

<b>Office of Chief Data &amp; Analytics Officer (J6D)</b>		
Director/Chief Data Officer & Analytics	Dr. Lindsey Saul	Jul 18, 2021 - May 17, 2024
Acting Director/Chief Data Officer & Analytics	Teresa West	May 20, 2024 - present
Deputy Director	Teresa West	Feb 26, 2023 - present
<b>Strategic IT Business Operations (J6T)</b>		
Director	Jeff Charlesworth	Oct 1, 2021 - present
Deputy Director	Suzie Fairley	Nov 21, 2021 - present
<b>Customer Experience (J6X)</b>		
Director	Eric Fegley	Oct 2017 - present
Deputy Director	Kari Riskedahl	Jun 25, 2021 - present
<b>Cybersecurity (J61)</b>		
Director	Linus Baker	Sep 2010 - present
Deputy Director	Travis Reid	Feb 12, 2023 - present
<b>Program Executive Office, Enterprise Applications (J62)</b>		
Acting Program Executive Officer (PEO)	James Johnson	Feb 1, 2023 - Mar 23, 2024
Program Executive Officer (PEO)	James Johnson	Mar 24, 2024 - present
Acting Deputy PEO	Carl Veigle	Jul 26 - Dec 30, 2023
Deputy PEO	Carl Veigle	Dec 31, 2023 - present
<b>Enterprise Infrastructure Services (J64)</b>		
Director	Dempsey Hackett	Dec 2018 - present
Deputy Director	Mark Jackson	Mar 9, 2014 - present
<b>Document Services (J67)</b>		
Director	Richard TeBeau	Jul 26, 2021 - Apr 1, 2023
<b>Logistics Research &amp; Development (J68)</b>		
Director	David Koch	Feb 11, 2020 - present
Deputy Director	CDR Aaron Smith	Jun 30, 2023 - Apr 15, 2024
Deputy Director	Martina Johnson	Jul 1, 2024 - present

#### 4. Total Personnel

The following J6 workforce totals are current as of September 30, 2024.

Civilian	1,989
Contractor	3,915
Military	7

#### 5. Historical Narrative

a. Digital-Business Transformation (D-BX) encompasses four objectives that help DLA accomplish its logistics missions while enhancing customer experience.

(1) Objective 1 - Transformational IT Capabilities

(a) Transition from Distribution Standard System (DSS) to Warehouse Management System (WMS)

In May 2024, WMS reached Full Operational Capability (FOC) at all 63 DLA Disposition Services sites. Additionally, WMS has been deployed at all 9 recruit training centers and 22 DLA Distribution centers for 85% of all of DLA's DSS-using sites. The remaining 15% includes more DLA Distribution centers and DLA Aviation and DLA Land & Maritime industrial sites. They will receive the technology in FY 2025.

(b) Governance, Risk and Compliance ServiceNow (GRC-SNow)

The GRC program started delivering a unified IT solution for Governance, Risk, and Compliance in February 2024. Developed as a ServiceNow platform in collaboration with J8, Enterprise Risk Management, and DLA Transformation, GRC replaced multiple disparate IT solutions. Initial use cases for risk management, audit management, and agency management review will be deployed by January 2025.

(c) DLA Troop Support Modernization - Construction and Equipment (C&E)

J6 and Troop Support C&E enhanced the Vendor Contract Awarded Logistics solution. Improvements included an upgraded user experience with the customer portal and DLA Workspace, as well as a vendor portal. Application Programming Interfaces (API) was also upgraded based on vendor feedback. Collaboration with DLA Troop Support will allow the Fire & Emergency Services Equipment program to be deployed by FY 2025, leading to FOC for the entire C&E program in FY 2026.

(d) Defense Automatic Addressing System (DAAS)

DAAS processed over nine billion transactions for DOD, federal civilian, state/local, and commercial organizations in FY 2024. To date, DAAS has implemented over 50

APIs using the enterprise API Gateway. DAAS continues to support DLA and other agency IT modernization by supporting Go Lives at 50 WMS sites. DAAS plans to implement AI/ML capabilities for improved operations. Further, DAAS supports customers' conversion from the Military Standard System to Defense Logistics Management Standards (DLMS).

(e) Enterprise Contract Writing Module (ECWM) Wave 1 and 2 of 8.

DLA deployed ECWM at eight Defense Agencies Initiative organizations between April 30 and June 12, 2024: Defense Media Activity, Defense Human Resources Activity, Defense Contract Management Agency, Defense Finance and Accounting Service, Defense Microelectronics Activity, Department of Defense Education Activity, Defense Counterintelligence and Security Agency, and Strategic Capabilities Office. ECWM is a contract writing system developed, implemented, and sustained by DLA for the 4th Estate (minus DLA).

(f) Identity, Credentials and Access Management

The ICAM AMPS team developed the base system and plans to complete the Authority to Operate by the end of August 2024. To comply with ICAM requirements, the team is addressing gaps as part of the onboarding process. We expect ICAM AMPS to be operational by the end of October 2024. In addition, connections from ICAM AMPS to identity provider are being created to enable Single Sign On and establish DLA's federation end point.

(g) Enterprise Resource Planning

In FY 2024, the Enterprise Resource Planning Transformation Program Management Office (PMO) completed four Business Process Reengineering workshops, 11 of 22 planned Procurement Process Review workshops, and pre-projects including Customer Vendor Integration and Data Archiving (Finance, Procurement, and Energy) to prepare for the S/4 upgrade. It also piloted a Procurement for Public Sector SAP product, completing seven of eight weeks of in-person testing (the last to conclude in FY 2025).

(h) Cataloging Transformation

The Cataloging Transformation integrated project team gathered requirements and transitioned to an agile design & build phase with an anticipated Initial Operational Capability expected in First Quarter, FY 2026.

(2) Objective 2 - Advanced Analytics and Automation

(a) The Joint Staff's VAULTIS (Visible, Accessible, Understandable, Linked, Trusted, Interoperable, Secure) assessment supported DOD's strategy for transitioning the Department to a data-centric organization. In November 2023, DLA reported on its VAULTIS assessment from EDW. The agency improved its score from 1.6 out of 2 to 1.9.

#### (b) VAULTIS Survey and Scorecard

The Enterprise Data Management (EDM) team created a VAULTIS survey to collect stakeholder insights into VAULTIS level(s). The survey focused on Enterprise Business System (EBS) programs and critical non-EBS programs. Over 250 responses were received. Survey information helped the team develop a scorecard.

#### (c) Data Dictionary Project

The DLA Data Dictionary will facilitate standardization by documenting common data structures and building a common vocabulary for analytical data. This effort provides shared understanding among data users and aids their ability to detect errors and anomalies. The dictionary is housed in QLIK's "Data Services" work stream. This effort also supports zero-trust strategy for securing information. It will be completed in March 2025.

#### (d) Created Enterprise Data Quality plan publication

This document outlines the Data Quality plan for DLA as developed by J6's Enterprise Data Management Division. Captured within this plan are business goals and needs, governance measures, roles, responsibilities, and sustained activities to ensure DLA as an organization meets its data quality requirements and obligations. This also supports Entity Level Controls concerning data quality.

#### (e) Advana Supply Business Health Metrics

DLA J6 and J3 collaborated in response to the ODASD (Log) Supply Chain Metric Automation in Advana task. They determined data solutions and data availability within the Advana platform, then aggregated business logic to reproduce supply chain metrics in Advana. The goal is to develop a dashboard that displays over 30 metrics.

#### (f) AI Initiatives

i. Established a new AI officer position and underpinned a budget increase request for a AI Center of Excellence.

ii. Developed the 2024 AI inventory for DLA auditors.

iii. Collected use cases for the 2024 Generative AI (GenAI) Hackathon.

iv. Implemented the collection of model cards.

v. Developed a new DLA IA SharePoint site that contains key references, entry forms for proposed use cases, and forms.

vi. Created a process for customer outreach that includes current requirements for the agency and a process desk guide.

vii. Participated in the DLA Data Science Program at Naval Postgraduate School with four DLA members graduating in December 2023.

viii. Participated in a DOD task force dedicated to GenAI.

(g) Defense Enterprise Data Standards Initiatives FY 2024 highlights

- i. Provided the Federal Aviation Administration with expanded DLMS Extensible Markup Language schemas.
- ii. Created a new DLMS transaction to exchange acquisition and/or valuation data for USSOCOM.
- iii. Updated procedures for receipts at DLA Distribution centers.
- iv. Created a process for updating records and metadata in the DOD Activity Address Directory.
- v. Collaborated with DLA Disposition Services to map DLMS data usage in the hazardous waste disposal process.
- vi. Helped the Joint Strike Fighter PEO track in-transit shipments.
- vii. Hosted the first in-person DLMS summit.
- viii. Placed a library of 879 approved DLMS changes into Advana.
- ix. Supported D-BX FLIS modernization and WMS initiatives with data, business rules, and technical solutions.

(h) J8 Cash Model

The DLA Analytics Center of Excellence (ACE) J8 cash model met FOC in February 2024. The model projects cash balance, obligations, disbursements, and collections monthly through the budget cycle (15-27 months) and achieves 70-90% for the 12-month projection period. The model displays these values in graphical and table format and incorporates the current FY-to-date positions. It enables what-if analysis of changing obligations; changing sales and demand; changing patterns and rates of supply, to include changes to the cost recovery rate and explicit inflation; and alternate energy scenarios, to include changes to the standard fuel price and fuel product cost.

(i) Global Sustainment Project Analytic Support

ACE provided modeling and analytic support to the agency's Global Sustainment Project, which has assisted U.S. Navy in forward positioning critical materials in the 5th, 6th, and 7th Fleet areas of operation. The analysis identified material tied to Navy and Joint Force employment priorities to clarify roles and responsibilities for stocking and fulfilling. Analysis improved wholesale material availability for the top 28 maritime systems the Navy expects to be employed in the Indo-Pacific. ACE developed a robust, scalable, mathematical optimization methodology to support improving Wholesale Supply Availability (WSA) for the U.S. Navy's Pacific Fleet. This methodology informed a responsible incremental obligation authority request to OSD of \$42 million, which enabled DLA to secure funds to support the effort at 85% WSA. Analysis products enabled robust collaborations with DLA J3, the U.S. Pacific Fleet N4, and additional stakeholders, which led to a productive Navy/DLA Service Day. The optimization methodology is being extended to the additional business problems such as the Army's Segmented Weapon System Class IX SA/WSA Prioritization Strategy.

(j) Information Governance & Compliance (IG&C)

The IG&C team transitioned from FOIAOnline to FOIAXpress on October 1, 2023, to sustain the DLA Freedom of Information Act (FOIA) Office's compliance with regulatory and statutory requirements.

(k) Data Acumen Training curriculum

The J6D team worked with DLA Human Resources to develop data acumen training for basic, intermediate and advanced Skillsoft training. The team launched the new training in September 2024 to align with the Director's vision for creating a decision advantage for DLA.

(3) Objective 3 - Cybersecurity

(a) Enhanced user awareness of cyber risk through targeted training on the DLA network and endpoint resources in addition to vulnerability and risk assessments across the enterprise.

(b) J6 continuously reinforced DLA's cybersecurity posture through focused, threat-informed operations orders and cybersecurity tasks.

(c) J6 established the Assured Logistics Cyber Center within the Agency Synchronization and Operations Center. Our cybersecurity team completed multiple cyber vulnerability and on-site risk assessments as well as enhanced cybersecurity event detections in support of COCOMs. In addition, we implemented the cybersecurity incident response fly-away team to respond rapidly to malicious cyber activity in operational technology environments.

(d) Significantly, DLA's cybersecurity service provider passed its commander's cyber readiness inspection and was accredited for another 2.5 years, codifying its ability to defend DLA in the cyberspace domain. The DLA COMSEC team passed its inspection with an 100%, verifying that DLA's communications were and will continue to be secured and managed appropriately.

(4) Objective 4 - Technology Governance – Notably, this objective was completed during FY 2024.

(a) The Rabbit Portal program transferred from the DOD CIO and Department of State to DLA. The Rabbit Portal is a secure web-based portal facilitating the employment verification of Afghan Special Immigrant Visa applications. Responsibility for the portal transferred from the Chief Digital and Artificial Intelligence Office, Directorate for Digital Services, to DLA's PEO. Our Joint Contingency and Expeditionary Services program office wrote the contract and provided program management. Defense Pricing and Contracting, representing the Office of the Under Secretary of Defense (OUSD) Acquisition and Sustainment, managed DOD's support for the DOS program. DOD will return the responsibility to DOS later.

(b) The Business Capability Management team developed a process for gathering and implementing user feedback, leading to improvements in the tool.



(c) Our Security Content Automation Protocol team facilitated the assessment of all applications on the DLA network, providing valuable data to functional and technical teams for rationalization decision-making.

(d) The Joint Additive Manufacturing Model Exchange team deployed the Additive Manufacturing Global Address List (a locator service for subject matter experts in each MILSVC additive manufacturing area) and completed a technology refresh in FY 2024. Moreover, the Laboratory Information Management System (LIMS) team completed Test Method and Core Functionality User Acceptance for the DLA Troop Support and Land and Maritime LIMS solution.

(e) J6 established the Mercury PMO under Enterprise Advance Analytics (EA2) in October 2023, assuming management of DLA's mercury community space in Advana. Also, the team completed the configuration of the Cloudera Data Science Workbench as an AI/ML tool, making it available to users outside of EA2.

#### (4) Modernized Capabilities

(a) Modernized capabilities in IT for DLA's Annual Information Operations Enterprise Enclave/Information Operations included: SIPRNet Enterprise Enclave network management statistics plus operational metrics, Global Network equipment changes, DoD365 Sec (IL6) (Teams, OneDrive), DLA M365 New Teams, VMWare Aria Operations, and VDI Azure Gov Migration.

(b) Industrial Base and Aging Weapon Systems Support included: Casting (CAST), Subsistence Network (SUBNET), and Applied Research Testing Emerging Technologies (ARTET). CAST applied artificial intelligence (AI) to identify parts, materials, and processes (PMP) from legacy data to identify parts containing castings. Once items with cast (and forged) content were identified this helped to increase the number of potential suppliers for these DLA parts. SUBNET demonstrated robotics automation within military dining facilities using a robotics arm to prepare salads at the four Army locations (Ft. Liberty, Ft. Myers, Ft. Meade, and Hunter Army Airfield) and one Air Force location (Eglin Air Force Base). ARTET tested and prototyped capabilities of the CAST program's AI PMP project within ARTET cloud environments (AZURE, AWS) to facilitate validation and integration of emerging technologies in a secure, scalable cloud infrastructure. The PMP transition plan moved from prototype to full-scale implementation, ensuring timely warfighter support by increasing the availability of critical parts and materials.

(c) 3D Technical Data Modernization/Model-Based Enterprise efforts: These included the Defense Logistics Information Research (DLIR) and Military Unique Sustainment Technology II (MUST II) programs. DLIR supported Technical Data Management Transformation efforts to determine IT architecture needs and ensure Model Based Enterprise architecture meets/exceeds DOD compliance objectives and integrates with Military Services irrespective of platforms. In addition, DLIR collaborated with OUSD R&E (ManTech) and Army (GVSC and AC), focusing on the digital modernization of the Paladin A6 weapon system. MUST II developed knowledge base tools to address the need for tech data modernization for the Troop Support Clothing and Textiles supply chain. MUST uses AI/ML technologies and API to convert and to integrate static pdf documents into digital models. The digital models were developed, tested, and validated for accuracy, scalability, and applicability. The Digital Model

Library provides foundation for digital engineering strategy that enables connection/linking of multiple data sources including government and industry specifications and standards.

(d) Modernized Capabilities - Predictive Analytics/Modeling and Simulation effort: This focused on Logistics Technology Research (LTR): Continued predictive analytics research through execution of AI/ML research based on high value use cases identified by agency leaders, conducted DLA's first GenAI event inviting industry to demonstrate how to apply GenAI capability to DLA logistics and sustainment use cases. Developed the QLIK dashboard for Disposition, which will transition to production the support to WMS and operational efficiency, decision-making capabilities.

(e) Modernized Capabilities - Logistics Operations Innovation: This effort had three focus areas. First, ARTET partnered with the DLIR program to execute the J8 Order to Cash (O2C) Digital Process Twin Technology project using the Celonis (software as a service company) tool to model the Order Management sub-process Aviation-managed items. The Celonis tool will transition to enhance agency-wide D-BX and PBR efforts. We partnered with the LTR program team on the Disposition 3D Digital Twin Simulation and Modeling (Twin type: physical) to identify and improve process using the FlexSim tool. Second, Acquisition Modernization Technology Research continued research to implement an enterprise-wide Market Intelligence program focused on DLA Distribution and Disposition Services, piloting the Contract Quality Review dashboard in ServiceNow, and researched and provided final recommendations surrounding a DLA Internet Bid Board System replacement which was incorporated in the final Analysis of Alternatives. Third, the Energy Readiness Program continued work with Service customers to improve specifications and standards for fuel quality, engage in modeling and simulation of the energy supply chain, and identify alternative energy sources for Military Customers. We initiated the AIR Card program for online tracking of fuel purchases for aircraft in off-station, austere, forward-deployed, and remote locations.

(f) Modernized Capabilities – applied research, analytical, and decision support: Our Smart Warehouse Modernization Strategic Distribution and Disposition (SDD) team provided this support to the Distribution Modernization Program, with a focus on the DLA 5G testbed, Inventory Management, Optical Character Recognition, and Augmented Reality (AR) technologies for depot operations.

(g) Expeditionary Support: J64 added proliferated Low-Earth-Orbit capable satellite communications terminals and service as the primary link for remote access into the DLA Enterprise Network to enhance rapid deployable communications capabilities. Furthermore, Contingency IT Operations provided global surge support to deployment and integration of the new WMS throughout DLA Distribution and DLA Disposition Services activity sites.

(h) Research & Development (R&D) pioneered the agency's ongoing industrial base and supply chain innovation across 14 leading-edge programs supporting Logistics Research, ManTech, and the Small Business Innovation Program. Manufacturing Technology (ManTech) and technical programs supporting R&D LOE 1 (Industrial Base and Aging Weapon System Support) include: Additive Manufacturing (AM), Advance Microcircuit Emulation, Battery Network, CAST, Forging, Subsistence Network (SUBNET), Strategic Materials (SM), and the Applied Research Testing and Emerging Technologies (ARTET) being established in PBR 27. Programs supporting R&D LOE 2 (3D Technical Data Modernization/Model-Based Enterprise) include: Defense Logistics Information Research (DLIR), Military Unique Sustainment Technology II (MUSTII), and Emerging Requirements

(EMR). Logistics Technology Research (LTR) is the program that supported R&D LOE 3 (Predictive Analytics/Modeling and Simulation). The programs supporting R&D LOE 4 (Logistics Operations Innovation) include: Energy Readiness Program and the Supply Chain Management and Sustainability (SCM-S) program. Finally, the Strategic Distribution and Disposition (SDD) program supported R&D LOE 5 (Smart Warehouse Modernization).

#### (5) Assessments

J6 Site Assessment Visits (SAVs). The SAV program was put on pause so that the J6X team could assist with 17 site visits for the 4th Estate Network Optimization efforts with DISA. J6X also conducted a special site visit to Red River, Texas (July 18-26) to assess WMS challenges.

#### (6) People and Culture

(a) HRSD/HrPRO MVP fielded. ServiceNow HRSD/HrPRO began, and scrum teams were established to manage further enhancements and process automation. This provided employees with access to critical HR services and a one-stop-shop for HR knowledge.

(b) J6 completed the identification, categorization, and documentation of the DLA Cyberspace Workforce. We successfully acquired a Software as a Service system to track and report DLA's compliance with DOD Cyberspace Workforce Program (DoDD 8140.01) requirements. The team is currently implementing this system to monitor workforce qualification compliance.

(c) Following cancellation of the DLA Future of Work pilot, the team coordinated with the J1 and J6 workforce to process over 900 personnel actions, transitioning employees from Local Area Remote Work to 60% on-site work.

(d) AMPS Cloud Migration. AMPS, used by 24,000 DLA users, was migrated to the Oracle Cloud Infrastructure Cloud Service Provider between October 2021 - December 2022. This allowed AMPS to close the Dayton Data Center and complete a full disaster recovery exercise for the first time in October 2023. The team earned a B on the security scorecard for their patching and stabilization efforts.

(e) The J6 Strategic Communications team engaged the J6 workforce through numerous events. These events helped create a culture in which J6 personnel stay informed, engage with senior leaders, and receive continuous learning. Events included four town halls, four J6 lunch and learns, and four J6 supervisor forums. Other support was provided to the CIO for site visits to DLA Troop Support in Philadelphia, DLA Disposition Services in Battle Creek, and DLA Aviation in Richmond. In addition, J6 Strategic Communications organized the first J6 "Coffee Break" during which the CIO and the Acting Deputy CIO discussed their vision and answered questions.

#### (7) Fiscal Stewardship (including all relevant IT Business Operations)

##### (a) Auditability

In support of IT Audit Readiness, J6 submitted 37 Financial Statement Audit Corrective Action Plans (CAPs) towards potential closure of 76 Notice of Finding and

Recommendations (NFRs) and completed 18 Statement on Standards for Attestation Engagements No. 18 CAPs towards closure of 18 NFRs.

(b) Financial Management

In support of cost visibility and cash management, J6 conducted a zero-based budget (ZBB) review of its Defense Working Capital funded, non-labor accounts in conjunction with the J8 PBR26 budget process. The ZBB illustrates how IT investments correlate to cost allocations and MSC cost recovery rates. The Technology Business Management framework for cost pools and IT towers served as the primary cost structure breakdown. Also, to drive efficiency and effectiveness, the DLA Program Budget planning and review process approved additional investments in the agency's Digital Business Transformation efforts. Funding offsets were approved in support of Zero Trust Network compliance, Operational Technology (Petroleum, Oils, and Lubricants) compliance, and Bidwiser - KO-Portal sustainment and transition to Vendor Contract Award Logistics.

(8) Other Significant Accomplishments

(a) In compliance with a congressional mandate, J6 removed Confederate States of America names from all the nine U.S. Army installations in its information technology systems. This involved 22 business and mission IT systems.

(b) J6 improved the number of DLA systems in scope for EA development and increased the percentage of validated solution-level artifacts from 70.5% to 78.2%. This 7.7% increase provides enhanced visibility into system capabilities, data exchanges, database design, and operational activities.

(c) J6 improved visualization capabilities and expanded data collection integrations to enable leaders and action officers to see how investments in systems, capabilities, processes, software, and hardware affect DLA's operational and strategic goals. DLA's Enterprise and Solution Architectures include more than 14,000 integrated architecture objects (40% more data than 2023), 501 validated views (7.7% improvement since 2023) for 94 DLA systems in scope; and more than 73,000 data relationships for data exchanged via interfaces and message flows, capability and technology alignments, business rules, and controls (40% increase since 2024).

(d) Outcomes and objectives for EA are verified annually through an assessment using the Government Accountability Office's Enterprise Architecture Management Maturity Framework process. For 2024, stages 1 and 2 are complete with the current focus on stages 3 and 4, however, progress is being achieved for stages 5 and 6. From 2023 to 2024, the cumulative average in stage 3 remained 2.93 and stage 4 improved from 2.55 to 2.64. The long-term goal is to achieve a 3.0 score in levels 1-6.

(e) J6 successfully implemented a proof-of-concept for Enterprise Configuration Management to leverage the change approval board (CAB) module in ServiceNow. The CAB module automates the change review and approval process and eliminates the manual processes being used by the Configuration Control Working Groups. The FY 2024 expansion of the capabilities focused on the operational energy and the FLIS portfolio.

(f) J6 created a strategic automation specialist position to assist citizen developers from across J6. J6 citizen developers completed a bot to create an obligation report for executed travel expenses. The bot runs in unattended mode, saving 120 hours per year.

## **6. Closing Remarks**

I'm immensely proud of the work J6 accomplished during FY 2024 – its dedication to mission accomplishment is remarkable. Watch for historic improvements in FY 2025 as we employ a long-term digital strategy for J6 and a digital ready workforce. Now and in the coming years, J6 will continue its legacy of active engagement with customers to help achieve operational success.

# Defense Logistics Agency

## DLA Acquisition (J7) Fiscal Year 2024 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 FY24 Annual History. My deputy, George Atwood, and I are exceedingly proud of this team and organization that enables the effective and efficient operation of DLA's massive procurement mission – one that is unparalleled in DoD. In the pages that follow, the scope, breadth and reach of that mission are once again demonstrated. Also captured are the highlights and significant achievements of the J7 organizations and divisions. It is our hope that all readers will find the information to be valuable.

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MATTHEW R. BEEBE  
Director, DLA Acquisition

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## **1. Introduction**

This DLA Acquisition Annual Historical Report is a narrative summary of the events and actions J7 took during Fiscal Year 2024 (FY 2024) 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 Dynamic Operating Plan (DOP) 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 guiding and overseeing DLA's acquisition workforce and procurement system. Helps the J7 director and deputy director 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 for planning, organizing, directing, and managing 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, as well as materials in support of DLA internal operations and to other federal agencies.

### **(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. The responsibilities under the director and deputy director, which derive from statutory or regulatory roles, are linked to the division/organization that support them from a staff perspective.



### 3. Organizational and Personnel Changes

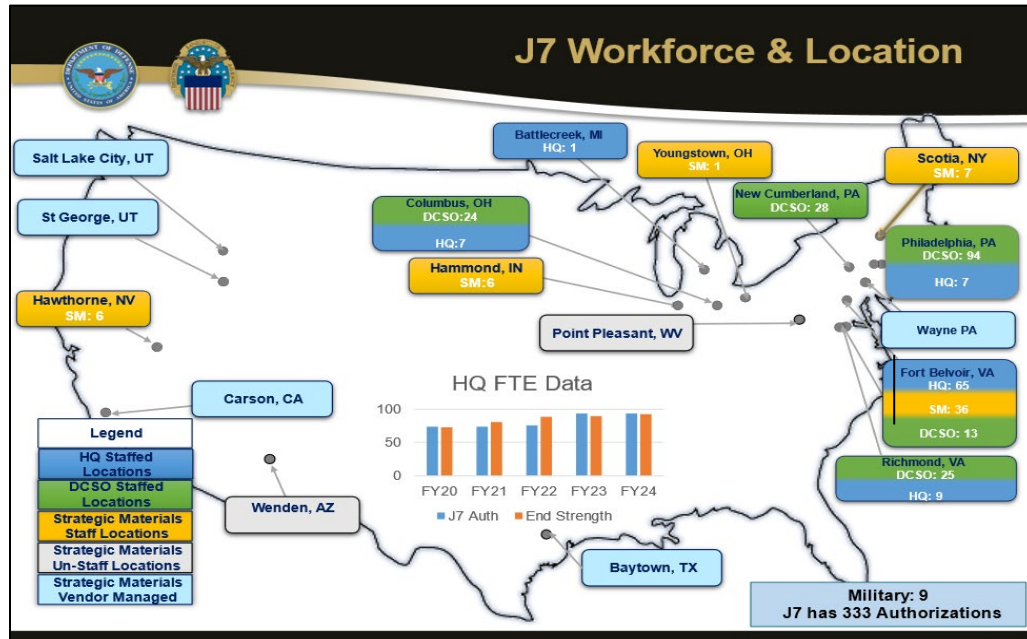
a. There were no major changes to the J7 organization during FY 2024 (as far as reorganization or creation of new divisions).

b. Mr. Melvin R. Croll joined J7 as the J76 division chief in December 2024, after Mr. Russell (Rusty) Wells transitioned to J3 as the director of the enterprise business platforms integration management office.

c. COL Wannamaker, business officer chief, retired in April. Col Bryan Hogan departed in July to take a command at Cannon, AFB. The deputy J76 position was filled by Col Greg Smith. In addition, J7 established a new GS-15 position for a transformation program manager in J76, focused on aligning future procurement system efforts. Ms. Giorgi Bickel was promoted to that role in April 2024.



4. **J7 Presence:** J7 has personnel physically located across the United States as depicted below:



## 5. Key Personnel

Key personnel (GS15/O6) and their dates of tenure:

Name	Current Position	With SM/J7 Since:
Matthew Beebe	J7 Director (2014 to Present)	2011
George Atwood	J7 Deputy Director (Jan 2023 to Present)	2023
CAPT Kevin McNulty	J7 Chief of Staff (Jun 2023 to Present)	2022
Kim Villarreal	Chief, ASG (Jul 2018 to Present)	2007
Erin Ralph	Chief, J71 (Jan 2023 to Present)	2023
Kathy Hammer Wells	Chief, J72 (Jul 2013 to Present)	2010
Macon Robinson	AMR/CQR PM (Oct 2022 to Present)	2022
Joy Mullori	Chief, J73 (Sep 2012 to Present)	2012
Col Matthew Fahrner	Deputy Chief, J73 (Jul 2023 to Present)	2023
Glenn Starks	Chief, J74 (May 2009 to Present)	2007
Melvin Croll	Chief, J76 (Jan 2024 to Present)	2023
Col Greg Smith	Deputy Chief, J76 (Jul 2024 to Present)	2024
Giogi Bickel	Transformation PM (Apr 2024 to Present)	2017
Mickey Zayas	Chief, J78 (Aug 2013 to Present)	2001
Tim Stark	Chief, J79 (May 2018 to Present)	2008
Col Wadrias Little	Acquisition Modernization Program PM (Jun 2023 to Present)	2023
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
Watt Lough	Director of Strategic Planning and Market Research, DLA Strategic Materials (Sep 2022)	2003

## 6. J7 Strategic Management Approach and Work Posture:

DLA Acquisition has a robust Culture & Climate program through which the organization builds its strategic plans and drives organizational and process improvement to achieve its vision of a High Performing Organization. The Denison Culture survey is the foundation that drives these efforts. This year J7 incorporated results of the Federal Employee Viewpoint Survey into its strategic planning process, as well as a Directorate and Acquisition Enterprise level SWOT that LTG Simerly asked each DLA organization to complete by early in his tenure.

In addition to the DLA Strategic Plan, the J7 DOP and its Culture & Climate Roadmap, J7 is guided by the internally developed Acquisition Roadmap (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 complements the DLA Strategic Plan, includes all J7 led objectives from the Strategic Plan, and crosswalks key J7 initiatives with lines of effort and critical capabilities, as well as the J7 Dynamic Operating Plan. It also includes many of the more traditional oversight and monitoring metrics aligned to J7 missions and functions. J7 maintained a schedule of quarterly ARM dashboard reviews throughout FY 2024. The dashboard, accessible to all J7 employees, continues to be a key management tool, reinforcing program ownership and accountability.

J7 began aligning the FY 2025 DOP, the ARM Dashboard, and ARM Roadmap to the new "DLA Strategic Plan: A Call to Action" and its four imperatives in September 2024.

### a. Senior Procurement Executive Visits

SPE visits are the mechanism whereby the J7 director, exercising the authority of the SPE, performs acquisition oversight of DLA's contracting organizations and activities. SPE visits include an overview of each entity's acquisition activity, including compliance, acquisition workforce, strategic acquisitions, and additional areas of interests. In FY 2024, the frequency of visits changed from twice per year to once, and added a compliance summit, focused strictly on compliance and conducted with all MSCs/contracting activities in a single session to present an enterprise focus on compliance challenges and/or best practices. In addition, J7 integrated its Customer Engagement CPI project with the SPE program, synchronizing collaboration and listening sessions with the MSCs to align with the timing of SPE visits.

b. Telework/Office Posture and Employee Turnover

As did the rest of the agency, J7 transitioned to a hybrid telework policy that required employees to be in the office three days a week (Tuesday, Wednesday, Thursday). Attrition rates for J7 varied across the three J7 organizations but were relatively low compared to other DLA organizations. Turnover in DCSO was largely due to competition from other federal agencies in the Philadelphia area and for Strategic Materials, due to difficulty in filling specialized positions.

c. J7 overall (39 separations) – 12.5% turnover (above control range)

(1) DCSO – 25 separations – 14.4% turnover (above control range)

(2) J7HQ – 8 separations – 8.9% (within control range)

(3) SM – 6 separations – 11.5% turnover (above control range)

## 7. Historical Narrative

a. FY 2024 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.

b. Contract Obligations:

<b>SUPPLY CHAIN</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>% Change</b>	<b>% Agency Obs</b>
DCSO	1.922	2.172	13.01%	4.13%
DLA AVIATION	8.067	8.678	7.57%	16.51%
DLA DISPOSITION SRVS	0.117	0.143	22.22%	0.27%
DLA DISTRIBUTION	0.355	0.455	28.17%	0.87%
DLA ENERGY	13.516	13.133	-2.83%	24.99%
DLA LAND	3.228	3.367	4.31%	6.41%
DLA MARITIME	1.777	2.153	21.16%	4.10%
DLA TS - C&E	8.251	9.076	10.00%	17.27%
DLA TS - C&T	1.674	1.877	12.13%	3.57%
DLA TS - MED	7.889	8.488	7.59%	16.15%
DLA TS - SUB	3.031	3.011	-0.66%	5.73%
<b>Grand Total</b>	<b>49.827</b>	<b>52.553</b>	<b>5.47%</b>	<b>100.00%</b>

\*In billions

c. Contract Notes

(1) DLA's service contract obligations (DCSO, DLA Distribution and DLA Disposition) remain relatively stable at 5% of agency obligations.

(2) DLR obligations remained flat after a 37% increase from FY 2022 to FY 2023. DLR obligations account for approximately 11% of agency obligations and 41.5% of CLIX spend. FY 2024 as compared to prior years:

<b>DLR Obligations</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY 2023</b>	<b>FY 2024</b>
	\$ 6.9B	\$ 4.1B	\$ 4.2B	\$ 5.8B	\$ 5.9B

(3) The FY 2024 overall obligation increase was primarily reflective of material price increases vice increases in demand. In an analysis comparing the prices paid for 175,648 unique items DLA procured in FY 2024 that were also procured in FY18, the average price increase was 6% per year (and 5% when not including Energy).

<b>Supply Chain</b>	<b>Average price change per year - 2018 through 2024</b>
Aviation	4.4%
C&E	5.8%
C&T	2.3%
Energy	66.9%
Land	6.1%
Maritime	6.4%
Medical	2.0%
Subsistence	4.9%

(4) Bureau of Labor Statistics data concerning the consumer and producer indexes (CPI and PPI) are showing that, although FY 2024 inflation levels are higher than historical norms, they continue to ease and moderate.

(5) Contract prices are affected 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).

(6) Inflation is tied mostly to material, transportation, and labor prices.

(7) As in FY 2023, there is increased uncertainty and risk related to follow-on contract pricing and negotiations for both government and industry. DLA expects price effects to continue for several years, as long-term contracts expire and are renewed.

(a) Pricing is expected to be higher as inflation is incorporated into new contract pricing.

(b) Some contractors remain apprehensive at entering longer term contracts due to the inflationary unknowns.

#### **d. Contract Actions and Methods**

Remained steady at 3.8 million awards, 10,000 per day; automation remains key capability for handling volume and velocity, with long-term contract (LTC) delivery orders processing in 1.5 days and fully automated awards in 21.6 days in FY 2024.

e. DLA contract obligations represented 11.85% of DoD obligations in FY 2024.

f. DLA awards 7 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.

g. 90% (of DLA actions) are fully automated (no human intervention)

(1) Long-term contract delivery orders (inclusive of prime vendor): 90% of actions and 85% of obligations

(2) Long-term contract delivery orders (hardware only): 70% of actions and 45% of obligations.

(3) 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 278,567 in October 2023 to 283,480 in October 2024.

(4) The percentage of fully automated awards decreased slightly in FY 2024, 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.)

## 8. DLA Supplier Base

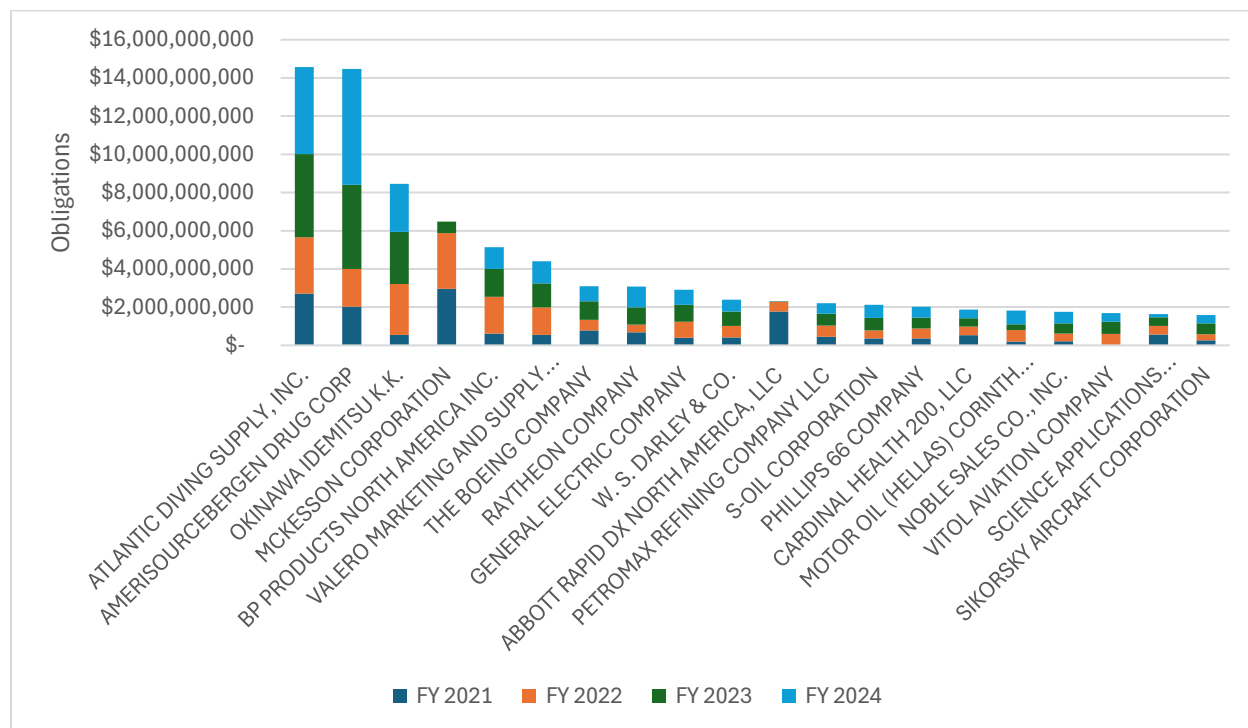
Since 2016, DLA has seen a steady decrease in the number of vendors in its supplier base, from a high of about 6% loss from FY 2019-FY 2021 during the COVID-19 pandemic and associated supply chain disruptions, to approximately 4% from FY 2022 to FY 2023. Between FY 2023 and FY 2024, the DLA vendor base remained stable at 8,500, with a loss of just 70 vendors. FY 2024 marked the first time that DLA (J7 and DB) began tracking and setting goals for “new entrants.” The below shows FY 2024 achievement towards that goal by supply chain. New entrants will be tracked as part of Objective 4.2 under the new DLA Strategic Plan.

	FY24 Target	FY23 (actual)	FY24 (actual)	FY23, 24 AVG	FY25 Target*
DCSO	109	122	111	117	128
Aviation	113	118	157	138	151
Disposition Svcs	10	17	14	16	17
Distribution	63	63	71	67	74
Energy	55	44	36	40	44
Land	99	94	94	94	103
Maritime	270	220	274	247	272
Troop Support C&E	66	65	98	82	90
Troop Support C&T	14	8	29	19	20
Troop Support Med	30	31	24	28	30
Troop Support Sub	21	12	19	16	17
DLA Total	773	692	787	740	813

\* The FY25 target is 10% more than the average of FY23 and FY24 actuals.

Overall, DLA spend remains highly concentrated with nearly 60% of contract obligations going to 1% of suppliers. The below depicts DLA’s “Top 20” suppliers by spend, by year, from FY 2021-FY 2024. In addition to the traditional hardware OEMs supporting weapon systems, the population is heavily dominated by vendors from the Energy and Medical sectors, as well as supply chain integrators that support the Construction & Equipment supply chain.

**DLA “Top 20” Suppliers (FY 2021-FY 2024)**



## 9. Small Business Achievement

DLA maintained its trend of strong small business goal achievement, exceeding the OSD goal (44.32% against 37.30% goal) for the twelfth consecutive year. FY 2024 also marked the sixth time in six years that DLA small business obligations exceeded \$15 billion (FY 2024 obligations of \$19.5 billion). DLA contributes significantly towards DoD being able to exceed the Department goal (26.35% against a 22.43% FY 2024 goal). DLA obligations accounted for 13% of overall DoD spend but 21% of the Department’s FY 2024 small business obligations. Despite achieving record obligations year after year, achievement of the various socioeconomic categories continues to be a challenge, as there is increased emphasis (and goals) in those areas. DLA implemented specific strategies designed to increase the achievement in the socioeconomic categories, including DB and J7 co-signed small business goal letters, continued adjusting set-aside logic in auto, which prioritizes the socioeconomic programs, identifying individual contract actions to target as small business set-asides, including set asides for the socioeconomic programs and pursuing and awarding contracts (via DoD) under the Department’s mentor-protégé program for the first time. As described in the previous section, DLA initiated two new key performance indicators, new entrants and socioeconomic program set-asides. Small business

socioeconomic program set-asides (not including AbilityOne) obligations increased by 59% from \$328 million to \$521 million.

## 10. Competition

DLA acquisitions are mostly competitive, both in terms of obligations and dollars, and this continued to be the case in FY 2024. The overall competition rate for FY 2024 was 82.55% (\$43.2 billion) of obligations (exceeding the DOD goal of 80%). In comparison, the overall DOD competition rate ranges between 50-60%. Competition was primarily consistent with fluctuations in non-compete spend categories. Obligations to sole source OEMs accounted for 63% of the agency's non-competitive spend. For FY 2024, while other areas remained stable within in the non-competitive spend arena, OEM sole source obligations decreased 4% from \$7.2 billion to \$6.9 billion. Conversely, bridge contracts (extensions of existing contracts that are not offered for competition) increased 88% rising from \$398.6 million to \$751.2 million. This increase is attributable to the incorporation of performance metrics into the bridge policy language. FY 2024 competition statistics by DLA supply chain:

Supply Chain / Contracting Activity	Goal	Result
DLA Disposition Services	86.50%	90.27%
DLA Distribution	88.00%	90.99%
DLA Trp Supt C&T	74.00%	73.95%
DLA Maritime	77.00%	91.71%
DCSO	82.00%	91.33%
DLA Trp Supt SUB	92.00%	86.96%
DLA Land	67.00%	65.58%
DLA Trp Supt MED	96.50%	96.80%
DLA Aviation	19.00%	34.11%
DLA Trp Supt C&E	92.00%	96.42%
DLA Energy	91.00%	97.23%
<b>Agency</b>	<b>80.00%</b>	<b>82.55%</b>

## 11. AbilityOne

DLA once again was among the federal government's strongest AbilityOne supporters (2d highest across the federal government), obligating \$747 million (\$204 million over FY 2023) to AbilityOne suppliers for various items. DLA procured \$632 million in products and \$114 million in services. In total, AbilityOne Program awards represented 2.3% of DLA spend, exceeding the agency's self-directed goal of 1.5%.

### FY 2024 AbilityOne Spend by Agency (millions)

Top 5 Federal Spend	NIB	SourceAmerica	Grand Total
Dept Of the Army	\$ 44,439,516	\$ 828,009,936	\$ 872,449,452
<b>Defense Logistics Agency</b>	<b>\$ 398,336,470</b>	<b>\$ 349,022,267</b>	<b>\$ 747,358,737</b>

Dept Of the Navy	\$ 34,016,699	\$ 471,702,185	\$ 505,718,884
Dept Of the Air Force	\$ 40,538,486	\$ 354,948,502	\$ 395,486,988
Defense Commissary Agency	\$ 5,956,649	\$ 119,659,769	\$ 125,616,419

Troop Support C&T remains the biggest share of DLA spend, with \$539 million (next highest is C&E at \$48 million). Below depicts the top five products procured by DLA through AbilityOne:

<b>Product or Service Code</b>	<b>Dollars Obligated</b>	<b>100% of Total Spend</b>
8415- Clothing special purpose	\$ 247,185,418	33.07%
8465- Individual Equipment	\$ 103,639,642	13.87%
R706- Support-Management: Logistics Support	\$ 56,481,876	7.56%
8470- Armor, Personal	\$ 44,675,773	5.98%
7510- Office Supplies	\$ 31,578,471	4.23%
7210- Household Furnishings	\$ 28,436,913	3.80%

The agency maintains an Ability One Representative (ABOR) network consisting 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 the program, and offer feedback to the U.S. AbilityOne commission. Mr. Beebe has been presidentially appointed as an AbilityOne commissioner.

## **12. Category Management**

DLA continues to be a leader in the Office of Management and Budget's Category Management initiative. DLA is a proven leader in consolidating requirements from multiple sources (DoD, federal, state/local) and finding the most efficient and effective solution to meet those requirements, the purest example of category management. In FY 2024 DLA spent \$4.4 billion utilizing best-in-class (BIC) contracts (21.1%, exceeding goal of 20.5%) and achieved 94.2% spend-under-management (on track to exceed goal of 92%, final performance numbers available in Q2/FY 2024). DLA continues to advocate for the inclusion of Clothing & Textile spending to be recognized as a federal category in order to improve the resiliency of the fragile C&T supplier base. This move would increase focused federal attention on the vulnerable domestic industry and allow for future BICs and other mechanisms to increase federal spend in that category.

## **13. FY 2024 Overarching Themes**

As in FY 2023, major acquisition themes included an increased focus on supply chain resiliency and risk mitigation. DLA and the Department are working a number of initiatives in this space,



to include “illuminations” to gain a better understanding of where there is risk in a particular supply chain, to increasing attention on the ability to bring in new entrants, to developing alternative sources where obsolescence or mergers/consolidations have eliminated or reduced traditional sources of supply, to building of the organic industrial base (OIB). The number of congressional reporting requirements and inquiries, as well as GAO and DODIG audits, on supply chain resiliency continued to demonstrate just how much interest existed in this topic.

a. The Acquisition Modernization Plan (AMP) and the Acquisition Enterprise Innovation Council (AEIC)

AMP remains nested with the DLA strategic focus that transcends modernization across the enterprise through the 4Ps (posture, precision, people, partnership). The integration scheme incorporates the AEIC as a comprehensive approach embodying the 12 focus areas in its governing charter. Ongoing initiatives that mirror summarized focus areas are: supplier portal transitions into the development phase with an minimum viable product milestone achieved in 2025; DLA Internet Bid Board System modernization shifts into the development phase during First Quarter, FY 2025; procurement for public sector commences user stories incorporation to hone in on requirements and reduce redundant capabilities; and artificial intelligence pricing support delivers a prototype in 2025.

**14. J7 Organizational Summaries**

The remainder of this narrative is written around the J7 Divisions/organizations responsible for executing the J7 mission:

a. DCSO

FY 2024 marked another record year for DCSO contract obligations at \$2.17 billion, up from \$1.9 billion in FY 2023.

<b>Small Business Overall:</b> 50.40% (Goal 50%)	<b>Woman-Owned:</b> 12.38% (Goal 3%)
<b>Small Disadvantaged Business:</b> 27.28% (Goal 25%)	<b>Hub Zone:</b> 2.21% (Goal 3%)
<b>Service-Disabled Veteran-Owned:</b> 15.49% (Goal 5%)	<b>Competition:</b> 91.37% (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.

In FY 2024, DCSO awarded the second generation J6 Enterprise Technology Services (JETS 2.0) Indefinite Delivery Indefinite Quantity multiple award contract. The contract will provide full support of all J62 requirements and is available for use by other agencies, with a \$12 billion contract ceiling and 89 vendors.

In support of DLA Transformation and customers across the enterprise, DCSO awarded first ever agency multiple award contract for strategic and transformation advisory services (Strategic Transformation and Enterprise Project Support) that will enable more streamlined access to Knowledge Based suppliers offering advisory and assistance services in this area.

b. J71

The 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, followed closely by life-cycle logistics at 3,367 employees and engineering & technical management at 1,751 employees. Continuing to integrate the new Back-to-Basics certification frameworks put in place in FY 2022, in FY 2024, J71 focused on the development and sustainment of fully capable acquisition workforce able to meet DLA mission requirements in both stable and dynamic environments, particularly those relating to the acquisition modernization program and program offerings addressing unique DLA skillsets and priorities.

(1) Sixty-two DLA AWF members and one DARPA employee attended the new course Industry Partnership Management Course (IPMC) a University of North Carolina's Keenan-Flagler School of Business. The IPMC continues to evolve with curriculum changes occurring to incorporate focus on Contested Logistics, Additive Manufacturing, Defense Industrial Base integration, etc. An estimated 501 DLA employees have graduated the Academia-Industry Partnership Program since its inception in 2018.

(2) Fully implemented the AWF Leadership Academy and with a total of 19 attendees participating in two cohorts.

(3) Executed \$2.5 million (100% of budget) in defense acquisition workforce development account (DAWDA) funds to maximize enterprise-wide training opportunities for over 500 AWF members. DAWDA funded over 90 members of the AWF to attend leadership development programs, to include IPMC, AWF Leadership Academy, 100+ AWF members' participation in the 2024 National Contract Management Association World Congress, 82 at the Gartner IT Summit and Symposium, and 15 at the DoD Small Business Training Week 2024.

(4) Continuation of the twelve-part series titled the "Fundamentals of Project Management Course (PMC)." Average attendance for each offering was 90 employees with over 200 DLA employees enrolled in FY 2024. Course has been adopted by DAU and future course iterations will be offered via the DAU iCatalog in both virtual, in-person, and self-paced class offerings for DoD.

(5) Maintained 98% DAWIA compliance with Defense Acquisition Workforce Improvement Act requirements.

(6) Worked with J1 and DAU to obtain 2,364 reservations for DLA personnel requiring professional certification, critical to ensuring DLA personnel meet certification timelines imposed by Back-to-Basics in 2022.

(7) Continued to promote credentials in pursuit of life-long career learning, with 247 employees holding a total of 393 credentials. Services Acquisition Team Member, Supply Chain Integration, and Small Business Professional credentials are the three most widely enrolled/held credentials for DLA.

c. J72

The J72 Compliance, Policy and Pricing division provides oversight, guidance, and maintenance of procurement processes in support of the acquisition workforce. This year we

emphasized streamlining processes, providing more efficient, and effective direction and guidance to the DLA contracting community.

(1) Completion of reports mandated by Congress, statute, or regulation, to include the Truth-In-Negotiations Act/Cost Accounting Standards annual report to Congress, undefinitized contract actions, contract audit follow-up, other than certified cost and pricing data refusals reports to Defense Pricing and Contracting and DoDIG.

(2) Provided guidance or developed policy for: Cybersecurity Maturity Model Certification rule making with Defense Pricing, Contracting and Acquisition Policy, the Army Aviation Critical Safety Item pilot (continuing), the FAA/DART Traceability Project (design and test phases complete, rollout imminent) and increased activity in Environmental in the “forever chemicals” arena and foreign affiliations.

(3) In FY 2024, J72 released 10 procurement letters, 2 deviations, 4 designation memos, and 11 delegation memos. These addressed changes to the vendor shipment module, emergency acquisition, export control, whistleblower procedures, and contract surveillance. This required four updates to the DLA Master Solicitation, and three to the DLAD.

(4) During the FY, the KO warrant program terminated 330 warrants, issued 322 new warrants/certificates, administered 65 warrant tests, and conducted 6 MSC compliance reviews.

(5) In support of OMB Memorandum M-19-21, J72 digitized all decisional documents in its mission areas.

#### d. 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 on behalf of the SPE, 2) service acquisition program execution and oversight and 3) enterprise program support for key acquisition topics such as Operational Contracting Support, Small Business, Competition, Domestic Sourcing Initiatives, contracting officer representative oversight and the DLA/DCMA relationship. Significant FY 2024 activities:

##### (1) Red Teams

Furthered the J7 “red team” program, providing external SMEs to review a particular acquisition, program, or issue, with a focus on identifying and mitigating risk. In FY 2024, J73 led reviews for the DLA Energy Air Card program, identifying vulnerabilities that assisted DLA Energy in addressing potential protest concerns. In addition, red teams were conducted on the source selection process at DLA Troop Support, Fast Payment procedures, and on the process for obtaining waivers of the non-manufacturer rule from the Small Business Administration to identify best practices, mitigate risks and help guide enterprise courses of action on addressing process and/or compliance challenges.

##### (2) OIB

Worked with the office of the assistant secretary of defense for sustainment and the military services to identify barriers and opportunities for working with the department’s OIB

to address readiness concerns, resulting in an increase of over \$8 million in OIB sustaining workload from FY 2023, and also beginning initial development of an OIB marketplace to enhance communication between DLA and the OIB. In addition, worked with J3 and the MSCs to develop an organic manufacturing strategic plan. The team also updated DLA policy on organic manufacturing procurements to empower MSCs and provide flexibility to identify items and systems that would benefit from developing an organic manufacturing source.

### (3) Services Acquisition

Completed integrating the Services Requirements Review Board/Program Budget Review processes that align requirements validation ahead of PBR approval to inform and impact decision making. The vice director approved 32 FY 2026-2030 packages.

### (4) Operational Contracting Support (OCS)

(a) In February 2024, the team participated in the EUCOM J4-led Concept of Logistics Support event at DLA HQ, where it focused on optimizing DLA's role in future EUCOM operations, particularly in the area of OCS.

(b) In May 2024, DLA-Europe & Africa and the EUCOM OCS requested the by-name participation of the J73 OCS team at the Sweden-hosted HNS/Contracting Working Group in Enköping. This workshop sought understanding of participating countries' commercial abilities, market capacities, and the concept of total defense in crisis and conflict, providing an opportunity to strengthen ties and discuss increasing HNS in the high north.

(c) In July 2024, the J73 OCS team supported the USEUCOM HQ Planning Workshop in Stuttgart, Germany, contributing to the development of Annex W, reviewing NATO CONPLANS, and addressing contractor management challenges. These efforts culminated in the successful development of the DLA Annex W in support of NORTHCOM and STRATCOM's Homeland Defense Integrated Plan, completed with the assistance of a reservist during a 14-day Annual Training period.

### (5) DLA/DCMA Engagement

Conducted quarterly Executive Steering Group meetings between DLA and DCMA focused on DLA-DCMA performance impacting Readiness across the DoD; DLA J1 human resources support to DCMA's total force manning; revised policy on establishing Best Practice eTools elevating high-priority fulfillment issues for faster resolution; DLA and DCMA synchronizing procurement systems for streamlined processing and data collection; and continued teaming on industry engagements and exercise support. The FY 2023 memorandum of agreement with the services and DCMA continued to reduce quality assurance letters of inspection, further reducing letters by 73%, with a 99.4% success rate on all letters submitted.

#### e. J74

The Acquisition Programs division monitored enterprise acquisition metrics, provided data and other reviews, managed the government purchase card program, and operated a program management office for strategic planning and continuous process improvement.

(1) Managed \$27 million in GPC obligations, 294 individual cardholders, and 353 separate accounts. Registered a transaction compliance of 95%.

(2) Enhanced features and capabilities under the procurement dashboard. With J6 and the major subordinate commands, helped streamline post award requests (PARs), on-time delivery (OTD), suspended stock, and Product Quality Deficiency Reports (PQDRs).

(3) Established an Acquisition Health Metric for use in agency performance review reporting. The metric is a single measurement that assesses performance in various areas of the acquisition process. It consolidates previous performance metrics (time-to-award and OTD) with new metrics (PARs, PQDRs, and suspended stock). It adds on-hand purchase requests and procurement lead times to provide a holistic analysis.

(4) Supported OSD Industrial Base Policy in reviewing almost 50 mergers and acquisitions. Reviewed cases under review by the Committee on Foreign Investment in the United States (CFIUS) and other oversight bodies for potential effect on DLA. Reviews included almost 400 CFIUS cases.

(5) The J7 Program Management Office supported three new continuous process improvement efforts: a command customer engagement pilot designed to assess and improve the J7 HQ/command relationship, the “Add Depth to the Defense Acquisition Workforce Development Account” project which served as a pilot for building depth in J7 functions, and an effort to build a balanced scorecard to measure the efficiency and effectiveness of services acquisition.

#### 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.

(1) Facilitated efforts to improve compliance and reporting on various Department-level metrics. For Procurement Data Standard transmission to EDA, awards averaged 96% success rate during FY 2024. For CPARS on time reporting, averaged 95% compliance rate during FY 2024.

(2) Continued promoting robotic process automation (RPA), with a greater focus on data acumen. Championed 13 new acquisition RPA use cases that could potentially save 24,300 manhours. Responsible for 49 J7-championed RPA “bots” related to 13 audit NFRs, saving tens of thousands of human hours while ensuring compliance and process discipline.

(3) Planning for agency transition to Procurement for Public Sector (PPS) Contract Writing System: J7 is the champion for the Digital Business Transformation (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 with in-person participation from business-process analysts and SMEs from across the enterprise. These workshops and pilot-testing sessions have set the stage for a modernized contract writing system fully integrated with the Enterprise Resource Planning platform. These sessions have resulted in

1,529 user stories and the review of 580 custom transactions, with the proposed elimination of almost 100 customizations.

(4) Championed development 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. Additional features include secure posting of technical data, single sign on capability, two-way supplier communication, vendor on-boarding, and AI tools for the answering of questions and accelerated responses.

(5) 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. This effort covers Contracting for Services, Energy, and Class IX Materials, which additional activity planned for other process areas in FY 2025.

(6) Expanded exploration of Artificial Intelligence/Machine Learning Capabilities in the procurement process. Championed the development of an AI “No-Bid” tool to proactively identify through AI and Predictive Modeling solicitations likely to not receive a quote or proposal and provide information to the procurement community to address the issue ahead of need, resulting in increased efficiency, reduced lead times, and improved customer outcomes. 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.

(7) Focused on improving procurement “data acumen” by holding the first ever “Procurement Data Huddle” and designating enterprise “data stewards.” This strategic meeting focused on critical topics such as the status of documenting and defining critical data, the importance of data archiving and cleansing discussions, procurement data topics of interest, and opportunities for improving the procurement data user experience. The outcomes of this meeting centered around three key themes for J7 to focus on: enhancing metadata, simplifying the database, and standardizing data naming conventions and formats. These priorities are essential for the agency's mission as they promote data governance, improve data quality, and enhance the overall procurement process, ultimately leading to better performance..

#### g. J78

The J78 Procure to Pay (P2P) Process Cycle Integration team oversees and directs the agency’s Acquisition community related to the Procure-to-Pay (P2P) business cycle to achieve business system auditability and continued sustainment of audit assertion goals. Additionally, the J78 team leads J7 efforts related to the Agency Risk Management and Internal Control program, the Statement of Assurance, program management of the outbound military interdepartmental purchases request (MIPR), and the P2P G-Invoicing efforts.

(1) Doubled corrective action plan (CAP) completions over FY22 (from 11 to 23). J7 NFR closures have now surpassed new findings.

(2) Demonstrated growing process maturity and internal control effectiveness within J7 owned Procure-to-Pay (P2P), Plan-to-Stock (P2S), and Order-to-Cash processes has driven success rate for J7 NFR completion attempts from 4% (1 of 23 attempts) in FY18 to FY21, to 33% (3 of 9 attempts) in FY 2022. FY 2023 was to 83% (5 of 6 attempts).

(3) All J7 FY 2023 NFR completion attempts progressed to IPA testing versus the historical experience of immediate rejection upon IPA preliminary review.

(4) Exceeded the 90% timeliness goal for Provided by Client (PBC) request (93%) while workload increased by 12.9% with significantly more complex requests and substantive testing. Additionally, the number of new findings and/or observations continues to trend downward resulting in fewer new NFRs. Reduced new findings by 90% in FY 2023.

(5) Implemented two of three service-provider corrective action plans, advancing the remediation of DoD's oversight and monitoring material weakness.

(6) Presented solutions regarding P2P Inter-agency Assisted Acquisition MIPR policy & strategy (post) G-Invoicing implementation across the DLA enterprise. Standardized P2P MIPR related evidential matter, payment frequency and audit related details required for high-level general terms & conditions agreement templates.

(7) Produced 12 monthly P2P MIPR performance metrics packages for over 370 MIPR generators, 161 authorizing officials, 462 accountable receipt officials and 5 contract officers positioned across each DLA MSC and J-codes throughout the enterprise. Managed and facilitated completion of FY 2022 P2P Service MIPRs (6,000 transactions, \$3.3 billion obligations, \$796 million receipts, and 90% workflow timely and accuracy rate). Led/completed revision, streamline and implementation of P2P MIPR DLA manual (DLAM 4010.01) across DLA enterprise.

#### h. J79

J79 is responsible for managing the enterprise's industry engagement strategy; developing a market intelligence program; and managing the Warstopper, category management, and AbilityOne programs. The division works closely with industry, DLA commands, DLA J-codes, and customers to ensure a resilient defense industrial base.

##### (1) Industry Engagement

Utilized a revised industry engagement strategy with "functional leads" for conferences to ensure alignment and invested interest. J79 established a working group to synchronize senior-leader engagements across the agency. The chair of this group is DLA's chief of staff; its goal is to obtain feedback on events that should be elevated to director/vice director-level. In total, J79 supported 44 industry conferences attended by 63 DLA senior leaders. J7 led DLA capstone events continue to be the three events with DLA's industry associations – two dialogue sessions and one session focused on demand forecasts for the coming year.

##### (2) Market Intelligence

(a) Contracted for platform services from Resilinc to deliver Supply Chain Visibility (SCV) Assessments for deliberative sub-tier supplier information. Launched 63 SCVs, with 14 being completed in FY 2024. The contract also included Associative AI Mapping of sub-tier suppliers, with mapping of 59 suppliers completed in FY 2024.

(b) Contracted with McKinsey & Co. to understand DLA's current approach of integrating market intelligence into the acquisition and risk analysis process by

looking at how other DoD and Federal entities are applying market intel, and where lessons learned, or external capabilities may be leveraged.

(c) Contracted with Govini for subscription access to its decision science analytic platform, ARK.Ai, which allows DLA to have the capability to conduct detailed, repeatable, and data-driven vendor and supply chain risk analysis. The platform also allows DLA to generate various standard information and SCRM reports for suppliers. The team is working to develop an industrial base health metric which will provide DLA with greater ability to assess industrial base “health” at both sector and company levels.

#### i. Warstopper Program

Executed over \$49 million in industrial readiness investments.

(1) Designed and piloted an Enterprise Risk Board concept with J35 Mission Assurance to select program study topics for the 2024 calendar year. Program industrial specialists used the J79/J35-developed part analysis of risk taxonomy tool to identify at-risk, go-to-war items and supply classes. Results were presented to the risk board and 46 Warstopper industrial capability assessments (ICAs) were assigned. This joint process will be completed annually to ensure the program investigates those items/raw materials considered most critical to the agency and supports budget allocations and recommendations.

(2) Partnered with J3 and J8 in drafting the agency’s Global Resilience Initiative (GRI) issue paper. While the GRI paper was not considered this cycle, the program is working towards tying all past, current, and future ICAs to items within the GRI to ensure the agency has documented research and validated calculations to support future submissions.

(3) Increased audit focus for timely contract/MIPR closeout. Since October 1, 2024, the program processed over \$30 million in unliquidated obligations and maintained less than an average negative payable posting of 15 calendar days, well under the MIPR program 30-day mandate. Dormant unliquidated obligations also decreased from a high of \$12 million to \$1.1 million which is a program record low.

#### j. Industrial Capabilities/Supply Chain Resiliency

In collaboration with J73 and J35, conducted the first of three industrial base focused wargames as part a “campaign of learning.” The first wargame, on the resiliency of the C&T industrial base, tested industry’s ability to meet requirements for a full-scale mobilization of U.S. forces. That event, the first ever with industry participation, produced a formal report with recommendations. Findings have been shared with congressional staff and other government policymakers, and elements of some recommendations have been included in National Defense Authorization Act (NDAA) draft bills. As a result of DLA advocacy, OSD Industrial Base Policy has also initiated a presidential determination that would allow for Title III funds, utilized under the Defense Production Act, to be made available for investment in the domestic C&T base.

#### k. 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 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 items. DLA Strategic Materials also provides economic and supply chain analysis to OSD and other WOG partners. In FY 2024, DLA Strategic Materials managed \$1.2 billion in critical/strategic materials (52 materials).

#### (1) Congressional Reporting and Engagement

Delivered the FY 2023 annual operations and planning report. Completed all other mandated congressional and OSD reporting requirements to include the FY 2024 Section 8034 Acquisition execution plan (a statement of how appropriated dollars will be spent); the FY 2024 briefing on NDS shortfalls; a report on secure supply chains for tungsten; a report on adding terbium oxide, beryllium, and gallium addition to the NDS; a briefing on acquiring titanium; and the report on critical minerals and metal reserve. Engaged frequently with congressional staff to address RFIs and submitted legislative proposals seeking needed authorities. DLA advocacy for the NDS program resulted in \$50 million being appropriated for FY 2024.

#### (2) Department and WOG Support

Supported OUSD Industrial Policy with congressional reports and various other high-profile WOG efforts. Strategic Materials resources are regularly used to support organization mission and whole of DoD outreach and information sharing, as well as prepared statements on behalf of OSD and USD A&S Stockpile Manager. Served on more than 11 DoD working groups. Provided technical reviews for more than 50 white papers received from industry for DLA, OUSD/IBP, and Title III. Worked with USGS and DOE on a WOG approach to maintain the SMART (Strategic Materials Analyses Reporting Tool) used to visualize and analyze global supply chains for over 100 strategic minerals.

#### (3) Stockpiling of Strategic and Critical Materials

Completed execution of the NDS Acquisition Authorities as directed by the FY 2023 NDAA Section 8035 (Public Law 117-103) and FY 22 NDAA Section 8034 (Public Law 117-328). Material receipted into the stockpile in FY 2024 via acquisitions included TNT, RDX, zirconium, hafnium, titanium, cerium, electrolytic manganese metal (EMM), and boron carbide. Via recycling, the NDS also added germanium metal and super alloys (nickel, cobalt, titanium, iron).

#### (4) Research and Development (R&D) and Qualification Efforts

Served as the technical POCs and SMEs for a \$10 million portfolio of 14 research and development (R&D) projects. DLA-SM works with the private sector on industry materials testing, basic R&D, and material qualifications. DLA supports these efforts through The Broad Agency Announcement Qualification Authority Program. The R&D and related portfolio remain a vital part of the Strategic Materials risk mitigation portfolio.

#### (5) Germanium Recovery Program

Produced 1,436 kg of 5N purity germanium ingots suitable as feedstock for optical applications. This quantity represents 8% of the US annual consumption. This stockpile, and continued recovery of additional germanium, is essential to the defense industrial base due to China's export ban to the US. This program is dependent on acquiring end-of-life scrap as feedstock. Actions in FY 2024 have secured enough material, barring any unforeseen problems, to deliver the full contract quantity of 3,000 kg in FY 2025.

#### (6) Mercury Repackaging Program

Successfully passed all audits with zero accidents or spills and repackaged 200 metric tons of mercury at the Hawthorne depot.

#### (7) Sales Program

Generated \$37.4 million in contract awards and collected \$37.7 million by pursuing opportunities that maximize NDS revenue and collection goals.

#### (8) Environmental Safety and Occupational Health System (ESOHMS)

Completed FY 2024 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, and were still relevant to the SM mission. Implemented virtual monthly safety training. This allows all SM employees to get required safety training at one time.

#### (9) Philly Lab Project Collaboration with Troop Support

After a multi-year effort, arranged a work agreement with Troop Support, Philadelphia labs office, to provide analytical services on new materials acquisitions for Strategic Materials, providing Certificates of Analysis for verification of contract conformance and suitability for DOD needs.

#### (10) Financial Audit

Operated the NDS program with consistent, complete, and accurate controls and processes. Audit sustainment was completed with timely responses for PBCs, meet requests, and walk-throughs with auditors. Generated 55 material methodologies to support the beginning balance assertion. Material market expertise, evidential matter collection, and application of beginning balance unit values were applied to FY 2024 inventory. Staff engaged with auditors to field questions and incorporate feedback. Staff assisted DLA Finance J81 in generating a valuation methodology white paper.

# Defense Logistics Agency

## DLA Finance (J8)

### Fiscal Year 2024 Historical Report



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

October 16, 2024

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: DLA HISTORIAN

SUBJECT: DLA Finance (J8) FY 2024 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.

GOODYEAR.SUSA  
N.J.1228553987  
SUSAN J. GOODYEAR  
Director, DLA Finance  
Chief Financial Officer

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o=DLA, ou=J8, email=GOODYEAR.SUSANL12285539@DLA.MIL, c=US

## 1. Introduction

The DLA Finance (J8) director/chief financial officer (CFO) serves as the principal financial advisor to the DLA director and is the primary advocate for the agency when working with the Office of the Under Secretary of Defense (Comptroller) (OUSD(C)) and the Office of Management and Budget (OMB). J8 provides leadership and guidance to facilitate Department of Defense (DoD) financial management requirements. DLA Finance performs the full spectrum of financial management services for DLA's three funds, 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, and human performance and strategic workforce planning. 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. Mission, Vision, Values

DLA Finance established and published our mission, vision, and value statements in February 2023. The CFO, Ms. Goodyear, updated the vision statement in April 2024 to change word "military" to "**warfighter**."



### b. Key Events

(1) DLA Finance hosted a combined return-to-work / all-hands event. The event brought employees together to socialize and hear upcoming changes to DLA's future of work posture. Each team executed activities during the gathering. J8 captured issues for the transition, to include those pertaining to physical workspace.

(2) Finance senior leaders gathered at DLA Headquarters for a 3-day event to discuss recruiting, onboarding, training, consistency, audit, the agency management review, and digital business transformation.

(3) DLA Finance supported U.S. European Command's Operation Deter Aggression and presidential drawdown authorities for Ukraine.

(4) The Government-Invoicing (G-Invoicing) CORE team, a chartered body of cross-functional staff led by J8G, led presentations/workshops for the CFO council, trading partner working group, US Treasury office hour at the Society of Defense Financial Managers on

the benefits of level 1 General Terms & Conditions (GT&C), the \$10,000 exception memo to 7600EZ, and the 7600EZ vision. DLA also hosted two trading partner forums to keep partners informed on the level 1 strategy and rollout. J8G also helped the Supply Transaction Working Group lead the identification and resolution of process and policy gaps.

### c. Significant Accomplishments

(1) Managed over \$55 billion in obligation authority in three funds: Defense-Wide Working Capital, General, and National Defense Stockpile Transaction.

(2) Secured \$3.6 billion in additional contract authority at mid-year to sustain materiel availability and meet increased customer demand.

(3) Provided \$538.2 million in mission support to Ukraine. Since February 2022, provided \$1.36 billion, including \$23.3 million in reutilization of excess property, \$14.6 million in sales, \$3 million in temporary duty costs, and the balance in material supply chain support costs (including FTE hours).

(4) Provided \$41.5 million in direct support to Israel with \$173,000 material supply chain support costs.

(5) Provided COVID-19 support to the Federal Emergency Management Agency, Department of Health and Human Services, and other federal customers. Between March 16, 2020, and September 30, 2024, obligated \$7.37 billion and registered sales of \$7.21 billion.

(6) Continued to partner with the United States Space Force on item introduction for the service's dress uniform and physical training gear.

(7) Assisted DLA Troop Support's medical supply chain in establishing a new variable rate category for FY 2025. Creating a unique rate for National Prime Vendor (NPV) (mail order) is paramount towards the agency's relationship with Defense Health Agency. Increased the customer base for NPV, facilitating customer access to pharmaceutical products and capabilities not readily available via previous generations of the contract.

(8) Discovered and resolved an incident with OF-INT-7096 validation logic that was causing billing delays and preventing sales from being captured.

(9) Tested the new G-Invoicing system extensively. The user acceptance testing team worked with J8G and developers to resolving issues before the pilot training had begun.

(10) Worked closely with policy to create the DLA Troop Support pricing standard operating procedure, which helped close an audit finding while detailing the methodology behind cost recovery rates.

(11) During annual pricing reviews, the budget team established consistent gender-equitable prices for male and female 'like' items, addressing "pink tax" concerns.

(12) Processed an historically high number of Construction & Equipment orders: \$7.85 billion worth as of the end of September.

(13) Partnered with OUSD (Acquisition & Sustainment) to establish the G-INV Supply Transaction Working Group. This group helped DLA's 7600EZ implementation strategy succeed.

(14) Helped DLA Energy navigate DoD's decision to defuel the Red Hill Bulk Fuel Storage Facility. Finance Energy managed resources for this effort. DLA received cash transfers of \$106.4 million in April, \$270.9 million in May, and \$48.1 million in September for defueling and dispersing operations. In Fiscal Year 2024, DLA Energy obligated \$1.30 billion against funds transferred to the DWWCF for Red Hill closure. Throughout the year, the Finance

Energy Resource Management team worked with multiple stakeholders to include Finance Headquarters, DLA Energy, the Red Hill Joint Task Force, and OUSD(C) to provide the latest analysis regarding the obligation and use of these funds and to ensure the accurate reporting.

(15) DLA Finance Energy lead a study on the non-product cost of fuel within the standard fuel price. This study detailed the history, policies, and regulations surrounding the non-product cost and reviewed trends in budgeting and execution. The study also assessed the risk of potential reductions to the transportation; sustainment, restoration, and modernization (SRM); and terminal operations funded via non-product cost. The study and its findings were presented at the June 2024 meetings of the Logistics Executive Steering Committee and the Joint Logistics Requirements Resource Board. As a result, DLA successfully justified full funding for operations in FY 2025.

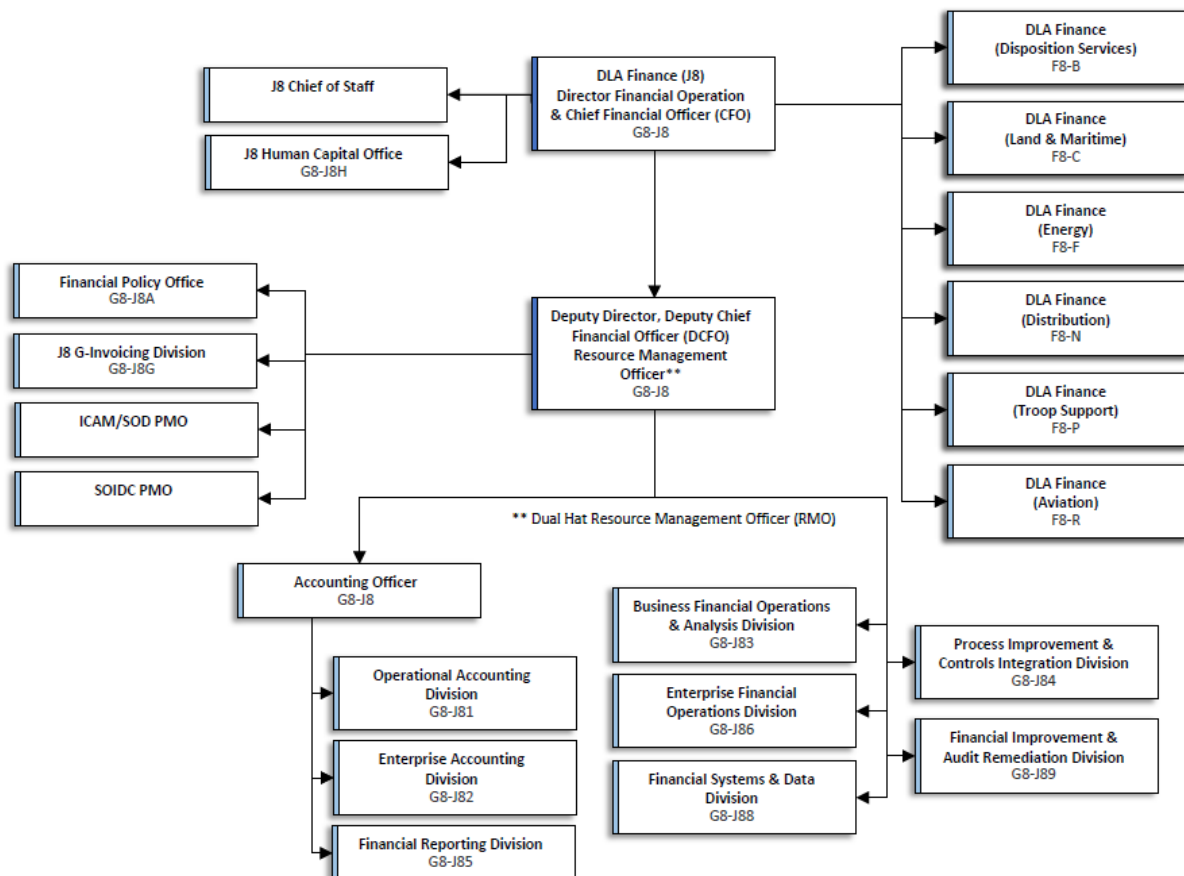
(16) DLA Finance Energy made significant strides in accounts payable, accounts receivable, accounting, and audit sustainment fields. DLA Energy continued paying low levels of interest on late vendor payments, continuing to average nearly \$28 per million disbursed, well below the enterprise metric. DLA Energy also saw a ten percent reduction in the value of blocked invoices in FY 2024. In addition, DLA Finance Energy provided significant support to the financial audit effort, providing CAP closure packages for two findings related to Energy fuel pricing and journal voucher accruals for the Fuel Exchange Agreement program.

(17) J8C and the J6 Analytics Center of Excellence team worked together to create an automated process for identifying potential pricing errors affecting DLA Land & Maritime's \$4.3 billion in annual revenue. They developed approximately 500 lines of SAS code to extract data from seven tables in SAP (System Application and Product) HANA and Hadoop, to include the National Item Identification Number (NIIN) and 37 other data fields. This program retrieves data on every NIIN sold the previous month. J8C's review includes confirming the material pricing group, cost recovery rate, basis price, and PR00 (sales price) are accurately recorded in Enterprise Business System (EBS), as well as confirming the PR00 matches the price published to WebFLIS. J8C also worked with J6 to run batch jobs that cleaned up data issues. They can now identify substantive issues virtually real time.

(18) J8 streamlined intermediate document resolution issues and collaborated across organizations to implement best practices, saving the agency manhours and funding.

## 2. Organization

### a. Organizational Chart



### b. Explanation of organizational changes

The chief of staff was established. The Service-owned Items in DLA Custody project management officer and Identity Credential and Access Management / Segregation-of-Duties project management officer were established, reporting to deputy director, CFO.

## 3. Key Personnel

### a. Key Personnel

DLA Finance (J8) was headed by two senior executive service officials: Ms. Susan (Sue) Goodyear (October 1, 2023 – present) and Mr. Shawn Lennon (June 5, 2022 – present). These executives led an organization that (1) serves as the lead on all DLA financial management matters, (2) maintains effective financial management and control for the DLA enterprise, (3) assures DLA compliance with federal financial management laws and regulations and DoD financial regulations, (4) assures the availability of budgetary resources necessary to perform DLA's mission, (5) assures that agency funds are managed and controlled in accordance with federal laws and regulations and DoD financial regulations, (6) assures DLA's three agency financial reports are produced, (7) directs the administration of agency financial functions:

management, operations, reporting, and compliance, (8) acts as the agency's financial management process owner, assuring that financial systems and processes are effective, efficient, and compliant with federal laws and regulations and DoD financial regulations, (9) determines financial mission resource requirements and efficient allocation of resources, and (10) manages and administers OMB Circular A-136 requirements for financial reporting.

#### **b. Changes**

There were leadership changes in several key positions. Ms. Susan (Sue) Goodyear was selected as director, DLA Finance. Ms. Stephanie Wright moved to the new chief of staff position, while Mr. Gordon Weiss replaced her as director of Enterprise Financial Operations, J86. Mr. Robert Callahan was selected as the Land & Maritime comptroller, replacing Mr. William Pascol, who departed DLA. Ms. Maria- Resto Gonzalez replaced Mr. Callahan as director of Enterprise Accounting, J82. Mr. Brian Gray was selected as the DLA Aviation comptroller, replacing Mr. Jason Buys, who became director of the Process Improvement & Controls Integration, J84. The former J84, Mr. Eric Engelbrektsson, retired. CDR Jonathan Henson joined as the J8 military executive officer, replacing CDR Jean Steenson.

### **4. Total Personnel**

DLA Finance has an authorized end strength of 787 positions. At the end of September 2024, it had 701 employees and 70 contractors.

### **5. Historical Narrative**

#### **a. LOE 1: Warfighter Always**

DLA Troop Support assisted Ukraine and European Command operations in FY 2024 with \$199.4 million in obligations and \$467 million in sales.

#### **b. LOE 2: Support to the Nation**

(1) J8 helped DLA wind down COVID-19 response. While it received no new requirements, efforts to reconcile/close out \$7.7 million in obligations and \$90.8 million in sales continued. As of September 30, 2024, DLA Troop Support had obligated \$7.33 billion and sold \$7.2 billion since beginning its COVID-19 response in FY 2020.

(2) Tracking Israel Support – FY 2024 YTD \$24.7 million in sales.

#### **c. LOE 3: Trusted Mission Partner**

##### **(1) Fiscal Stewardship**

As part of DLA's effort to cultivate financial transparency in FY 2024, DLA J8 continued promoting open communication with service counterparts. This included providing detailed information on major cost changes from our inventory readiness factor to the Joint Logistics Requirements Review Board. Another success was integrating financial execution information for DLA Disposition Services and DLA Document Services into the DLA



Disposition Services Quarterly Financial Resource Board presentation. A third success was fully transitioning case management functions for the Defense Logistics Information Service to J81 HQ Accounting Operations.

The G-INV CORE team has embraced the US Treasury (UST) solution for eliminating material weakness / intragovernmental transaction (IGT) discrepancies building a system solution to utilize the UST platform. Transitioning to level 1 GT&Cs as well as coordinating IGT Purchase and Collection settlement at the transactional level resulting in more timely payments, less time and waste spent sustaining lower-level agreements.

The G-Invoicing Program & Process Support team generated two important policy related documents. First was a J8 memo clarifying the DLA position on information necessary to comply with Statement of Federal Financial Accounting Standards and US Treasury requirements. Second was a policy defining signature authority for 7600B inbound and outbound IGT reimbursable orders. The policy requires signatures from two DLA employees, the program official and the funding official. Importantly, it was determined that the program official (inbound) will be the designated funds holder, requiring the functional point of contact to meet all responsibilities per DLA funds holder policy.

## (2) MICP, FIAR (A-123), Audit

DLA Finance is facilitating FY 2024 audits for NDSTF, GF, and WCF. As of end of FY 2024, DLA responded to 1,956 independent public accountant requests with 96% timeliness, though requests continue into FY 2025. For FY 2024 DLA is attempting to obtain an opinion other than a disclaimer for NDSTF. DLA submitted Corrective Action Plans (CAPs) for 140 notice of findings and is awaiting feedback on 93 CAPs.

## (3) Planning, Programming, Budgeting, and Execution (PPBE)

In the Programming Budget Review (PBR) 2026-2030 cycle, J8 implemented new guidance based on the vice director's direction that there be "no growth" to the Defense Wide Working Capital Fund baseline. Budget Increase Requests (BIR) are now considered Budget Change Requests (BCR) requiring equal financial offsets or a viable funding source. Ten direct and two reimbursable BCRs were approved by the DV on June 3, 2024. Sponsors are required to use their own under-execution to fund budget change requests. These requests totaled \$26 million in fiscal year 2026. Budget changes requests totaling \$115.1 million for Digital Business Transformation and SRM will be funded by percent of spread and on the beneficiaries.

The budget will achieve an 85% supply availability for Supply Chain Management (SCM) in FY 2026, with an inventory augmentation factor of \$850 million in obligations for weapon supply chains. \$610 million of available positive AOR is deferred to ensure SCM cash is available in FY 2027 for disbursements related to the \$850 million readiness factor obligations. The inventory augmentation factor supports the military services' weapon systems requirements.

## (4) Systems/Data

J88 led the effort to document the Analysis of Alternatives Study Plan for the Financial Corporate Performance Management (FCPM) solution to support accounting

processes, specifically in the areas of financial close, reconciliations, management reporting and analysis, and external financial reporting. FCPM applications will help the CFO and other business leaders gain a clear picture of their financial and organizational performance. J8 looked for a digital business transformation that will, on a single platform, unify, simplify, and automate key finance processes such as PPBE, account maintenance and control, financial close, consolidation and reporting, turning financial data into actionable business insights and decision intelligence. J8 selected One Stream.

J8 worked with J6 and gained the approval of the Executive Platform Steering Committee and Program Executive Officer to purchase One Stream software and licenses. This business opportunity will reduce DLA's annual contractor cost for the financial statement preparation and accounting support. Using FCPM will reduce this cost by automating five major processes: DoD planning, PPBE; federal/DoD budget exhibits; automated reconciliations (account, tie-point, exhibits, std. forms, statements, etc.); federal financial statements (e.g., balance sheet, statement of net cost, statement of net changes in position, statement of budgetary resources, statement of custodial activity, etc.); and the annual financial report.

In summary, FPCM software will provide an opportunity to realize cost savings and streamline mandatory financial statements and exhibits supporting the DLA Strategic Plan objectives of digital business transformation and fiscal stewardship.

Close collaboration between J8's Data and Analytics and Federal Financial Management Improvement Act compliance integration branches resulted in the closure of two audit findings issued by Ernst & Young (EY) in FY 2017. The closure packages were submitted in the second quarter of FY 2024 and, due their completeness and accuracy, were accepted by EY without a meeting.

The Financial Systems and Data and Analytics branches worked closely with the MSCs, other J-Codes, and Defense Financial Accounting Service subject matter experts to support 21 Business Process Reengineering (BPR) workshops. These workshops consisted of sessions on finance, procurement, order fulfillment, and order management. They served as the prerequisite for the successful migration of EBS from SAP ECC to S4 HANA. Workshop topics included as-is business processes; business requirements discussions, which led to the capture of ~ 100 user stories; demonstration of SAP Fiori apps; and pain points such as agency financial reporting, chart of accounts, and data management. The directorate participated in course of action development for agency company code and BPR parking lot items.

#### d. LOE 4: Modernize Acquisition and Supply Chain Management

DLA Finance conducted Dormant Account Review Quarterly to improve our ability to execute available appropriations before expiration and ensure remaining obligations are valid, focusing on high dollar, cancelled, and expired funds. Population included undelivered orders and unfilled customer orders with dormant balances of 90 days and greater.

#### e. LOE 5: Future of Work

Human Capital Office (J8H) educated new employees through the J8 onboarding program. J8H facilitated training included the introduction to DLA Finance J8 organization and environment course and courses on core job processes in EBS. DLA Finance required each employee have an individual development plan, which is an agreement between the employee

and supervisor to develop professional goals; determine what experiences, skills, and behaviors are vital to achieving those goals; and create a path to reach those goals.

DLA Finance required that all employees obtain DoD Financial Management certification or use other OUSD(C)-approved alternate certificate – 100% of staff members were certified within the required timeframe in FY 2024. DLA Finance also continued its mentor/protégé program to provide finance leaders an enhanced competency base, build collective knowledge, aid recruitment, strengthen retention, foster cost-effective learning, and promote inclusive management practices.

#### f. CC B: Fiscal Stewardship

##### (1) Objective B1: Auditability

EY started auditing DLA's three financial statements in FY 2017. NDSTF is used to acquire and store strategic materials for the National Defense Stockpile. GF is defense-wide appropriations for operations and maintenance; procurement; research, development, test and evaluation; military construction; and family housing. WCF is a revolving fund supporting energy, supply chain management, and document services. EY has issued disclaimers annually on all three annual financial reports since 2017. The USD(C) required the military services and defense agencies to undergo standalone financial statement audits and submit an audit roadmap with their timeline for achieving unmodified (clean) opinions. DLA's FY 2024 roadmap for unmodified opinions targets NDSTF in FY 2025, GF in FY 2027, and WCF in FY 2028. In FY 2023, EY reported six material weaknesses for NDSTF, eight for GF, and seven for WCF, including accounts payable and expenses, financial reporting, fund balance with treasury (FBwT), oversight and monitoring, information technology (NDSTF, GF, and WCF); inventory (NDSTF and WCF only); accounting for long-term production contracts and property, plant, and equipment (GF only); accounts receivable and revenue (GF and WCF only).

For FY 2023, EY determined that the FBwT for the TF was not auditable based on the lack of transaction-level detail from fund inception. DLA began the mission in 1988. This issue alone precluded EY from opining on the TF financial statements. The only viable option left was congressional legislation. At the beginning of FY 2024 section 1514 National Defense Authorization Act was signed into law establishing opening balances for FBwT, unapportioned authority, and total actual resources collected. DLA's focus for FY 2024 was achieving an audit opinion on the NDSTF financial statements while making progress in defense secretary priority areas (FBwT, Access Controls, etc.). The NDSTF audit continues with a planned completion by February 2025.

WCF, where we have 98% of DLA's assets and budget authority, plans to achieve a clean opinion in FY 2028. This fund is more complex than the others and includes several major business system modernization efforts. 22 of 34 DLA Distribution centers have implemented Warehouse Management System (WMS), with the remaining 12 scheduled through the end of FY 2025. All Recruit Training Centers (RTCs) and DLA Disposition Services sites have been deployed to WMS. Susquehanna is the largest and most complex implementation and is scheduled for May 2025. Our critical external dependencies across funds include the DoD construction agents (auditable Military Construction (MILCON)) trial balances, Defense Finance and Accounting Service (DFAS), Defense Microelectronics Activity (DMEA), the military services (sending Property Management Record (PMR), Materiel Receipt

Acknowledgement, Standard Financial Information Structure trading partner data, etc.), and all our trading partners (signed agreements and system readiness for G-invoicing).

## (2) Objective B2: Cost visibility and cash management

In order to increase its effectiveness at managing the DWWCF and supporting Warfighter readiness, DLA developed the capability to forecast accurately how changes in obligation authority, demand, inventory levels, material availability, fuel costs, operating costs (labor and non-labor), and other variables will affect its cash balance. Partnering with J6's Analytics Center of Excellence, DLA J83 developed formal cash model that is utilized monthly to brief senior leaders on DLA's cash projections.

# Defense Logistics Agency

## DLA Joint Reserve Force (J9) Fiscal Year 2024 Historical Report



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

J9-HQS

September 30, 2024

MEMORANDUM FOR COMMAND HISTORIAN

SUBJECT: DLA Joint Reserve Force (J9) Fiscal Year 2024 History Report

I have reviewed the JRF's submission for chronicling Defense Logistics Agency history for fiscal year 2024 and would like to forward my endorsement.

You may contact me with any questions at (571) 767-7277 or [kristin.kremer@dla.mil](mailto: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 2024 History

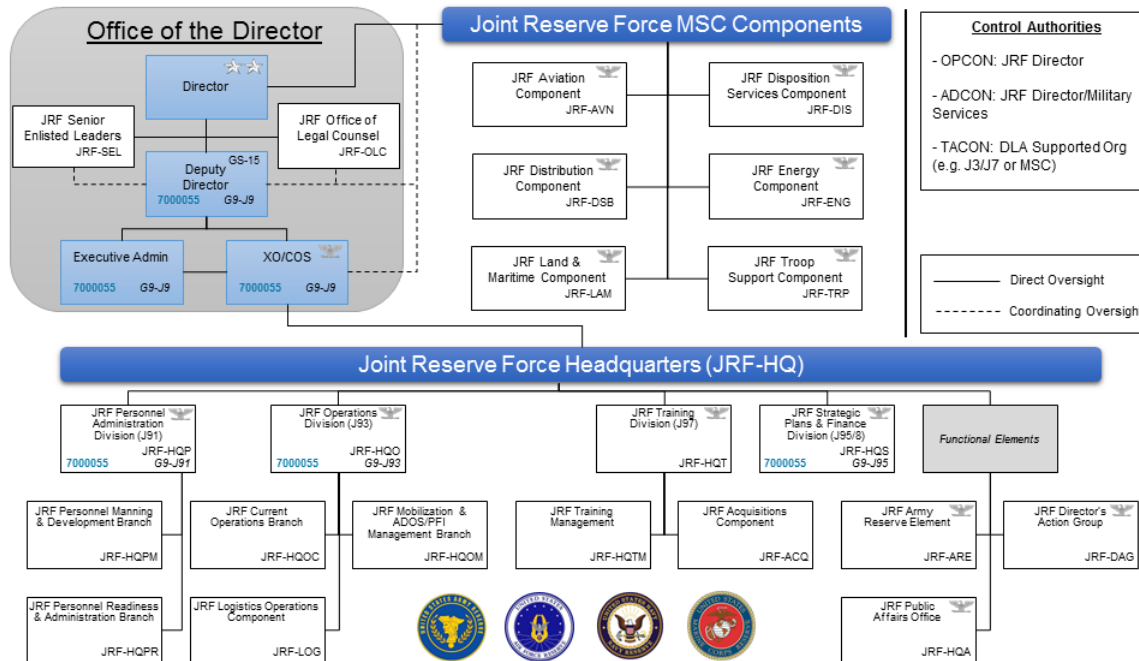
## **1. Introduction**

The Defense Logistics Agency Joint Reserve Force (J9) demonstrated just how critical reservists are to DLA in FY 2024. J9's achievements can be credited to flexibility, adaptability, and joint integration. Working across services and in conjunction with civilian partners, J9 was able to assign skilled, trained, and ready personnel to the agency's most important missions. The J9 was crucial to addressing emerging requirements around the globe. Reservists worked in every DLA Major Subordinate Command (MSC) to ensure uninterrupted logistics support to the warfighter.

## **2. Organization**

The JRF is a two-star directorate led by Army Major General Bowlman T. (Tripp) Bowles III. MG Bowles commissioned as an Army infantry officer from the Virginia Military Institute in 1987. He joined the Army Reserve in 1998 and has served on a Special Operations Task Force while assigned as liaison officer to and mobilized member of Joint Special Operations Command. He deployed to Tallil, Iraq during the Operation Iraqi Freedom "surge" as commander of the 942nd Quartermaster under the 377th Theater Support Command. Following assignment as a division G-8 comptroller, MG Bowles stood up the 518th Sustainment Brigade under the 143d Sustainment Command (Expeditionary) and served as its first deputy commander. He was then selected to command the Army Reserve Counter Terrorism Unit while a counterterrorism bureau operations officer under the U.S. Department of State. He later assumed command of the 3d Brigade, 98th Training Division.

The Joint Reserve Force (JRF) is supported by a full-time staff of DoD civilians and Army and Navy active-duty service members. Under the director and deputy director are four divisions – J91 (personnel), J93 (operations), and J95/8 (joint plans, policy, and finance) and J97 (training and acquisition) – and special staff (special assistant to the director, public affairs, and judge advocate general). Reserve joint directorate chiefs (JDCs) serve as liaisons with MSCs and the DLA J3. They are located within their components but report to the J9 director. For FY 2024, the JRF had JDCs with DLA Aviation, DLA Disposition Services, DLA Distribution, DLA Energy, DLA Land and Maritime, and DLA Troop Support.



### 3. Total Personnel

#### Authorized Funded Billets

Navy Reserve	326
Army Reserve	196
Air Force Reserve	127
Marine Corps Reserve	14
<b>Total</b>	<b>663</b>

#### Full-time Staff

Full-time Civilians	7
Navy Full-time Staff	5
Army Full-time Staff	12
<b>Total</b>	<b>24</b>

### 4. Historical Narrative

#### a. Overview

The JRF provides DLA with trained and deployment-ready reservists for contingency operations and mission support. In FY 2024, the JRF accomplished these tasks through worldwide operational support to DLA, overseas individual mobilizations, mission support to

supply chains, support to regional commands, joint exercise support, and Agency Synchronization Operations Center (ASOC) manning. Key efforts in FY 2024 included baselining force design, standardizing training, mission support, exercise engagements, and culture. Overall, the billet fill rate held steady at 85%, with medical readiness and dental readiness at 83% and 91% respectively. Key initiatives included assessing current capability and future organizational structure as the JRF continues to analyze how it can best apportion billets and train individuals. The JRF key milestone was the annual leadership review it held May 3-5, 2024, at DLA Headquarters Fort Belvoir, Virginia. This in-person event brought together over fifty JRF leaders to discuss the strategic way-ahead, training, and readiness.

#### b. DLA JRF HQ

##### (1) J91

Over the past year, J91 improved readiness through an intense focus on recruiting, training, and pay processing. J91 provided comprehensive training to over 150 Soldiers on the Integrated Personnel and Pay System, the Army's system for providing integrated human resource capabilities within Enterprise Resource Planning (ERP). More specifically, the team developed guides to assist soldiers transitioning to the new system. This led to soldiers utilizing the management system and tracking pending requirements more effectively. It also led to a significant reduction in processing times for administrative actions and cleared a sizeable backlog of aged pay actions for Army personnel.

The team improved in-processing times by 40% through coordinating with JRF manpower and J95/8 on a common-access portal and other web-based applications that establish personnel profiles upon notification of assignment to the JRF. These tools reduced the manual workload for assigned tasks by 70% and resulted in over 600 member profiles being built with minimal error. The J91 maintained a communication and document sharing forum among service elements for metrics reporting, internal team trackers, and administrative management documents to provide visibility on personnel gains and losses, open personnel actions, performance reports and awards tracking. This information has also been useful to the Force Redesign initiative.

The J91 aggressively pursued programs for our Air Force individual mobilized augmentee team by researching methods to stand up the Family Care Plan and Urinalysis Coordination programs. These efforts will ensure our warriors maintain readiness and can support their dependents in an extended-duty statuses. The gains the J91 team achieved in personnel management this year will result in future recruiting and retention success.

##### (2) J93

DLA JRF J93 consisted of 66 members who supported the J93, ASOC, and DLA's three regional commands. JRF members worked in the E&A operations center, participating in synchronization sessions among the center, HQ J3 business office, and HQ J9 to track the training and readiness of assigned reservists. The support culminated in an update to standard operation procedures, purging outdated material; revising roles and responsibilities of each position; and creating quick reaction tasks, processes, and procedures.



(a) JRF Operations (Mobilizations and Exercises)

JRF missions for FY 2024 included overseas deployments to U.S. European Command (EUCOM), U.S. Africa Command (AFRICOM), and U.S. Central Command (CENTCOM), as well as ASOC support. The JRF had 36 service members supporting OCONUS missions: Kuwait (13), Djibouti (11), Germany (3), Qatar (6), and Japan (3). The JRF surged support across the agency, providing depth and subject matter expertise to exercises Keen Edge, Freedom Shield, Ulchi Freedom Shield, Austere Challenge, Energy Americas, Quartermasters Liquid Logistics Exercise (QLLEX), and Vigilant Shield.

(b) Active Duty for Operational Support (ADOS) program

Joint reserve service members provided a foundation across multiple specialized functions, ensuring the agency's ability to satisfy critical emerging requirements. The J9 managed the ADOS program for the entire enterprise. The team published a governance document standardizing process execution and reporting requirements. The mobilization cell implemented a new checklist which streamlined the flow of information and reduced processing times, which in turn ensured a seamless transition from requestor to Headquarters. DLA had 167 personnel in 15 organizations executing ADOS across the agency (not including service funded or reimbursable).

(c) J3 Support

i. ASOC

FY 2024 provided numerous opportunities for JRF members to develop leadership skills and logistics acumen in support of the ASOC. Eighteen reservists performed weekend duty, maintaining twelve-hour shifts on weekends throughout the year. They integrated the day and night shifts through timely decision making and information sharing. Five service members occupied ADOS positions in the ASOC to support night shift operations and assisted with a new cross-training effort to teach other MSC reservists how to function as battle captains. To date, five additional service members are trained to respond in a crisis.

ii. Regions

The JRF supported CENTCOM/SOCOM (DLA C&S) where the JRF trains with the SOCOM Special Operations Forces team. DLA C&S provided seamless DLA logistics support to United States and coalition forces operating within the CENTCOM AOR, including Operation Spartan Shield, Operation Enduring Sentinel, Operation Yukon Journey Allies Welcome/Refuge and Operation INHERENT RESOLVE. DLA C&S provided uninterrupted sustainment and services to the warfighter and supported multiple joint chiefs of staff-sponsored exercises, to include Native Fury, Eager Lion, Internal Look, and Bright Star. For EUCOM/AFRICOM, the JRF centered training on real-world support and exercise participation. The team of ten focused on Austere Challenge 24. For Austere Challenge, the team helped identify key tasks, analyze key information from the OPLAN, and build logistics estimates into time-phased force deployment Data. it also helped prepare an Austere Challenge

interim progress report for the final planning conference in which they worked with the exercise support team to finalize the scope and format of DLA's role. The team finalized all key tasks with the sustainment syndicate and submitted a final trip report to close-out the exercise. Finally, in the INDO-PACOM theater, the team actively provided continuity to the operations center at Camp Smith, Hawaii, and supported exercises Pacific Sentry and RIMPAC.

### (3) J95/8

DLA J9 made strides towards the JRF force redesign in FY 2024, reconfirming MSC/J-Code requested manpower and aligning those requirements against identified sourcing for DLA support plans. DLA J9 continues to refine courses of action and is currently targeting a decision on the way forward by the end of calendar year 2024. The goal for the JRF force redesign is to ensure that all reserve capabilities assigned to DLA are best aligned to support mobilization requirements for the agency.

Additionally, DLA J9 remains committed to removing barriers associated with effective communication and collaboration with military reservists, tackling various technology, policy, and military service component limitations. Development with the DLA SharePoint is ongoing, which stores and facilitate the retrieval of official information on a certified DLA platform. DLA J9 struggled to gain approval for an off-network emergency and accountability chat capability due to DLA policy restrictions. DLA J9 remains optimistic that productive conversations with necessary decision makers will continue in FY 2025.

### (4) J97

#### (a) JRF training/joint focus

The DLA JRF J97 contributed to DLA operations and training by providing exceptional support through reserve service members. A total of 52 JRF members, representing the Army, Air Force, Marine Corps, and Navy participated in 10 exercises including Keen Edge, Freedom Shield, Ulchi Freedom Shield, Austere Challenge, Energy Americas, QLLEX, and Vigilant Shield to support the DLA mission.

Throughout the year, the JDCs and JFR HQs staff provided quarterly training briefs to keep the J9 director, deputy director, and executive officer informed about missions. These briefs included updates on the unit's training progress and outlined the training plans of officers in charge.

In May, the annual leadership review permitted JDCs to interact face-to-face, allowing leaders to discuss FY 2025 and reaffirm the JRF's commitment to supporting DLA. The review is designed to align agency goals, plan for current and future requirements, address challenges across the MSCs, and enhance the JRF's contribution to unified efforts.

#### (b) J7 Contracting Support

The DLA Acquisition Directorate (J7) provides strategic acquisition direction and oversight to enable effective solutions to warfighters and other valued customers. The JRF component of the J7 provides reliable reserve force capable of supporting mission

requirements at home and overseas. The JRF is comprised of 23 reserve and individual augmentee billets from the Army, Air Force, and Navy.

This year, the J7 reserve team completed a memorandum of understanding that reorganized the J7 reserve team from the J35 (formerly the Joint Contingency Acquisition Support office) to the J7 to provide DLA with a revitalized operational contracting capability. Much of the year was focused on developing transition and implementation plans. Work continues to develop an integrated mission set and complimentary training objectives and curriculum that facilitates employment of reservists. In addition, the reserve J7 team provided contracting support to the DLA J7 and a major subordinate command. A team of reservists worked an ongoing project to identify unliquidated funds on legacy contracts. It analyzed hundreds of contracts with even more actionable items for de-obligation, recapturing over \$150,000 dollars. Subsequently, a smaller teams comprised of Army, Air Force and Navy contracting personnel traveled to several MSCs to assist with acquisition management reviews (AMRs). This reserve team directly contributed to 46 warrant package reviews, provided quality control of the AMR, and developed a training model to assist MSCs with future AMRs.

#### (5) Legal

From 1 October 2023 to 30 September 2024, the five-member Reserve Component JAG Team supported DLA by providing value-added legal support to DLA's Office of General Counsel and the JRF leadership, command team, and soldiers.

Specifically, JAG provided legal advice on proposed legislative matters affecting the agency; provided legal reviews for command policy memoranda; provided legal advice, counsel, and comments for investigations and the disposition of adverse administrative actions; provided legal advice on potential effects of debt ceiling limitations and the Fiscal Responsibility Act on DLA's mission and the Defense-Wide Working Capital Fund; researched and provided products on contracting and fiscal law matters relating to DLA's supply chain, inventory, and property items; provided personnel and employment law advice affecting military and civilian employees; provided training and counsel for service members and civilian personnel on the limitations on political activities for federal employees and military personnel and ethics counseling for service members and commanders, and provided counsel on potential future JAG requirements in the event of large scale combat operations with peer or near peer adversary.

Assigned judge advocates also conducted annual training tours of duty at DLA headquarters and maintained physical and medical readiness requirements.

#### c. DLA JRF Aviation

The DLA Aviation JRF's mission is to deliver trained, proficient and lethal military logistics professionals to DLA Aviation who are postured to provide forward logistics support around the world. DLA Aviation's JRF is comprised of service members with a variety of strengths and skills from diverse military and civilian backgrounds. The team is well trained and worked diligently in 2024 to enhance that training and overall readiness. Additionally, DLA Aviation's JRF is one of the only MSCs that is embedded with DLA Aviation's fulltime counterparts and provides support to DLA Aviation across three separate directorates every battle assembly. Our MSC's ability to complete today's mission while simultaneously preparing

for tomorrow's mission (via readiness and training) is a testament to the talent and commitment of our reservists.

The JRF customer operations team helped look up over 900 NSNs in 2024. The JRF researched NSNs in FEDMALL and located surplus in ILSMART to reduce customer backorders, potentially affecting 4500 parts and over \$10 million in sales. This production can be utilized to expedite emergency buy contracts to surplus vendors such as Brown Helicopter, Unical, and Alamo Corporation.

The JRF Logistics Audit Readiness and Process Improvement (LARPI) team was key to the 2024 audit. The JRF built numerous tools and training briefs to help educate sub-assessable unit managers on their responsibilities. The team helped develop tools and procedures to document DLA Aviation risks and mitigations in the risk register, key to the annual statement of assurance. The LARPI team also established four audit, process compliance & risk management share point sites (one for each of the three branches and one centralized page) to constitute DLA Aviation's audit compliance information repository. This is a significant resource for DLA Aviation directorates and DLA Headquarters. This project supported enterprise-level change management through Microsoft 365 teams, which familiarized directorates with cloud-based data sharing. Share Point allows for greater collaboration, document retention, and data integrity.

In 2024, DLA Aviation sent a large portion of its officers to the ASOC at Headquarters to familiarize them with agency operations and establish relationships. Additionally, DLA Aviation was proud that one officer was recognized as the 2023 Company Grade Reservists of the Year.

Finally, DLA Aviation supported several missions in FY 2023. One JRF Army officer deployed to Europe to participate in Austere Challenge from February 26th – March 15th. The JRF also had one member supporting SOCOM on a deployment to Jordan. Additionally, one enlisted member is supporting logistics operations Camp Lemonnier Djibouti.

#### d. DLA JRF Disposition Services

DLA Disposition Services disposes of excess property from the military services. It first offers said property for reutilization within the Department of Defense, then to other federal agencies, then to state or local governments and other qualified organizations. In the past four years, more than \$2.2 billion worth of property was reused each year. DLA Disposition Services also supports disaster relief at home, as well as humanitarian assistance and foreign military sales. The JRF component of DLA Disposition Services provides a ready and available reserve force capable of supporting mission requirements at home and overseas. The JRF is comprised of two-hundred reserve and individual augmentee billets from the Army, Air Force, and Navy.

The JRF at DLA Disposition Services maintained an 85% fill rate and high medical/dental/clearance readiness. The JRF supported numerous projects this year. DLA Disposition Services deployed fourteen JRF personnel to Kuwait, two to Djibouti, and five to Qatar. In addition, one member was deployed to Poland in support of USEUCOM and the Ukrainian war effort. It sent one member to support Austere Challenge and eight to support Defender-Europe. Other overseas missions included a field training exercise in Germany and an expeditionary site support kit inspection in Japan.

Eighty-six personnel completed CONUS site support for DLA Disposition Services, independent of support provided during drill weekends. During their CONUS site support, JRF members processed property for disposal or reutilization while receiving on the job training. Training the reserve force is essential to ensuring maximum readiness in times of need. DLA

Disposition Services provided formal classroom training to more than sixty-seven personnel through twenty-four classes in FY 2024, with many of those personnel taking multiple classes. This training consisted of the expeditionary workforce operations course, property account basic, material handling equipment operator courses, and more.

e. DLA JRF Distribution

DLA Distribution reservists provided over 9,500 combined days of support to CONUS and OCONUS missions. DLA Distribution JRF served five out of the six combatant command and filled numerous vacancies. DLA Distribution reservists filled routine active military and civilians' vacancies arising from leave, staff shortages, and surge requirements due to the transition to Warehouse Management System (WMS). The DLA Distribution JRF played a pivotal role in DLA's ability to provide continuous support to fourteen distribution centers, and staff twelve deployments and exercise support requirements.

Throughout FY 2024, DLA Distribution focused on decreasing work-in-progress and backlogs as DLA Distribution implemented WMS. The hands-on contributory support to various sites to included Red River, Texas, and Barstow, California. This direct support provided by the JRF resulted in over \$1.2 billion of material received, stowed, processed through WMS. Additionally, the Expeditionary Academy course trained 57 JRF members in critical skills such as pick, pack, and stow operations at Defense Distribution Center, San Joaquin in March 2024 and Defense Distribution Susquehanna in June 2024. This training increased service member's individual training plan competency by 19% and provided invaluable proficiency training on DLA's real-world support operations.

f. DLA JRF Energy

DLA JRF Energy's mission is to provide deployable ready personnel to DLA and DLA Energy to provide a ready and available force capable of supporting mission requirements at home and overseas. The JRF is comprised of sixty-seven reserve and augmentee billets from the Air Force, Army, and Marine Corps, and Navy.

DLA Energy JRF supported numerous exercises this year. Most of its support went to Combatant Command Tier 1 exercises. OCONUS, JRF Energy deployed two officers and one senior NCO to support Exercise Keen Edge 2024 at Camp Smith, Hawaii, and deployed an additional three naval officers and senior NCOs to Camp Humphries, South Korea, for Ulchi Freedom Shield 24. Domestically, DLA Energy supported QLLEX '24 with eight fuels training personnel. In support of Exercise Vigilant Shield '24, JRF Energy deployed one army officer as the DLA Energy LNO to USNORTHCOM. DLA JRF Energy completed eight in-person battle assemblies at Fort Belvoir, Virginia, focusing on the readiness of each member to meet customer requirements. Additional support was provided to DLA Energy regional offices ensuring CL-IIIIB delivery requirements. DLA JRF Energy leadership remains focused on ensuring the alignment of DLA Energy augment requirements to JRF operations and training plans.

g. DLA JRF Land and Maritime

DLA Land and Maritime's mission is to deliver readiness and lethality to the Warfighter Always and support the nation through quality, proactive global logistics. DLA Land and

Maritime manages almost 2.5 million spare and repair parts and supports 2,000 weapon systems and more than 23,700 customers. DLA Land and Maritime awards more than 332,000 contracts and handles more than 10 million orders with sales topping \$3.9 billion with a material availability rate of more than 94% annually. The JRF component of DLA Land and Maritime provides a ready and available reserve force capable of supporting mission requirements at home and overseas. The JRF is comprised of thirty-five reserve and individual augmentee billets from the Army, Air Force, Navy, and Marine Corps.

The JRF at DLA Land and Maritime maintained a 90% fill rate and 100% deployment readiness. It supported several projects this year. One Air Force officer continues to serve OCONUS, supporting the Africa theater, Ukraine crisis, and foreign humanitarian assistance in Gaza. Another Air Force officer continues to provide contracting support for EUCOM's logistics mission. Back in Columbus, the Navy Logistics Assistance Team supported the Non-NSN FEDMALL projects: working on aged BV/BZ Project. Year to date they reviewed 1221 lines of BV/BZ items valued at \$11,489,859, focusing on resolving delinquent contracts for equipment needed on the Ohio class ballistic missile submarine. The Army, Air Force, and Marine teams reviewed 982 backorder lines/80 NIINs for the acquisition advice codes V and Y project representing 1,005 items. This project identified items for cancellation. The team worked with the contracting officer and material planners to determine the material availability.

The JRF at DLA Land and Maritime supported several missions in FY 2024. The Navy team completed a mobilization exercise with National Reserve Center Columbus. Two Army team members and one Marine team member participated as liaison officers for exercises in March 2024, supporting Austere Challenge in Germany, Vigilant Shield in Colorado, and Freedom Shield in South Korea. Lessons learned were recorded for exercise preparation, planning, funding, and execution. The team hosted the JRF director in April who provided additional insights regarding OPTEMPO and lessons learned. Two Air Force team members supported the 910th Logistics Readiness Squadron's fuel training exercise in Ramstein, Germany. The Army, Air Force, and Marine teams worked on Defense Acquisition Workforce Improvement Act courses for a variety of opportunities at DLA Land and Maritime, to include contract closeouts, the second look team, and the emergency buy team.

#### h. DLA JRF Troop Support

DLA Troop Support JRF provided more than 1,000 hours of mission support during FY 2024, including the management and disposition of supply requisition items across each of the four supply directorates at Troop Support – Subsistence (Class I), Clothing & Textiles (Class II), Construction & Equipment (Class IV), and Medical (Class VIII).

DLA Troop Support JRF continued to provide daily support during the flu season for the vaccine cold chain mission within the Medical Directorate. JRF members personally processed nearly 1,500 TempTale monitors during the fiscal year, which required correspondence with military treatment facilities and vaccine manufacturer partners. Their efforts resulted in the safe distribution of millions of vaccine doses.

In July 2024, DLA Troop Support JRF leadership engaged the DLA Troop Support Indo Pacific Deputy Commander, and staff to discuss exercise and mobilization opportunities for the JRF and other ways to strengthen the relationship between the IP-based and NSA Philadelphia-based teams.

During January and February 2024, one JRF team member supported Exercise KEEN EDGE 24 at the USINDOPACOM headquarters in Hawaii. Additional JRF members augmented the DLA Indo-Pacific staff as liaisons for the various DLA MSCs and joint force locations including Pacific Fleet, U.S. Army Pacific, and Pacific Air Force. During the exercise, augmentees learned how the MSCs interact with and support the combatant commander. JRF personnel managed information requests and coordinated DLA requests.

Two sailors and one soldier attended the annual three-day DLA Troop Support Academy course from 7-9 November 2023 that included detailed overviews of each of the supply directorates at DLA Troop Support, an introduction to J-3/5 operations and plans, briefings on mission support for Europe & Africa and Indo-Pacific, command presentations, warfighter guest speakers, MSC support function overviews, and a day-long site visit to Joint Base McGuire-Dix-Lakehurst for tours of logistics facilities directly supported by DLA Troop Support-provided commodities.

# Defense Logistics Agency

## DLA Inspector General (DA) Fiscal Year 2024 Historical Report



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

11 October 2024

MEMORANDUM FOR COMMAND HISTORIAN

SUBJECT: DLA Office of the Inspector General (OIG) FY24 History Report

I have reviewed DLA OIG's submission for chronicling the FY24 DLA history and would like to forward my endorsement with this memo.

The POC for this action is Andrew J. Duszynski, Deputy IG for Operations, at 571-767-5417.

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WILLIAM A. RIGBY  
Inspector General



## **1. Introduction**

### **a. Mission**

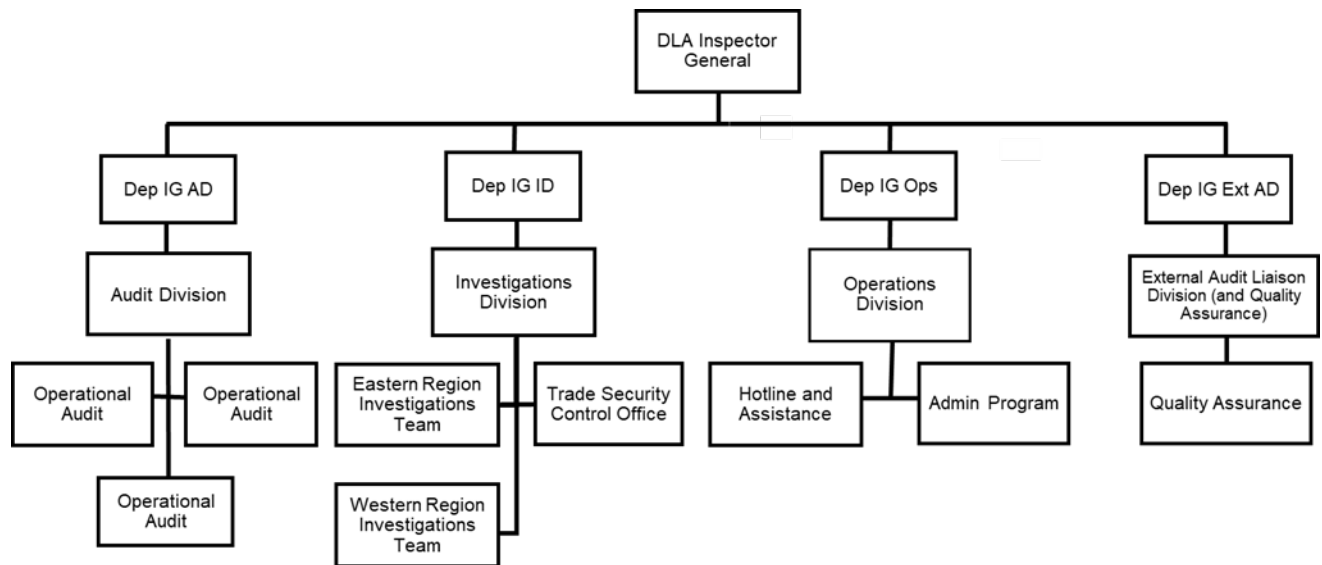
The DLA Office of the Inspector General (OIG) mission is to sustain Warfighter readiness and lethality by providing DLA leadership with facts, analysis, and recommendations through the execution of the five functions of Defense Inspectors General—teaching and training, assistance, audits, investigations, 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 (FWAM) 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 (MCIO), 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 office to coordinate and 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) 2024**

DLA OIG provided robust support to the Enterprise in the areas of administrative and hotline investigative cases, operational audits, and liaison efforts relating to external audits. The Investigations Division (ID) opened a total of 365 investigative cases and closed a total of 380 cases with 256 open at the end of the FY, as well as 1,747 total Trade Security Controls End Use Certificates processed (79 open at end of the FY). The Operations Division’s (OD) Hotline Program processed over 449 hotline cases—compared to 377 total cases in FY23—and closed a total of 471 cases. The Audit Division (AD) completed 5 planned projects (4 inspection and evaluations reports and 1 audit report). The External Audit Division (Ext AD) supported a total of 128 external audits and closed a total of 68 external audits including 38 audits from GAO, 27 from DoD OIG, and 3 from military service agencies.

## **2. Organization**

DLA OIG is structured to provide functional and regional support to the agency. Most DLA OIG investigators and auditors served in operationalized positions located away from DLA HQC to provide support across DLA within the Major Subordinate Commands (MSC) and Regional Commands. A small staff aligned with the DLA Headquarters (HQ) provided oversight and administrative support, managed the DLA Hotline, and provided liaison for all external audit activities. The chart below captures the organization to which DLA OIG adhered in FY 2024.



### 3. Key personnel

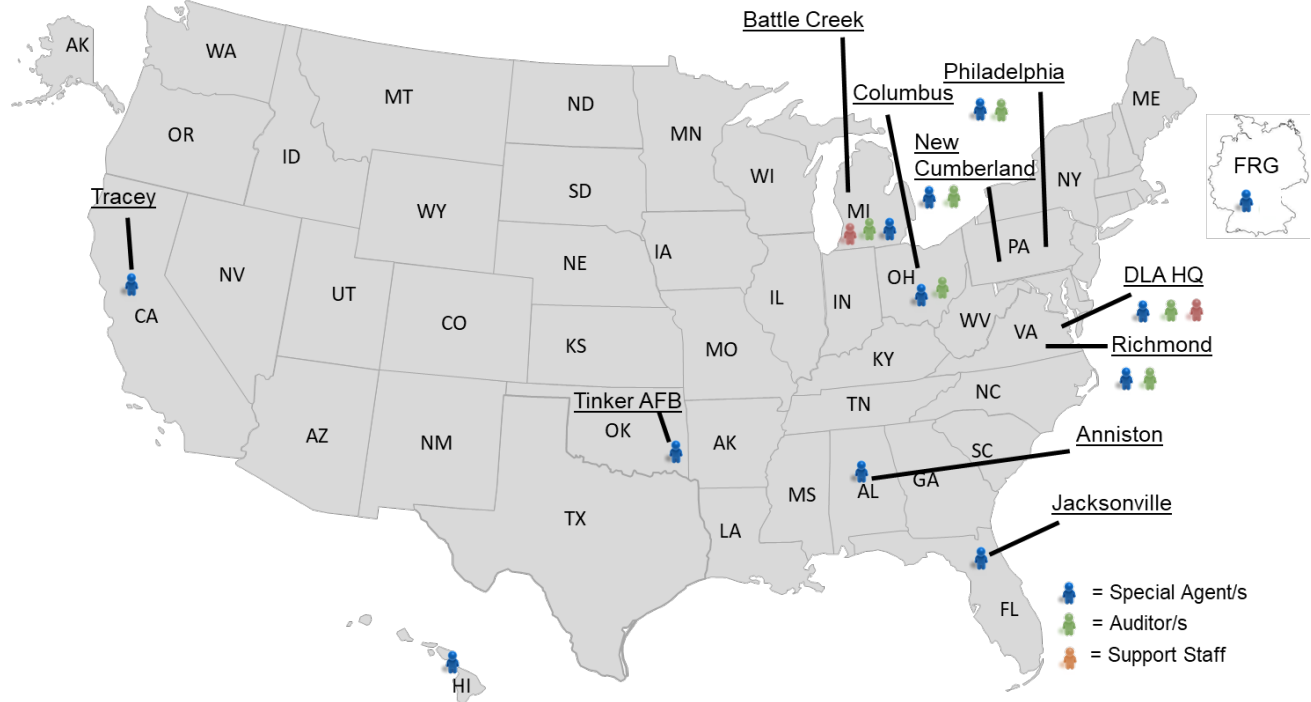
For FY 2024, DLA OIG did not see any changes in key leadership. The DLA OIG Director, William Rigby, remained the DLA Inspector General and has served in this position since 2016. Likewise, DLA OIG’s four Division Chiefs remained the same – Steven Pigott for Audit Division (AD), Jerold Unruh for Investigations Division (ID), Andrew “Dutch” Duszynski for Operations Division (OD), and Andrew Hagenow for External Audit Liaison Division (Ext AD). DLA OIG did not experience any changes to first line supervisors.

### 4. Total personnel

At peak strength, DLA OIG had 52 FTEs on hand of a total 52 FTEs authorized in FY 2024. DLA OIG also had one military service member (O4) to fill an authorization of one O5. DLA OIG hired two auditors (GS-0511-13) and three criminal investigators (GS-1811-13) in FY 2024. DLA OIG’s FY 2024 manning authorizations are below:

- a. GS-1811: 21 authorized; 21 on hand for most of FY 2024.
- b. GS-1810: 2 authorized; 2 on hand for most of FY 2024.
- c. GS-1805: 5 authorized; 5 on hand for most of FY 2024.
- d. GS-0511: 20 authorized; 19 on hand for most of FY 2024.
- e. GS-0301: 3 authorized; 3 on hand for FY 2024.
- f. GS-0343: 1 authorized; 1 on hand for FY 2024.
- g. Military O5: 1 authorized; 1 on hand (O4) for FY 2024.

DLA OIG had personnel located at DLA HQ and each of the MSC HQs, including DLA Aviation, Disposition Services, Distribution, Energy, Land and Maritime, and Troop Support; at the three Regional Commands in Kaiserslautern, Germany, Pearl Harbor, Hawaii, and Tampa, Florida; and, at three of our major facilities in San Joaquin, California, Tinker AFB, Oklahoma, and Anniston, Alabama.



## 5. FY 2024 historical events and activities

### a. Operational Audits and Inspections Conducted in FY 2024.

The DLA OIG Audit Division worked on the following operational audits and inspections in FY 2024:

- (1) Evaluation of Business Process Documentation
- (2) Evaluation of DLA Logistics Operations's NFRs and CAP
- (3) Evaluation of DLA Aviation's Audit Remediation Efforts
- (4) Audit of Orders from Non-Federal Customers without an Advance
- (5) Inspection of Reasonable Accommodation Process

### b. Audit Internal Controls Training

In FY 2024, DLA OIG hosted seven Audit Internal Controls Training classes for the agency staff. Numerous staff offices participated in the training and whose participants (approximately 130) later served as a cadre to share the training principles and objectives with others in their organizations.

### c. IG Town Halls

The DLA IG hosted Town Hall sessions with all DLA OIG employees on October 17, 2023, and June 11, 2024. Topics for the October 2023 session included DLA IG priorities, DLA Future of Work review (new telework policy), and DLA OIG Culture Action Plan Focus. Topics

for the June 2024 session included DPMAP milestones and key activities, agency 90-day assessment efforts, and combating organizational biases.

#### d. Ukraine Oversight Interagency Working Group

Following the Russian invasion of Ukraine in 2022, DLA OIG Special Agents worked closer with the DoDIG Defense Criminal Investigative Service (DCIS), to strengthen collaborative efforts regarding investigations of common interests and special agent deployments. Shortly after, several federal agency OIGs developed the Ukraine Oversight Interagency Working Group to deconflict investigative efforts and collaborate on Ukraine Support projects. The Ukraine Oversight Interagency Working Group continued working under new guidance in 2023 with the establishment of the Special Inspector General (SIG) OAR. The SIG OAR met monthly and included members of OIGs from numerous federal agencies and various DoD commands. DLA OIG continued attending the monthly SIG OAR working groups throughout FY 2024 and responded to quarterly reporting taskings. On several occasions, DLA OIG supported DCIS investigations and deployed agents in support of OAR matters.

#### e. OIG Virtual Holiday Gathering

The DLA IG hosted a holiday gathering (potluck) for all DLA OIG employees on December 14, 2023. Employees had an opportunity to commune and share the successes of the past year. DLA OIG joined the other DLA Chief of Staff portfolio offices by celebrating the holidays on the same day.

#### f. DLA OIG Annual Training Summit

DLA OIG successfully conducted their Annual Training Summit from March 18-22, 2024, in Corpus Christi, Texas. This was an all-hands event that underscored DLA OIG-wide cross-functional training efforts and reinforced the DLA IG's Culture Action Plan priorities. The event was especially effective at integrating a 20% employee turnover over the past year. A tour of DLA Distribution facilities and operations in Corpus Christi was a highlight during the summit.

#### g. Agency Management Reviews (AMR)

DLA OIG held in-person IG open-door sessions in support of DLA AMRs on three occasions in FY 2024. DLA OIG provide both telephonic and virtual options for all the AMRs upon request. Due to the sensitive nature of Hotline complaints, details of those IG Open Door sessions are not available for public record. The DLA IG personally out-briefed the respective MSC commander for all three AMRs.

#### h. Investigations IT Modernization

The new DLA OIG Enterprise Workflow Support Capability-based (EWSC) case management and tracking system went "live" on August 21, 2023, and for FY 2024 the new system supported the DLA OIG Investigations Division (ID), the Trade Security Controls

Assessment Office, and the DLA Hotline Program. The legacy system, DLA Criminal Incident Reporting System, became obsolete and was no longer supported by DLA J6. EWSC is a fully established low code/no code platform already in use at DLA.

i. Program Budget Review (PBR) 26

The DLA Director approved DLA OIG's request for 12 additional Full-time Equivalent (FTE) authorizations via the PBR26 process. With those additional FTEs, DLA IG anticipates creating in FY 2025 an additional investigations team and an inspections team to meet the growing requirements across DLA OIG's primary functions. The IG will also establish an independent quality assurance capability to review investigative case files for compliance with the federal Council of Inspectors General on Integrity and Efficiency investigative standards. The change will align DLA OIG closer to similar IG structures that support agencies in the federal government.

j. DoD OIG Qualitative Assessment Review of DLA administrative investigations

On March 19, 2024, DoD OIG concurred with our recommendation to close the last remaining open recommendation relating to DoD OIG's qualitative assessment review of DLA OIG administrative investigative operations including Hotline, Whistleblower Reprisal, and Senior Office investigations. Most of the 10 original recommendations were heavily reliant on the acquisition of and software design for a new case management system that replaced two legacy systems in the Fall of 2023.

k. DLA OIG DLA Issuances (DLAI)

In FY 2024, DLA OIG updated all its existing DLAI's and created an entirely new DLAI 5505.16, DLA OIG Investigative Support. With these updates, DLA OIG complied with the DLA standard of updating issuances a minimum of once every five years.

l. 2024 European Fraud Working Group

On May 21-23, 2024, DLA OIG Special Agents attended the 2024 European Fraud Working Group held in Krakow, Poland. 93 representatives participated from the U.S. as well as European and Middle Eastern nations. The three-day working group provided opportunities to meet with law enforcement and investigative partners from many U.S. and foreign agencies. Robert P. Storch, Inspector General, U.S. Department of Defense, served as keynote speaker. His Defense Criminal Investigative Service (DCIS) provided an overview of its support to Ukraine and throughout Europe. The Department of Justice Major Fraud Section, Office of Foreign Litigations, and the Procurement Collusion Strike Force spoke about international fraud trends and investigations. Other briefing topics included cryptocurrency, money laundering, and transnational anti-corruption.

m. U.S. Department of Justice (DoJ) Antitrust Division's Procurement Collusion Strike Force (PCSF) meeting

On June 4, 2024, DLA OIG Special Agents attended the U.S. DoJ, Antitrust Division's Procurement Collusion Strike Force (PCSF) meeting in Washington, DC. DoJ's Antitrust Division established the PCSF in 2019 and aimed at "deterring, detecting, investigating, and prosecuting antitrust crimes including bid-rigging and price fixing conspiracies that undermine competition in government procurement." In early 2020, the DoJ invited DLA OIG and the Defense Criminal Investigative Service (DCIS) to become members of the PCSF. Subsequently, the legacy PCSF held periodic meetings and offered virtual and in-person training for new members. Members of the PCSF now include representatives from numerous U.S. federal agencies. Engagement with the PCSF ensures DLA OIG Special Agents remain knowledgeable of antitrust trends and sustain efforts to collaborate with other agencies regarding investigations of DLA interests.

n. Law Enforcement Support Office (LESO) Conference

The IG, William Rigby, presented at the DLA LESO Conference (August 20-22, 2024) on DLA OIG roles and responsibilities relating to LESO operations. Mr. Rigby also conducted office calls with the local DLA Disposition leadership while also reviewing options for office space for a new agent.

o. Senior Leader Orientation Course (SLOC)

On September 18, 2024, 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 2024 Historical Report



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

MEMORANDUM FOR DLA HEADQUARTERS, ATTN: DLA HISTORIAN

SUBJECT: DLA Small Business Programs (DB) Fiscal Year (FY) 2024 Historical Report

I have reviewed DB's submission for chronicling Defense Logistics Agency history for fiscal year 2024 and would like to forward my endorsement.

You may contact me with any questions at 571-767-3297 or [Christopher.Hall@dla.mil](mailto:Christopher.Hall@dla.mil).

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CHRISTOPHER HALL  
Deputy Director  
Small Business Programs

Attachment: DLA Small Business Programs FY 2024 Historical Report

## 1. Introduction

It is DLA policy to provide maximum practicable opportunities in our acquisitions to small business, small disadvantaged business, women-owned small business, service-disabled veteran-owned small business, and HUBZone small business concerns.

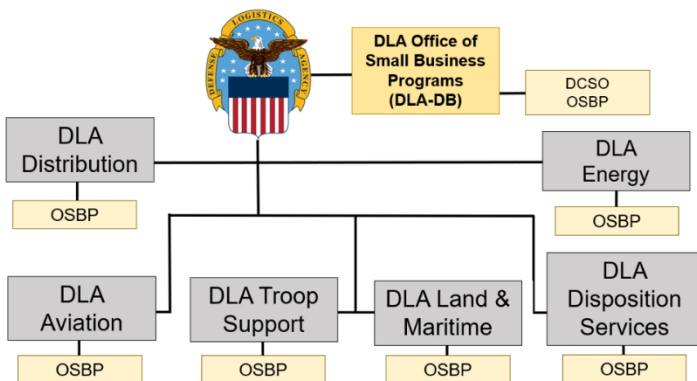
DLA prime contracts are also structured to facilitate maximum practicable opportunity for small business participation as subcontractors, consistent with efficient contract performance.

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 permits DLA to fulfill its mission as the Nation’s Logistics Combat Support Agency.

During Fiscal Year (FY) 2024, DLA OSBP demonstrated an unwavering commitment to maximizing the contributions of small business in DLA acquisitions, while meeting the needs of the Warfighter and ensuring each tax dollar is spent responsibly. OSBP guidance and vision

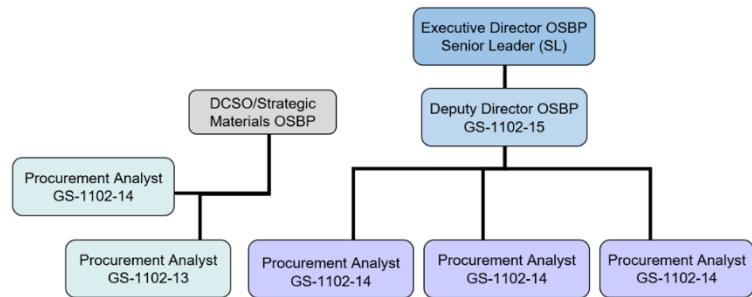
propelled DLA to increase opportunities for small business, culminating in award of more than 44% of eligible contract dollars to small businesses. At about \$20 billion, small business dollars were the highest ever for DLA.

## DLA Office of Small Business Programs Structure



Programs. Mr. Dwight D. Deneal served as Director, DLA Small Business Programs, from October 2023 – February 2024 when DLA converted the formerly GS-15 Small Business Director position to a Senior Leader billet. Ms. Daniele Kurze took over as Executive Director, DLA Small Business Programs, in February.

## Office of Small Business Programs (DLA-DB) Organization



## 2. Organization

DLA OSBP was authorized seven FTEs for FY 2024, comprised of GS-1102 personnel and the Executive Director, DLA Small Business



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, oversee the DLA Small Business Program at DLA Headquarters. DLA's six major subordinate commands (MSCs) each have a small business office, but those personnel report through their chains of command and not headquarters OSBP. DB personnel at DCSO, which also supports DLA Strategic Materials contracts, report through DLA-DB because these activities are components of DLA Acquisition (J7). This reporting structure 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 J. Kurze, Executive Director, OSBP (Feb 2024 – Present)
- b. Dwight D. Deneal, Director, OSBP (Dec 2019 – Feb 2024)
- c. Christopher Hall, Deputy Director, OSBP (May 2016 – Present)

### 4. Total Personnel

DLA OSBP was staffed with seven full-time personnel at the end of FY 2024, all civilians.

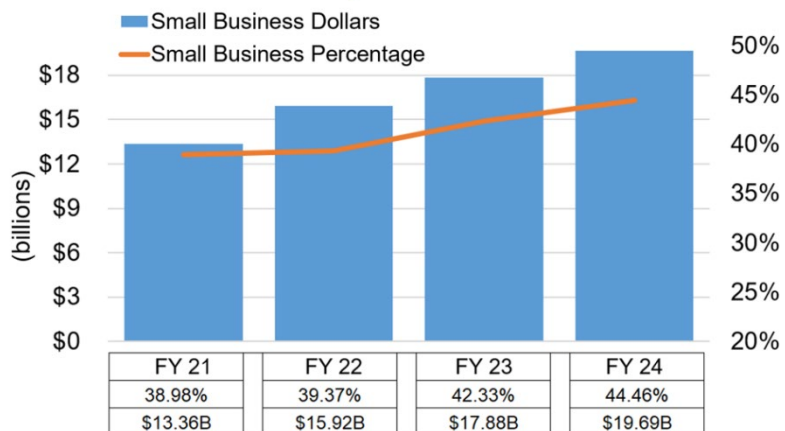
### 5. Historical Narrative

#### a. DLA Small Business Performance

Small business represents a critical component of DLA's diverse industrial base, which reduces risk in our supply chains and is essential to our ability to provide resilient and secure industrial support to the Warfighter. DLA has more than 8,000 suppliers, about 80% of which 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 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 2024, the DoD goal was 22.43%.

## DLA Small Business Accomplishments

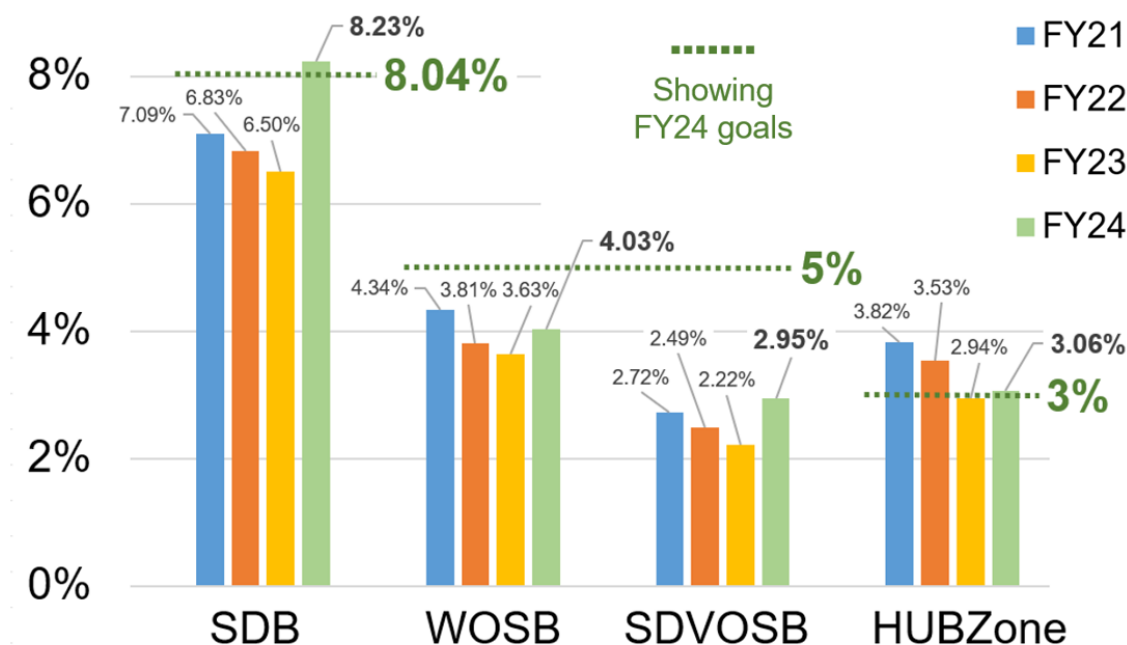


\* FY2024 statistics are provisional and will change. These metrics will be finalized in February 2025.

In similar fashion to the Small Business Administration, the Defense Department sets goals for its components, such as DLA, so that DoD-wide performance results in us meeting the overall goal. The DLA small business goal for FY 2024 was 37.30%. The above chart shows DLA small business dollars and percent of eligible dollars obligated to contracts with small businesses. For FY 2024, DLA met its small business goal for the 12th consecutive year.

DLA also has goals for the small business socioeconomic programs. For FY 2024, DLA goals were 8.04% for small disadvantaged business (SDB), 5% for each women-owned small business (WOSB) and service-disabled veteran-owned small business (SDVOSB), and 3% 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 2024. DLA made improvements in all four small business socioeconomic programs over the year.

## Small Business Socioeconomic Programs



\* FY2024 statistics are provisional and will change. These metrics will be finalized in February 2025.

### b. DLA Strategic Plan and the DLA OSBP Operating Plan.

DB continuously reviews our small business strategy to ensure it aligns with the priorities of DoD and the DLA Strategic Plan. DLA published a refreshed Strategic Plan (2025 – 2030) in September 2024, but operated under the former Strategic Plan (2021-2026) for most of FY 2024. The DLA OSBP FY 2024 Operating Plan describes four strategic focus areas for DLA-DB, ensures DLA small business activities further national defense priorities and builds small business functional community alignment to enhance mission support at DLA MSCs.

(1) Strategic Focus 1, “Support the Industrial Base,” aligned with DLA Strategic Plan (2021-2026) LOE 4: Modernized Acquisition and Supply Chain Management.

DB initiatives included: 1.1, “Acquisition Planning,” entails DB contributions to acquisition strategy, market research and contracting processes to ensure small businesses receive maximum practicable opportunity to provide innovative, cost-competitive and timely products and services to satisfy DLA requirements; 1.2, “Expand Small Business Subcontracting,” supports the DLA Small Business Subcontracting Program, including development of small business participation strategies; 1.3, “Promote Small Business Participation in DLA Acquisitions,” helps ensure DLA contract requirements are structured to facilitate competition and to increase participation by small businesses.

(2) Strategic Focus 2, “Strong Partnerships,” aligned with DLA Strategic Plan (2021-2026) LOE 4: Modernized Acquisition and Supply Chain Management.

DB initiatives included: 2.1, “Strategic Industry Communication,” develops and maintains information for DLA’s thoughtful communication with industry; 2.2, “Collaborate with Industry Organizations,” involves industry events, tradeshow and panel discussions to ensure practical dialogue is had regarding the DLA industrial base; 2.3, “Small Business Engagement,” entails proactive engagement with the small business community to increase their knowledge of the DLA mission, requirements, and opportunities, and to support a mutually beneficial relationship with DLA; 2.4, “DoD and Interagency Relationships,” involves cooperation with DoD and our other interagency partners; 2.5., “Unified Small Business Team,” encompasses building a unified structure among DLA small business professionals, whether stationed at the MSCs, other buying commands or at headquarters.

(3) Strategic Focus 3, “Skilled & Agile Workforce,” aligned with DLA Strategic Plan (2021-2026) LOE 5: Future of Work & CC-A: People and Culture.

DB initiatives included: 3.1, “Investment in Small Business Professionals,” comprises investment in the development of the small business functional community at DLA to strengthen our capabilities and develop an innovative small business workforce capable of professional and technical excellence in executing the DLA Small Business Program; 3.2, “Internal Direction, Training and Guidance,” is the development and implementation of internal small business education and training for personnel, including DLA senior leaders, whose duties and functions affect the small business program.

(4) Strategic Focus 4, “Stewardship and Accountability,” aligned with DLA Strategic Plan (2021-2026) CC-B: Fiscal Stewardship.

DB initiatives included: 4.1, “Small Business Goals,” includes analysis and evaluation of current and past small business performance data to gauge effectiveness and make improvements; 4.2, “Policy,” is the evaluation and reform of DoD and DLA policy to ensure maximum practicable opportunity for small businesses to participate in our acquisitions, while balancing the DLA mission.

# Defense Logistics Agency

## DLA Enterprise Risk Management (ERM)

### Fiscal Year 2024 Historical Report



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

October 7, 2024

MEMORANDUM FOR DLA PUBLIC AFFAIRS, ATTN - HISTORIAN

SUBJECT: DLA ENTERPRISE RISK MANAGEMENT FY 2024 HISTORICAL REPORT

This is the first year that ERM PMO is developing input for the Historical Report and is proud to tell our story and highlight our accomplishments.

Fiscal Year 2024 was a year of change for the ERM PMO from a personnel perspective. Late in FY23, Mr. Erich Gabris was appointed as the Chief Risk Officer following the departure of Dr. Ron Black. Over 50% of current ERM PMO personnel joined the team during the fiscal year.

Despite the changes, the ERM PMO continued to meet our commitments to the agency. Highlights of the team's mission accomplishments include:

- Revision and re-baseline of ERM PMO Corrective Action Plans (CAPs)
- Expanded Contract Oversight
- Managed DLA's Multi-level Agency-wide ERM Governance Structure
- Hiring of DLA's first Fraud Risk Analyst
- Development of Governance, Risk, and Compliance Capabilities
- Internal Control Standard Metrics (ICSM)
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
- Development of RMIC-related Objectives and Key Results in DLA's Strategy

The following report details the great work DLA's ERM PMO accomplished in FY 2024

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ERICH GABRIS  
Chief Risk Officer  
Defense Logistics Agency

## **1. Introduction**

The Enterprise Risk Management Program Management Office, or ERM PMO (DCC) was established in 2019 under the DLA chief of staff. The mission of the ERM PMO is to establish and provide leadership, policy, guidance, and oversight to ensure compliance with the Government Accountability Office (GAO) Standards for Internal Control in the Federal Government (Green Book) and Office of Management and Budget (OMB) Circular A-123. The ERM PMO is responsible for the agency's ERM and OMB A-123 Program.

## **2. Organization & Personnel**

The ERM PMO consists of 13 professionals at locations across the DLA footprint. There are two branches of the ERM PMO: Risk Management and Internal Controls.

## **3. Leadership**

Mr. Erich Gabris is the Director of the ERM PMO and DLA's chief risk officer. He has been in this role since July of 2023. The ERM PMO has two branch chiefs who lead their respective teams. The Risk Management branch is led by Ms. Jennifer Mackert, who joined DLA in October of 2023. The Internal Controls branch is led by Ms. Linda Esah, who joined DLA in March of 2022. Ms. Ebony Wright, who returned to DLA in December of 2023, is the ERM PMO's executive officer.

## **4. Historical Narrative**

### **a. Revision and re-baseline of ERM PMO corrective action plans (CAPs)**

ERM PMO was established in part due to multiple audit findings from the Financial Statement Audit. Upon establishment, the ERM PMO established a comprehensive CAP detailing the actions needed to address the audit findings but also mature the ERM capability across the agency.

### **b. Expanded contract oversight**

In FY 2023, ERM PMO managed a support contract focused on supporting the development and maturation of Risk Management and Internal Control (RMIC) processes from a program perspective. The support contract had been in place since FY20 and focused on the initial policies, procedures, and governance needed to establish the ERM PMO.

In FY 2024, the span of ERM PMO's contract oversight support increased significantly and expanded to include enterprise-wide support. In August 2023, ERM PMO kicked off a contract that supports not only ERM PMO, but DLA Human Resources (J1), DLA Acquisition (J7), DLA Finance (J8), DLA Installation Management (DM), and DLA Transformation (DT). This contract supported each organization's Risk and Internal Control Administrators (RICAs) and other RMIC Staff with maturing the RMIC capabilities of their respective organizations.

In addition to this support, ERM PMO worked to support DLA's Major Subordinate Command (MSC) RICAs with similar support. DLA Aviation, DLA Disposition Services, DLA

Distribution, DLA Energy, and DLA Troop Support with a contract that worked on the support of their RMIC initiatives. The support provided to organizations throughout the year showed immediate dividends in the quality of work and understanding of DLA's ERM community.

c. Managed DLA's multi-level agency-wide ERM governance structure

Governance is an essential part of the oversight and monitoring capabilities of an organization. The ERM PMO uses a multi-tiered governance structure that has been chartered and in place since 2020 and consists of:

(1) The Enterprise Risk Working Group (ERWG): bi-monthly working group chaired by chief risk officer, members consist of risk and internal control administrators (RICAs) from each organization. In Fiscal Year 2024, the ERM PMO held 6 ERWG meetings.

(2) The Senior Risk Management Team (SRMT): chaired by chief of staff, members consist of SES leaders from each organization. In Fiscal Year 2024, the ERM PMO held 3 SRMT meetings.

The ERM PMO also provides regular updates at alignment group meetings and executive board meetings as required.

The ERM PMO also holds organizational one-on-one meetings with the RICAs of each J-code, MSC, and D-staff. In FY 2024, the ERM PMO held 84 one-on-one sessions with organizations across DLA.

d. Hiring of DLA's first fraud risk analyst

Fraud Risk Management (FRM) is an important component of an overall Enterprise Risk Management strategy and is a required part of DLA's annual Statement of Assurance assessment and reporting. Due to the importance of FRM, the special nature of the work, and the need to coordinate FRM activities across the agency, DLA classified a position for a fraud risk analyst. In August 2024, DLA hired the first individual to that position. DLA's fraud risk analyst is responsible for developing and implementing DLA's FRM strategy, which includes policies and procedures that will reduce the risk of fraud, waste, and abuse.

e. Development of governance, risk, and compliance (GRC) capabilities

Since FY 2020, ERM PMO has been following the J6 Capabilities Demand Process to highlight the requirement for a modernized CRC solution. GRC technologies transform manual ERM & A-123 processes across the enterprise into an integrated risk program that supports continuous monitoring and automation. Conducted properly, GRC will deliver DLA leadership with a real-time view to support risk-informed decision-making, better understand the health of our internal control environment, and support mission effectiveness. In FY 2024, ERM PMO, J8, and J6 began a partnership to deploy GRC technologies in DLA's ServiceNow Platform. The GRC project was added as a Digital Business Transformation initiative because of the transformational nature to the entire DLA enterprise. In FY 2024, DLA completed two program increments (named Acadia and Biscayne) to standardize and automate processes for ERM, RMIC, and Audit Response.

#### f. Internal Control Standard Metrics (ICSM)

At the end of Fiscal Year 2023, during a briefing on DLA's overall Statement of Assurance, DLA director VADM Skubic requested a more objective way to assess our Internal Control (IC) system and show progress towards assurance. As a result, the ERM PMO built a comprehensive, interim ICSM workbook with 35 questions to provide organizations with step-by-step guidance on how to assess their IC system in accordance with Green Book standards. There are 10 key metric questions across each of the 5 IC standards: Control Environment, Risk Assessment, Control Activities, Information & Communication, and Monitoring.

The interim ICSM workbook was rolled out in July of 2024. Each organization leveraged the workbook as a tool in their toolkit to determine assurance and maturity of their IC environment. This interim ICSM evaluation enables organizations to describe current activities and better demonstrate progress from last year's assessment. Each organization's status was briefed to DLA Director LTG Simerly in September of 2024, and he provided direction to continue to improve guidance and removing subjectivity, working to provide a greater level of assurance in FY 2025 and subsequent years.

#### g. Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis:

As part of LTG Simerly's 90-Day Assessment, ERM PMO completed a SWOT Analysis to support the overall agency assessment. Our SWOT input, along with the inputs of every other DLA organization, will be used to shape adjustments to the DLA Strategic Plan. Additionally, the SWOTs identify items that may be risks for the ERM PMO to include in DLA's Agency Risk Profile, a Statement of Assurance document coordinated by the ERM PMO.

#### h. Development of ERM-related Objectives and Key Results in DLA's Strategy

Building off the agency's SWOT Analysis, ERM PMO participated in the development of Objectives and Key Results under the "Precision" Imperative of DLA's Strategy. The inclusion of ERM-specific initiatives, including those that directly aligned with a maturation of our performance and execution of an A-123 program, represent a major shift in the prevalence of the initiative. Instead of being seen as "other duties as assigned," ERM is highlighted in an agency-wide strategy as a critical part of our role as a combat support agency. The strategy includes an ambitious goal to improve our level of assurance each year beginning in FY 2025.

### **5. Future**

In FY 2025, ERM PMO will build off our momentum and inclusion as a key component of the DLA Strategy. We have developed our FY 2025 strategy, with all activities focused on the goal of providing an improved level of assurance every fiscal year.

We will accomplish this through enhancing our governance structure, ensuring we are communicating with the right people to define our goals and lay out the roadmap to achieving them. Our team will monitor progress and ensure we are making the strides that DLA aspires to. The ERM PMO will continue to support DLA organizations by providing clear guidance, tools

and techniques, as well as hands-on support through our contract partners to raise the bar for everyone. In collaboration with DLA Information Operations and DLA Finance, we will accelerate our GRC efforts to support standardized processes and capture the data needed to better understand our risks and controls.

With any adjustment of strategy, we anticipate new challenges and risks that may impact the achievement of the objectives within the strategy. The transformational strategic plan and the urgent need to change will require expertise from the entire ERM PMO to be successful in the coming year. I am confident that the ERM PMO will rise to the challenge, continuing to “Manage Risk and Drive the Mission.”



# Defense Logistics Agency

## DLA Safety and Occupational Health (SOH)

### Fiscal Year 2024 Historical Report



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

DCS

October 4, 2024

MEMORANDUM FOR COMMAND HISTORIAN

SUBJECT: DLA Safety and Occupational Health Fiscal Year 2024 History Report

I have reviewed the DCS's submission for chronicling Defense Logistics Agency history for fiscal year 2024 and would like to forward my endorsement.

You may contact CPT Anthony Hiza with any questions at (571) 767-0466 or [Anthony.Hiza@dla.mil](mailto:Anthony.Hiza@dla.mil).

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ADRIN A. KENDRICK SR.  
Director  
DLA Safety and Occupational Health

Attachment: DLA Safety and Occupational Health (SOH) Historical Report for FY 2024

## **1. Introduction**

### **a. Mission**

Provide policy, planning, consultation, staff coordination, and oversight for the Safety and Occupational Health (SOH), Pest Control, Radiation Safety, Force Health Protection, Occupational Health, and Industrial Hygiene programs to support DLA activities around the world.

### **b. Functions**

- (1) Oversees all DLA SOH personnel
- (2) SOH program
- (3) Industrial hygiene
- (4) Safety management system
  - (a) Management, leadership, and employee involvement
  - (b) Worksite analysis
  - (c) Hazard prevention and control
  - (d) Safety and health training
- (5) Mishap investigation
- (6) Program recordkeeping and assessments

### **c. Goals for FY 2024**

- (1) Work towards zero workplace mishaps / illnesses
- (2) Promote DLA culture focused on positive risk management – One DLA
- (3) Mature SOH Management System across the agency
- (4) Standardize medical exam, surveillance delivery, and information management

### **d. Lines of Effort**

(1) Served as principal advisor to the development, implementation, and oversight of all medical services, medical surveillance, and related contracts. The effort preserved, protected, and improved the health of the DLA workforce through effective and proactive Occupational Health practices. By addressing occupational injuries and illnesses, initial employee fitness assessments, and the early detection of excessive exposure, employees performed their jobs safely and effectively.

(2) Served as principal advisor for inspections and surveillance efforts to anticipate, recognize, evaluate, and control environmental factors or stressors arising in the workplace that may cause illness, impair health, or result in significant discomfort for DLA employees.

(3) Advised the DLA Chief of Staff and Designated Agency Safety and Health Official (DASHO). Coordinated Mishap Investigation Boards (MIBs) for Class A investigations

and oversaw the Class B MIB process. Aided the Major Subordinate Commands (MSCs) and Installation Management safety staff in reporting and documenting other classes of mishaps.

(4) Served 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) Served as the agency liaison with the DoD and Department of Labor Occupational Safety and Health Administration (OSHA) for SOH issues. Developed SOH related plans, goals, and metrics for the agency strategic plan.

## **2. Personnel**

### **a. Office Manning**

The SOH HQ staff are allotted 9 civilian personnel, with 1 position on the Installation Management staff. Of the positions, 4 were vacant at the beginning of the fiscal year and projected to increase to 5 by its end. Mr. Mark Ireland left his position as the director of SOH in May 2024 and Mr. Tod Mellman acted as interim director. Mr. Adrain A. Kendrick Sr. took over as the director on July 29, 2024. Ms Laura Cox, the industrial hygiene program manager, accepted position with DLA Europe and Africa with a report date in October, 2024.

### **b. Contracts**

Efforts are being made to have the DLA workforce covered by Washington Headquarters Services contracts with Acuity International to cover the gaps in occupational health coverage. The staff completed the 0018 Safety and Occupational Health Competence Model Initiative in September 2024. The initiative was a joint effort with the J1 to develop a safety specialist career map for professional development, following the FY 2023 Safety Manpower Study.

### **c. Military Personnel**

At the start of the FY 2024, CPT Anthony Hiza, a U.S. Army Reservist on Title 10 orders, was the interim command entomologist and radiation safety program manager. CPT Hiza's orders are slated to end January 20, 2025. MAJ Derek Monthei on-boarded as the command entomologist in July 2024. MAJ Travis Carter is projected to be on-boarded as the crises and emergency management officer in late October or early November. Orders to fill manning shortfalls with other Title 10 reservists are being developed.

## **3. Strategy & Key Events**

### **a. Directors Guidance**

On June 11, 2024, LTG Mark Simerly signed his DLA Director's Guidance on Safety and Occupational Health. The document provided guidance, intent, and expectations for DLA's SOH Program. DLA's focus was preventing and stopping the next mishap.

b. Strengths, Weaknesses, Opportunities and Threats analysis

The SOH office conducted a bottom-up assessment of their organization utilizing the McKinsey 7-S model. The information was submitted on April 30, 2024.

c. Reporting Requirements

- (1) Annual OSHA Report (March 2024)
- (2) Bureau of Labor Statistics (BLS) Report (May 2024)
- (3) FY23 Program Management Review (April 2024)

d. Important Briefings

- (1) DLA SOH Executive Council

On May 16, 2024, DLA conducted the first Safety and Occupational Health council with LTG Mark Simerly. He discussed his leadership guidance, intent, expectations, and DLA's focus on preventing and stopping the next mishap with DLA senior leaders. The next DLA SOH Executive Council is scheduled for November.

- (2) DLA Program Management Review

On April 4, 2024, Mr. Bunn as the DASHO briefed Mr. Peter Belk, performing the duties of assistant secretary of defense for readiness, on DLA's safety FY 2023 program.

- (3) SOH Forum

From November 11-17, 2023, all SOH managers from all MSCs and DLA SOH HQ staff met to discuss the DLA SOH program.

- (4) Armed Forces Pest Management Board (AFPMB) 219th Meeting

On September 9-13, 2024, representatives from the services and DLA attended a meeting. An MOA among DHA, AFPMB, and DLA was presented by CPT Hiza and draft was accepted as written.

#### **4. Planning & Policy Efforts**

a. Policy Updates

- (1) Radiation Safety Program (Projected end of October)
- (2) Safety and Occupational Health Program (Projected end of November)
- (3) Hearing Conservation Program (Projected end of October)
- (4) Medical Records Management Program (Projected end of November)

b. SOH support plan for contingency and combat operations

The SOH office is working to establish a deployment support plan for DLA safety and occupational health operations that will provide pre-deployment risk assessments and mission support. The plan ensures that base operation support functions are not diminished, even for prolonged operations.

c. SOH communication campaign plan

The communications plan for the DLA Safety and Occupational Health campaign began with the 101 critical days of summer. This plan provides guidance and support to DLA supervisors, as the front-line safety officers for their operations, to provide a safe, secure, and healthy workplace for the DLA workforce.

# Defense Logistics Agency

## DLA General Counsel (DG) Fiscal Year 2024 Historical Report



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

MEMORANDUM FOR DLA, ATTN: Command Historian

October 15, 2024

SUBJECT: Submission of the DLA General Counsel FY24 Annual History Report

It is a great honor to serve as the DLA General Counsel, an organization for which I have the utmost respect. As you will read in the following pages, our legal mission empowers, enables and assists the DLA enterprise in its achievement of the DLA Strategic Plan, while ensuring a focus on military readiness and supporting the Warfighter always. This past year, our legal team provided the expert legal and business advice that our warfighter and mission deserve. We will meet future challenges while providing legal expertise for whatever lies ahead.

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José A. Cora  
General Counsel  
DLA

## **1. Introduction**

The Office of the DLA General Counsel is the exclusive provider of legal advice, counsel, and representation for the DLA enterprise. The headquarters Office of the General Counsel (DG) advises the DLA director, the vice director, J1, J3, J7, J8, J9, DLA Installation Support, and the director's staff on the full range of matters affecting the agency, while ensuring compliance with laws and regulations. As part of the legal enterprise, DG's Major Subordinate Command (MSC) legal offices provide full-service support to their commands. The case numbers reported herein reflect their invaluable contributions.

The legal enterprise's mission is to deliver professional, candid, and independent legal advice and support. As the largest general counsel in the Fourth Estate, we are comprised of a broad range of experts. Our legal enterprise consists of six major legal practices areas: international and operational law, administrative and civil law, ethics and standards of conduct, procurement fraud and business integrity, labor and employment law, and acquisition law. The 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. DG also oversees the delivery of legal support in all practice areas at the MSCs and activities. The timely and effective resolution of legal issues contributes significantly to the goals, lines of effort, and priorities in the agency's strategic plan.

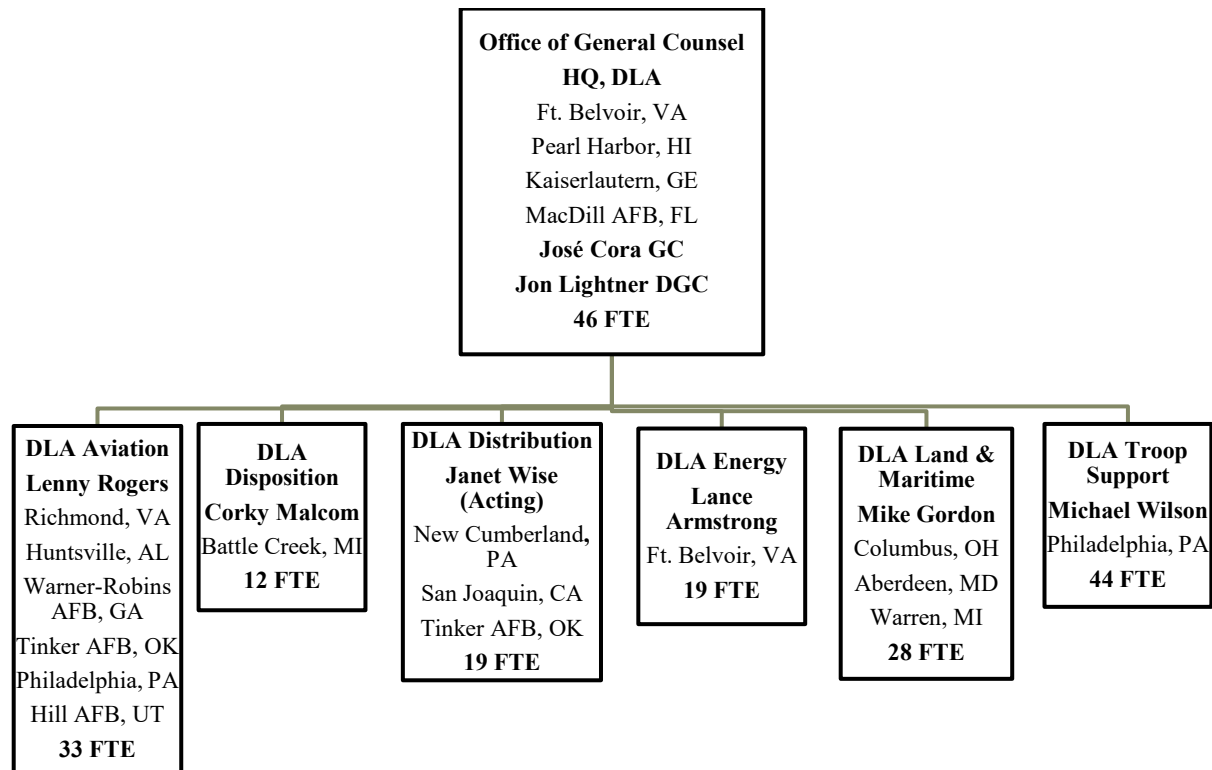
On July 1, 2024, Mr. José Cora, a recently retired U.S. Army colonel, assumed duties as the DLA General Counsel. Previously, Mr. Cora served as the Chief, Army Contract Litigation, and Intellectual Property Division with the U.S. Army Legal Services Agency at Fort Belvoir, Virginia. Mr. Cora possesses decades of experience in government acquisitions and appropriations law. Mr. Cora has a joint juris doctorate/master of arts from the University of Virginia School of Law and Politics, Charlottesville, Virginia; a master of science in national security and resource strategy from the Eisenhower School, Washington, DC; a master of laws (LL.M.) in government procurement from George Washington University of Law, Washington, DC; an LL.M in military law from the Judge Advocate General's Legal Center and School in Charlottesville, Virginia; and a bachelor of science from the United States Military Academy at West Point.

Mr. Jon. L. Lightner served as the Acting General Counsel and Mr. Mark Cremin served as the Acting Deputy General Counsel from January 2023 until Mr. Cora's arrival. Mr. Scott Romans, Chief Counsel, Energy retired in March 2024 and Mr. John Karns, Chief Counsel, Distribution retired in July 2024.

## 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

The Legal Enterprise's mission in this area is to support contingency operations by providing around-the-clock legal advice regarding planned and unplanned DLA logistic support operations and activities worldwide. We proactively counsel the DLA Logistics Operations director (J3) and three DLA regional commands. To facilitate this support, DG has legal offices in Tampa, Florida; Hawaii; and Germany that advise regional commands that support six geographic and functional combatant commands. We are the agency experts in operational and international law, military justice, and discipline, and serve as the primary legal advisors to the Inspector General, Public Affairs Office, and DLA Transformation. Our attorneys specialize in disaster-preparedness and overseas contingency law. We provide legal advice on such matters as local law, customs, international agreements, and federal employee and contractor rights in areas where humanitarian military operations are taking place.



Our directorate and the regional command legal offices gave client-focused legal support to regional commanders who provided innovative logistics solutions to their combatant command commanders. In FY 2024, we continued supporting agency efforts to counter Russian aggression in Ukraine. We supported the shift of strategic focus to INDOPACOM and AFRICOM's withdrawal from Niger. Our attorneys, along with those in Administrative and Civil Law team, provided advice on issues surrounding Red Hill Fuel Bulk Storage Facility defueling and closure. We continued supporting Whole of Government efforts, especially FEMA disaster relief efforts.

#### 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, installation law, fiscal, 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.

##### (1) Standard of Conduct and Employee Ethics program

We implemented the ethics program in accordance with Office of Government Ethics (OGE) and Standards of Conduct Office directives. The DLA director served as the designated agency ethics official. DLA attorneys provided mandatory ethics training, identified employees required to file financial disclosure statements, trained them, and reviewed financial disclosure statements for legal sufficiency and potential conflicts of interest for 5,309 individuals. We advised on employee disqualification statements, divestitures, and post-employment restrictions. We reported ethics compliance to the OSD and the OGE.

##### (2) Legislative Program

We advocated for legislative changes that will enhance DLA mission accomplishment and analyzed the legal effect of proposed legislation. In FY 2024, we advocated for a one-year extension of the pilot program to provide distribution support and services to certain contractors, disposal authority for the National Defense Stockpile, and a provision to establish a beginning balance for Transaction Fund for audit purposes. These proposals were enacted as sections 855, 1412, and 1413 in Public Law 118-31 (FY 2024 NDAA). We provided comments on DoD and other federal agency proposals to DoD Office of Legislative Counsel and reviewed all reporting requirements to Congress.

##### (3) Installation Support

In FY 2024, our installation support attorneys at advised the agency's Sexual Assault Prevention and Response program. They also offered advice on all missions within the installations support directorate, to include environmental; occupational health; safety; real property; security and emergency services; and morale, welfare, and recreation programs. Our fiscal law attorney advised on numerous issues related to proper use of DLA funding sources, appropriate cost allocation, recovery of overhead costs across DLA rates and prices, and many high-profile issues, to include fiscal law issues associated with DLA's responsibilities for Red

Hill and Ukraine support. Our lawyers also supported the agency's 7600A/B G-invoicing implementation and Financial Improvement Audit Remediation efforts.

#### c. Procurement Fraud and Business Integrity (PFBI) highlights

Our PFBI Division examines indications of contract fraud or other improper conduct by contractors and offerors. DLA attorneys throughout the enterprise refer matters that merit investigation to the appropriate investigative body and report on DLA-wide efforts to prevent, detect, deter, and remedy procurement fraud and related irregularities. We coordinate administrative, civil, and criminal remedies. We execute the Suspension and Debarment program on behalf of the agency – our attorneys prepare suspension and debarment recommendations for the suspension and debarment official and hold meetings, when requested, with parties facing suspension or debarment.

In FY 2024, the suspension and debarment official issued 20 suspensions, 108 notices of proposed debarment, and 86 debarments for a total of 214 ineligibility actions. We also entered into 8 administrative agreements (AAs) and accepted 15 voluntary exclusions, which resolved present responsibility concerns without the need for suspension or debarment. AAs are an alternative to ineligibility actions that direct verifiable actions be taken in a prescribed timeframe, such as implementation of enhanced internal corporate governance practices and procedures and/or use of independent third-party monitors.

#### 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 2024, the HQ L&E division chief trained six attorneys to assist individuals deciding over 1,000 reasonable accommodation requests for remote work and deviation from DLA standard telework schedule.

In FY 2024, DLA attorneys across the enterprise defended 155 EEOC cases, 73 MSPB cases, 7 Federal court cases, 7 arbitrations, and 8 unfair labor practice cases.

The L&E Law division ran the agency's Alternative Dispute resolution (ADR) program, which has approximately 80 DLA mediators, 23 of whom are DG personnel. Our ADR program establishes procedures to resolve disputes at the earliest possible stage, thereby reducing the time, expense, delay, acrimony, 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 2024, we continued to promote ADR, conducting over 100 mediations, saving the agency time and money.

#### e. Acquisition Law highlights

The mission of the Acquisition Law division is to support billions of dollars-worth of procurements for support of military services and federal agencies, including fuel, construction

and equipment, medical equipment and consumables and pharmaceuticals, subsistence, uniforms and clothing, weapons system repair and replacement parts, distribution services, disposition services, and contract actions for internal DLA support. We analyze the mission impact of new acquisition statutes, regulations, and policies and serve as the DLA legal member of the Defense Acquisition Regulation Council. DLA attorneys assist in solicitation and contract documents relating to major acquisitions, advise source selection panels, and help negotiate contracts.

We support the director and DLA Acquisition with procurement policy, justifications and approvals requiring senior procurement executive approval, procurement oversight and review, and special interest reviews such as DoDIG audits and congressional inquiries. We support the Director, J3, and J3 staff in procurement-related areas such as F-35 support, reform initiatives, and GSA/Whole of Government issues.

In FY 2024, we created a DLA Contracting Services Office (DCSO) legal support team comprised of a supervisor and four supporting attorneys. This team is responsible for advising J7's DCSO on awarding and administering service contracts. Additionally, we drafted intellectual property training modules and conducted training sessions for all DLA MSC offices of counsel. Further, we helped settle a long-running contract litigation, ending thirteen years of dispute with the contractor. We helped prepare the DLA Acquisition director for congressional testimony in response to Section 860 of the FY 2023 National Defense Authorization Act, addressing risk to the military pharmaceutical supply chain. Our eDiscovery attorney continued to advise on the Electronic Information Disclosure and Discovery program, which continues to improve significantly DLA's litigation hold and storage capability.

We run the contract litigation program that defends the agency in the following fora: Government Accountability Office (GAO) protests, Armed Services Board of Contract Appeals cases, and Department of Justice casework, including the Court of Federal Claims. MSC legal offices serve as lead counsel in most cases, with active oversight from headquarters attorneys. In FY 2024, cases involved more than \$910 million in dispute (which includes government claims). In FY 2024, DLA attorneys handled 91 GAO bid protests, 78 ASBCA cases and 31 court cases.

# Defense Logistics Agency

DLA Chaplain (DH)

Fiscal Year 2024 Historical Report



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

15 October 2024

MEMORANDUM FOR DLA HEADQUARTERS, ATTN - Historian

SUBJECT: DLA Office of the Chaplain (DH) Historical Report for Fiscal Year 2024

The DH Fiscal Year (FY) 2024 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 DoD personnel, enabling the free exercise of religion across DOD. DH also provides confidential pastoral care to DLA employees and other co-located agencies.

## **2. Organization / Key Personnel / Total Personnel**

DH is comprised of two active-duty service members. COL Thomas A. Brooks is chaplain and SFC Michael Hyer is his NCOIC. They serve DLA's entire 25,000 personnel.

## **3. Historical Narrative**

DH concentrated on managing Federal Supply Code "9925," ecclesiastic supply, while also supporting the DLA director's efforts to ensure a spiritually resilient workforce. In FY 2024, DH additionally focused on building the team and improving communication with the Warfighter. These initiatives supported the DLA Director's Strategic Plan in the areas of Warfighter First, Global Posture, Whole of Government, Always Accountable, and People and Culture.

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 Subsistence and Clothing and Textiles to discuss backorders, contracts, sales, seasonal items, and additions to the ecclesiastical supply catalog. FY 2024 sales for ecclesiastical items were \$720,000 while sales for Kosher and Halal MREs were \$2,500,000 and \$3,700,000 respectively. An after-action review DH and DLA Troop Support conducted in the spring revealed that 100% of orders for Easter and Passover were delivered on time even though demand increased by more than 600 cases. The Office of the Chaplain and DLA Troop Support Clothing and Textiles started the long process of adding items to the Christian, Islamic, and Jewish contracts. These additions are at the request of Warfighters on the ground.

SFC Hyer attended the Orthodox Jewish Chaplain Endorser's conference in Miami, Florida, in February 2024 and the Jewish Welfare Board Endorser's conference in New York City, New York, in August 2024. He was able to connect with chaplains and Jewish leaders from both organizations. All military services had representation at the conference. SFC Hyer was able to speak directly to the customers about the importance, availability, and scope of what DLA can offer low-density faiths. He discussed possible changes to catalog items, the addition of catalog items, and strategies for getting information about what DLA can offer to the services with many leaders in the Jewish community. Out of this conference, SFC Hyer was able to start the process with DLA Troop Support in a complete overhaul of the Jewish chaplain kit.

People and culture are "the secret sauce" and the Office of the Chaplain supports this fully. The Office of the Chaplain provided prayers or located other chaplains to pray at seventeen special events, ten retirements, and seven promotions across the Defense Logistics Agency, Defense Contract Audit Agency, Defense Threat Reduction Agency, and Defense Technical Information Center. Events ranged from Hall of Fame ceremonies to SES inductions, to the Combined

Federal Campaign kick-off and closing. Chaplain Brooks also visited DLA Disposition, DLA Land & Maritime, DLA Troop Support, and DLA Aviation. During these visits he met leaders and employees as well as providing counseling to those who requested it.

# Defense Logistics Agency

## DLA Intelligence (DI) Fiscal Year 2024 Historical Report



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

MEMORANDUM FOR DLA, ATTN: COMMAND HISTORIAN

October 25, 2024

SUBJECT: FY24 DLA Intelligence Historical Report

Fiscal Year 24 was another busy year responding to customer questions, anticipating new requirements, keeping senior leaders informed of foreign threat entities, protecting classified and unclassified information by mitigating risk, and promoting security and intelligence awareness. As you read through the attached Historical Report, you will notice that our Intelligence and Security teams worked across the DLA Enterprise to provide DLA employees the information necessary to make secure, timely, and informed decisions in support of the DLA mission. Our CI Cyber team doubled its size from one to two analysts this year and we created a Supply Chain Security position that has become a subject matter expert in supply chain security requirements. DI looks forward to another great year as we strive to meet current and future challenges. We are enthusiastic about supporting DLA's new Strategic Plan by continuing to provide tailored intelligence to ensure DLA decision-makers are aware of intelligence factors impacting contested logistic environments and requirements of protecting classified and unclassified information.

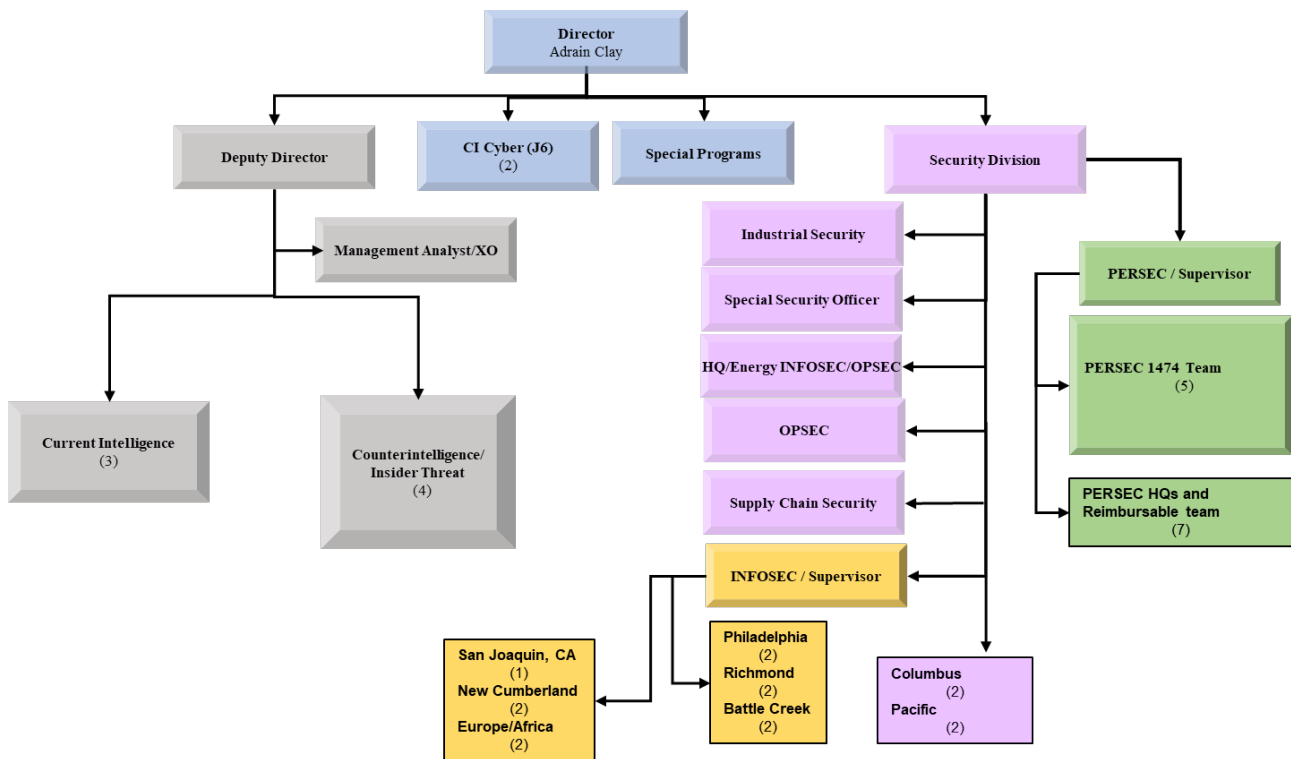
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ADRAIN CLAY  
Director, DLA Intelligence

## 1. Introduction

DLA Intelligence (DI) serves as the de facto J2 of the Defense Logistics Agency. DI provides enterprise-wide policy, program, and operational support for the following programs: Intelligence, Counterintelligence (CI) (to include cyber threat), Special Security Office (SSO), Special Program Activities, Personnel Security (PERSEC), Information Security (INFOSEC), Operations Security (OPSEC), Industrial Security, Supply Chain Security (SCS), Foreign Disclosure (FD), and the Insider Threat Program (InTP). DI presents tailored intelligence to ensure DLA decision-makers are aware of sensitive international factors influencing current and potential support requirements, are informed of foreign intelligence operations targeting DLA equities worldwide, and have awareness of foreign threat activity occurring wherever the DLA footprint resides. DI 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 risks posed by trusted insiders.

## 2. Organization

The DI Director is head of two divisions and a sensitive support element, to include a CI Cyber team. The Intel Division is managed and staffed at Headquarters, supporting all DLA employees and contractors. The CI Cyber team is in Columbus, Ohio. The Security Division is managed from HQ, and staffed with two FTEs at each DLA Major Subordinate Commands (MSCs), DLA INDO-PACIFIC, and Europe/Africa, ultimately covering the security programs that protect DLA's information.





### **3. Key Personnel. DI's Management Team includes**

- a. Director - Adrain Clay (14 years at DLA)
- b. Deputy / Intelligence Division Chief - Brian Beck (hired September 2023)
- c. Security Division Chief - Tim Sullivan (7 years at DLA)
- d. Sensitive Support Programs - Linda Uehling (21 years at DLA)

### **4. Total Personnel**

At the end of FY 2024, DI had 48 positions in 10 locations supporting the worldwide enterprise. There are also 4 reimbursable PERSEC positions, 1 position operationally controlled (OPCON'd) from J6 for the CI Cyber mission, and 1 military reservist.

### **5. Historical Narrative**

#### **a. Managing DI Personnel and Customer Expectations**

The logistics community has made DI a full partner and recognized the growing need for its products and services. Throughout the year, DI leadership positioned its employees to surge as needed and invested in training to provide the best intelligence and security services. DI leveraged the military reserve community by placing a key person at DLA Troop Support, ensuring no degradation of services while combatting health issues. Exhibiting solid performance, dedication to duty, and innovation in all aspects of work while capturing the attention of their peers and supervisors, three DI employees earned promotions to higher-graded, more challenging positions.

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 employees for entry into the Continuous Evaluation program, and performed many additional tasks.

Every quarter, DI leadership continued to conduct "All Hands" with employees. These events provided the opportunity to meet in person and virtually with employees to hear how they were doing and to thank them for their customer support. These meetings are a key part of DI's Culture Climate Action Plan. Additionally, the DI director continued weekly communication with the team by what have become known as "Friday Notes." These notes are invaluable for keeping our employees informed.

#### **b. Current Intelligence Support**

As in previous years, on numerous occasions throughout the year, the Joint Staff J4 (J4) incorporated the DI Current Intelligence team's products (i.e., intelligence summaries and briefings) into the J4 update with full credit to DI, reflecting the high quality and outstanding reputation of Current Intelligence production.

In close coordination with the DLA Agency Synchronization Operations Center (ASOC), J3, Regional Commands, and MSCs, DI continued to provide tailored intelligence reports to address DLA's operational equities worldwide. After the 7 October 2023 Hamas attack against

Israel and pursuant Israeli military action in Gaza, DI provided logistics-focused analysis regarding defense support to Israel as well as foreign humanitarian aid support to civilians in Gaza. Overall, the Current Intelligence team provided over 250 written and oral presentations in support of the Joint Logistics Enterprise (JLEnt) and at DLA global update briefs, with the addition for FY 2024 of recurring top secret/secure compartmented information (TS/SCI)-level intelligence briefings to key DLA senior leaders. The TS/SCI briefings prompted robust engagement, including interactive discussions and requests for information regarding impacts to DLA operations and plans. The team also delivered more than 250 written intelligence summaries and researched ad hoc requests from DLA senior leadership and the JLEnt. The team supplied intelligence support to the agency during dynamic challenges including the ongoing Russia-Ukraine war, Huthi threats to shipping in the Red Sea, the U.S. withdrawal from Niger, and instability in Haiti. The team reported on high interest issues potentially influencing DLA Strategic Materials and DLA contracts. China and the INDO-PACIFIC theater continued to be a priority; Chinese intelligence collection, economic espionage, and opposition to U.S. access, basing, and overflight rights in the region continued to pose a grave threat to U.S. defense logistics operations.

DI maintained vital partnerships with key stakeholders and counterparts in the Intelligence Community (IC) that allowed DI to leverage the capabilities needed to support DLA's many missions. The Current Intelligence team continued its near-daily communication with various IC and JLEnt organizations to ensure it presented a coordinated intelligence picture to support DLA senior leaders. On multiple occasions, DI coordinated with IC analytic centers to request additional information or downgrade the classification of products to ensure logistics stakeholders received critical intelligence reporting that informed decision-making. On a regular basis, DI and the DLA political advisor collaborated on world events and how they could potentially impact DLA, providing valuable context on the complex political environment in many countries of interest. DI substantially expanded its partnership with J3 planners this year, providing intelligence support to operational planning teams for the Global Posture Plan, Integrated Support Plan for Homeland Defense, regional Combatant Command plans, humanitarian assistance and disaster relief, and other priority efforts. Current Intelligence supplements DLA's Supply Chain Security and Supply Chain Risk Management (SCRM) functions with timely intelligence on supply chain threats.

DI drafted a comprehensive revision of the DLA Priority Intelligence Requirements (PIRs) to capture better the DLA director's intent for suing core intelligence focus areas to drive intelligence research and production. The new PIRs were coordinated across DLA staff sections.

DI continued its strong partnership with TRANSCOM by participating in TRANSCOM J2's daily standup meetings covering global intelligence developments and by coordinating transportation logistics concerns based on current intelligence reporting.

DI maintained a robust Intelligence Oversight (IO) program this FY. The DI IO officer continued ensuring all DI personnel received annual IO training; created shared situational awareness; and improved knowledge, understanding, and application of specific IO and privacy issuances.

### c. Counterintelligence Program highlights

DI's Counterintelligence (CI) team continued engaging with its valued partners across the federal government. More importantly, the CI team renewed its Memorandum of Agreement

(MOA) with the Army Counterintelligence Command (ACIC). As part of this renewed MOA, the CI team worked closely with ACIC's Directorate of Intelligence to obtain an updated DLA Enterprise CI Threat Assessment. This newly improved assessment will be tailored to DLA missions worldwide and will be the first to include an open-source intelligence review, which will improve the CI team's capabilities to protect the enterprise. Through its liaison efforts, the CI team was able to secure support from several DoD partners. The CI team maintained its outreach and awareness by focusing on locations with new staff members. The CI team worked closely with J3 Corporate Events to provide CI support to events with significant DLA participation. The team partnered with DLA Energy for its annual Worldwide Energy Conference by providing CI support prior to the event and producing an after-action report.

The CI team continued managing all DLA CI functional services covering 28,000+ employees, to include foreign travel pre-briefs, debriefs, and foreign visitor vetting. The team assisted in the thorough vetting of over 330 foreign visitors from over 50 countries without incident, ensuring DLA facilities and personnel were protected throughout. In total, the CI team executed hundreds of hours of vetting support to foreign visitors, the most since before the COVID pandemic. Additionally, the CI team attended or scheduled external CI support for eight trade conferences and administered CI briefings to over 80 DLA employees.

The CI team also continued supporting a recent OSD requirement involving DLA's Small Business Innovation Research and Small Business Technology Transfer programs by leveraging partnerships across the department to include ACIC, Air Force Office of Special Investigations, and Naval Criminal Investigative Service. The CI team also reenergized crucial partnerships with DLA Installation Management to ensure adequate support is provided regardless of location.

DI provided CI support to the first-of-its-kind Risk Intelligence Strategic Materials (RISM) program, which was designed to maximize DLA's limited critical resources by identifying and eliminating foreign threats. The team subsequently produced DLA's inaugural RISM CI assessment, highlighting adversarial intelligence collection operations against DLA's materiel stockpiles and recommending additional security safeguards from Army CI. The CI team also attended every USTRANSCOM J2 and Office of the Undersecretary of Defense for Intelligence and Security Vendor Threat Mitigation strategy session. In this capacity, the team worked with DLA Energy to provide a list of foreign vendors to the Office of Naval Intelligence to determine threats to the agency and its customers. Furthermore, the team drafted a detailed study of the top US technologies desired by foreign adversaries, and briefed the study at the Global Posture Plan Update to ensure DLA's equities had the appropriate safeguards.

The CI team reestablished a nascent 4th Estate CI Working Group to collaborate on common CI concerns and provide mutual support to mitigate ACIC support limitations. Additionally, the team scheduled multiple engagements with CI agents assigned to the Department of the Army Deputy Chief of Staff for Intelligence and Security to promote DLA's CI interests and support requirements and coordinated with the Army National Guard to develop a robust Federated Intelligence Program CI support structure to DLA with no cost to the agency.

#### d. Insider Threat (InT) Program highlights

The InT team diligently worked with the J1 training section to gain the J1's approval of an updated awareness training focused on supervisors. Furthermore, the two newest InT team members obtained their Certified Counter-Insider Threat Professional (CCITP) certifications.

The InT team conducted or provided supervision to over 50 InT inquiries and preliminary inquiries, all of which were coordinated with internal and external offices as required, to include DI-Security, J1, J3, J6, Installation Management, the Office of the Inspector General (OIG), ACIC, and the DoD Insider Threat Management Analysis Center (DITMAC). Knowing that any slip in the inquiry management process could lead to catastrophic damage to the agency or an investigation, the InT team paid meticulous attention to detail. The InT team continued to participate in numerous working groups and communities of interest/practice, to include DITMAC, National Insider Threat Task Force, Air Force, Navy, Defense Threat Reduction Agency, Defense Intelligence Agency (DIA), Defense Finance and Accounting Service, Defense Technical Information Center, and many others. The team provided executive-level deskside InT briefings to two new MSC commanders, a new MSC chief of staff, and four MSC detachment commanders and directors. The InT team continued chairing the Fourth Estate Working Group. Through this effort, defense agencies have been able to identify DoD policy shortcomings and include their unique requirements in overarching DoD policy.

The InT team underwent an effectiveness program assessment conducted by the DITMAC Assessment and Professionalization Branch, which ran through the end of the FY. DITMAC's assessment team reviewed all InT program documents to include implementation plans, standard operating procedures, training, certifications, and CONOPS to gain a deep understanding of DI's InT program. Furthermore, DITMAC interviewed members of the program's pillars to include J1, PERSEC, INFOSEC, J6, OIG, and general counsel. The DLA InT program was rated as "effective" and the assessment team provided an out-brief to the program's senior designated official, Ms. Karyn Runstrom, the DLA chief of staff. The assessment helped DI identify risks, best practices, recommendations, and a pathway to achieving a "highly effective" rating.

#### e. CI / Cyber highlights

The team doubled in size from one to two analysts this year. DI, in coordination with J6, continued leading the way in CI Cyber operations with one DI CI Cyber Program analyst and one OPCON'd CI Cyber Program analyst. These two analysts served as agency subject-matter experts for internal and senior agency officials. They provided timely leads to other analytical groups within the IC within 24 hours of receipt. Their specialized skillset filled a specific gap in between the world of threat intelligence and cyberspace awareness for DLA's Computer Emergency Response Team (CERT) and DLA as an agency, providing valuable input to specific threat assessments and supporting assessments related to the conflict in Ukraine. In 2024, DLA leaders and the ASOC continued requesting bi-weekly briefings above the already established bi-weekly briefings to the J6 CIO as the demand for cyber-based intelligence grew.

Within the DLA CERT, DI's CI Cyber analysts used their unique skillset to identify future phishing campaigns, and, in some cases, sent specific warnings to those being targeted. They helped DLA's Red Team (cyber threat emulation team) with emulating accurate threat actor actions, and even spun off the general threat emulation mission to support a "find and fix" initiative. The Find and Fix initiative uses the threat emulation team in an ongoing campaign to identify weak infrastructure and scan for uncommon technologies in the DLA environment, which the CI Cyber Analyst can assess.

DI's CI Cyber analysts are the heart of the DLA CERT Fusion Cell, which has gained a reputation for accurate and useful reporting for the DoD. The CERT Fusion Cell was also

involved in the 1st Annual JFHQ-DODIN (J2) Intelligence Working Group as the Fusion Cell's products and contributions to the DoD.

f. Support to Sensitive Customers

DI continued providing services and support to DoD and Whole of Government entities in furtherance of the requestor's classified and sensitive missions. As audit requirements tightened in FY 2024, DI worked closely with its customers to ensure their information and equities were protected. DI partnered with DLA J-codes and MSCs to educate DLA's customers on financial and DLA commodity purchasing procedures. Customer feedback has been positive, resulting in timely payments as DLA provided better and more focused services. DI briefed the DLA leadership on all activities to ensure awareness of the current and future support and will need to bring new personnel up to speed on the Special Programs Council activities.

g. Sensitive Compartmented Information Facility (SCIF) and JWICS Support highlights

DI actively engaged with DIA, Ground Intelligence Support Activity, and the National Security Agency to transfer Joint Worldwide Intelligence Communications System (JWICS) IT support from the Army to DIA. Currently, DLA has six accredited SCIFs. As we move forward, J6 has appointed several contractors to handle touch labor for JWICS computer issues. J3, with assistance from DI, monitored the requests for JWICS accounts to manage the costs associated with support from two providers as well as overarching site costs to provide this service to each SCIF in FY 2023 and beyond. DLA began transitioning to the DIA operating environment, with DLA HQs facilities successfully completing the transition. DLA HQs was able to upgrade its failing VTC architecture which helped its planning community.

As mission requirements for access to JWICS for operational plans continued to increase, DLA's requirements for SCIF access increased as well. DLA Intelligence led the source selection effort to acquire a modular retrofit secure space for DLA Europe and Africa. This contract was awarded and will deliver a needed capability in the next year. DI also supported DLA INDOPACOM with its development of an operations center. This development will move the DLA IPSOC from Camp Smith to Pearl Harbor and include a SCIF. SCIF construction will alleviate issues personnel at regional commands have in accessing plans.

As security vulnerabilities and breaches occur, DI is acutely aware that, with more personnel having access to TS/SCI, the risk of a security infraction increases. We placed protection principles to ensure only those needing are granted access. DLA SSO oversaw the DoD tasking to ensure all personnel with access to SCIFs acknowledge their responsibilities regarding keeping portable electronic devices from entering these highly classified spaces.

h. PERSEC Highlights

The DI PERSEC team continued meeting the Department's Trusted Workforce (TW) goals with the latest goal of being enrolled into TW 1.5 as of 1 January 2024. The next phase of TW 2.0 will focus on enrolling the non-sensitive public trust population, and eventually the non-sensitive population into TW currently scheduled to be fully implemented in FY 25. DI and J1 formed a working group to determine a way forward for the agency. The decision was for DI to assume this workload if the FTE is provided. Resourcing this new mandate is being addressed by

the CoS Portfolio, J1, and J8. In addition, TW is scheduled to be briefed quarterly to the vice director as part of the new health of the agency briefings.

#### i. INFOSEC highlights

The INFOSEC team published the DLA Manual for Information Security. This document proscribes procedures to complete the many tasks required to secure classified information.

We responded to a short-suspense review directed to all DOD by the Secretary of Defense in response to adverse security incidents involving classified national security information. We submitted our findings and began taking proactive steps to strengthen our information protection posture.

We provided support as a member of the DLA DoDNet Compliance Working Group. J6 was tasked to validate the physical security of all communication rooms, closets, and other locations where network equipment was stored. The team monitored the assessments and helped validate approved spaces. When deficiencies were noted, we provided guidance on the best way to achieve compliance, and, in many cases, certified the facility. DI has transitioned this support to 4ENO – DLA Working group forums, providing security responses to the DISA team leading the transition.

The INFOSEC team supported J6's initiative to replace secure telephones with new devices which operate off of the SIPR infrastructure as opposed to NIPR. We reviewed and approved all spaces requesting a secure comms device and updated SOPs to address changes in handling and safeguarding required by the new configuration.

The Security Division supported DLA with INFOSEC, CUI implementation, Personnel Security, and OPSEC oversight and assistance. It supported relaunch of the Agency Management Review program by participating in assessments at DLA Distribution, DLA Energy, and DLA Disposition. All assessments went smoothly with areas of concern identified and addressed.

Security Division staff conducted site visits at numerous DLA locations below the MSC level. These visits afforded DI staff the ability to review secure spaces, conduct OPSEC assessments, and provide in-person training on topics such as CUI awareness, trusted workforce 2.0, and general security awareness.

DI continued representing the agency at numerous DOD-level working groups. Membership in groups such as the Defense Information Security Advisory Board and CUI Working Group allowed DI to shape and reinforce security policy across the department. DI personnel once again were part of the DOD Security Conference Steering Committee charged with developing the annual DOD Security Conference.

#### j. OPSEC / FD highlights

DI served as the designated disclosure authority through an appointed DLA Foreign Disclosure Officer (FDO). The FDO served as the point of contact for all DLA-owned information release requests to foreign entities to ensure compliance with DoD policies on protecting and disclosing classified and CUI to foreign nationals, while the CI subject-matter expert conducted CI vetting of non-US visitors to DLA facilities, provided appropriate CI support, and briefed DLA Contact Officers before each foreign visit.

The FDO has forged a strong partnership with the J3's DLA Foreign Visit Office. The two organizations continued efforts to overhaul DLA Instruction 5230.01, "DLA Foreign Visit

and Foreign Disclosure Program,” to ensure it delivered clear and concise direction on processing foreign visit and disclosure review requests. FY 2024 continued to demonstrate the success of the recently created DLA form (DLA 1996, “Foreign Disclosure Review Request”). The new form streamlined the FD review process and minimized back and forth communications. The form received great feedback from customers and inserted much-needed efficiencies into the FDO program. Turnaround time for FDO reviews decreased more than 50% from FY 2023 to FY 2024.

The DLA OPSEC program focused on Return To Work, disseminating messages for the workforce and stimulating awareness of the need to protect critical information. DI OPSEC Managers worked with local commands to recertify Critical Information and Indicator Lists (CIILs) in accordance with agency policy.

DI ensured OPSEC awareness through a month-long publicity campaign to inform agency personnel about the importance of recognizing, documenting, and protecting critical information/indicators. Return To Work allowed the opportunity for DI OPSEC managers to re-engage with agency personnel in-person, resulting in improved education and awareness, as well as stimulating reports of suspicious activity, unauthorized disclosures, and personnel security self-reporting. DI OPSEC managers made great progress in Phase I of the CIIL Realignment Project, analyzing existing CIILs and mapping CIIL line items to appropriate placing under the Controlled Unclassified Information Registry. The primary mission of the CIIL Realignment Project is to add clarity and definition to the CIILS which will allow employees to understand better what information must be protected from release and identify items which require controlled unclassified information markings.

DI OPSEC managers provided mission essential support to the agency through public release reviews, partnering with DLA Public Affairs to complete hundreds of pre-release reviews to ensure sensitive DLA information was protected. One notable achievement was coordinating pre-release reviews for upwards of 50 documents across all DLA Energy departments in support of the Worldwide Energy Conference, held in April 2024.

#### k. Supply Chain Security (SCS) highlights

DLA Security’s SCS position was created in late CY 2023, and within 8 months, has become a subject matter expert in supply chain security requirements. SCS has led the charge in identifying and unifying SCRM efforts within DLA in support of J35. DI SCS produced an Information Paper on DI-S SCS for the deputy chief of staff, senior DLA leaders, and general counsel (DG), prompting an extensive and ongoing DG review of SCS and SCRM efforts within DLA. SCS efforts have also prompted the formation of the DLA Risk Intelligence and Strategic Materials (RISM) working group, which enables internal DLA components from DI, J3, J7, and Strategic Materials to share pertinent information. RISM efforts have led to interest in collaboration from external agency partners, such as elements within the Office of National Intelligence, like the DIA and CIA, as well as the U.S. Space Force. SCS has also broadened DLA’s partnership with external agencies in the IC and DoD.

#### l. Industrial Security Highlights

DCSA launched the National Industrial Security Program Contract Classification System (NCCS) for government onboarding in March 2023. NCCS is the information system for

processing and distributing contract security classification specifications for contracts requiring access to classified information. NCCS will be the centralized repository of the DD Form 254 and will automate DI's process and workflows for contract requirements across DLA. In October of 2023, DLA Land & Maritime volunteered to trial NCCS capabilities and to assist with policy and training development. Over 77 contract actions were processed under the new system with a reduction of 4 days in processing time for the security clauses. Next, DI will be developing the next phase of the implementation plan to fully utilize this application as mandated by FAR 4.402(d)(1). DI will focus on training the MSC's, J/D codes and DLA Contracting Services Office. It envisions a soft rollout by the end of FY 2025.

## **6. Summary**

FY 2024 was another busy and challenging year for DI. As a customer-focused organization, DLA Intelligence successfully integrated its workforce back into the workplace. Staff are once again able to meet face-to-face with customers and fellow employees.



# Defense Logistics Agency

## DLA Legislative Affairs (DL) Fiscal Year 2024 Historical Report

Defense Logistics Agency



DLA Legislative Affairs (DL)  
2024  
History Report

10/17/2024

**X** Michael L. Johnson

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Signed by: JOHNSON.MICHAEL.LLOYD.1150478371

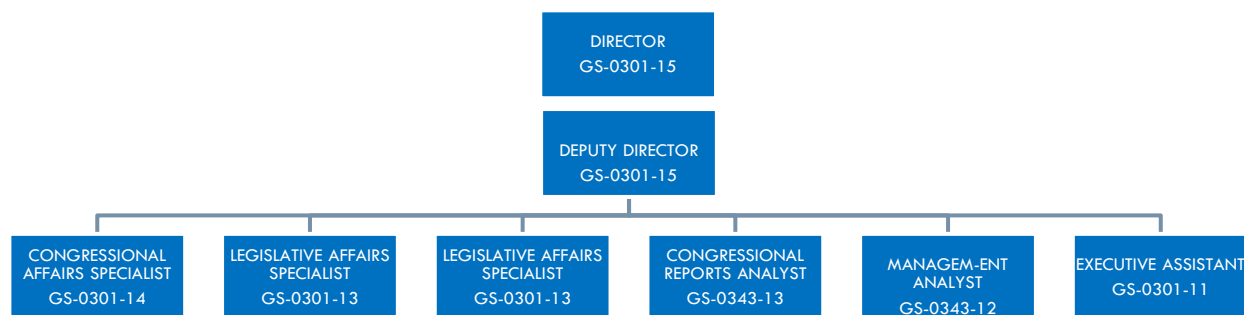
Submitted and approved by  
Michael L. Johnson  
Director, Legislative Affairs

## 1. Mission & Vision

The mission of the Defense Logistics Agency's Office of Legislation Affairs (DL) is to provide executive-level advice and assistance to the director, vice director, executive board members, and Major Subordinate Commands (MSC), on all matters regarding Congress; the White House; and national, state, and local political activities bearing on agency operations. The vision of the office is to have continued proactive engagement with members of Congress, congressional committees, and their staffs to gain support for DLA's mission, programs, and initiatives.

DL also provides full spectrum support to DLA Headquarters and MSCs. Each legislative specialist is responsible for all congressional actions related to his or her portfolio. Congressional actions include inquiries, engagements (meetings/briefings), and hearing support. Congressional support is centralized in DL. The MSCs, except Troop Support, have no dedicated legislative affairs specialists in their organizations. However, there are designated legislative points of contact at each MSC in either the General Counsel office or command support staff group.

## 2. Manpower



The DL staff is comprised of eight full time employees and no contract staff. There are two GS-13 legislative affairs specialist tasked with direct legislative activity, one GS-14 congressional affairs specialist who leads the legislative team and also provides direct legislative activity. We have one GS-13 congressional reports analyst who provides technical writing assistance and administration of congressional reporting requirements, one GS-12 management analyst who provides information management and database support, one executive assistant, the director, and the deputy director. 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 legislative director and deputy, and their Director's Staff Group (DSG), MSC, J-code, and D-staff customers.

The GS-08 FTE for Administrative Assistant was eliminated in the 2013 OSD efficiencies initiative. The position is an over hire and funded by J8. The position has been reclassified as a GS-11 executive assistant.

The current staff roster is listed below.

- a. Mr. Michael L. Johnson, director (GS-15)
- b. Mr. Kyle McIntyre, deputy director (GS-15)
- c. Congressional affairs specialist (GS-14)
- d. Legislative affairs specialist (GS-13)
- e. Legislative affairs specialist (GS-13)
- f. Congressional reports analyst (GS-13)
- g. Management analyst (GS-12)
- h. Executive assistant (GS-11)

### **3. Director Succession**

On August 14, 2023, Mr. Michael L. Johnson joined DLA as the Legislative Affairs director. He is a retired colonel in the U.S. Army with over 27 years of service. He previously served as chief of legislative affairs at Headquarters, Department of the Army, Deputy Chief of Staff, G6. Prior to this position, he was a senior vice president at Cassidy & Associates in Washington, D.C. While in uniform, his notable congressional affairs assignment included congressional appropriations officer with the Office of the Under Secretary of Defense, Comptroller; the deputy director of the National Guard Bureau's (NGB) Office of Legislative Affairs, and congressional fellow in the U.S. House of Representatives for the ranking member of the House Armed Services Committee.

### **4. DL Manpower Changes**

On November 20, 2023, Ms. Erica Catterall joined DLA as a GS-13 legislative affairs specialist. She is also a U.S. Navy Reservist (CDR) and previously completed a fellowship for a United States senator.

On December 1, 2023, Dr. Cordell Francis, after serving as DL deputy director for more than twelve years, accepted a senior executive service position with the Office of the Assistant Secretary of Defense for Legislative Affairs.

On February 11, 2024, Ms. Charlene Crawford was promoted to GS-14 congressional affairs specialist. She also served as Acting DL deputy director from April 2024 until September 2024. Ms. Crawford began her career in DL in December 2010 as a legislative affairs specialist having previously served as a counsel in the United States House of Representatives.

On May 20, 2024, Mr. Colin Finn joined DLA as a GS-13 legislative affairs specialist. He has held analyst roles in private industry and previously worked in various congressional staff positions, including as a military legislative assistant.

On August 26, 2024, Ms. Shameka Grant joined DLA as a GS-11 executive assistant. She is a US Air Force veteran with more than 24 years in executive-level support.

On September 22, 2024, Mr. Kyle McIntyre joined DLA as deputy director, Legislative Affairs. He comes to DLA from the Department of the Air Force with more than 17 years of public service at various level of government. Most recently, Mr. McIntyre served as deputy director, Congressional Affairs for the U.S. Space Force. Prior to his time with the U.S. Space Force, Mr. McIntyre served as Chief of Staff to the Assistant Secretary of the Air Force (Manpower & Reserve Affairs). Mr. McIntyre is a veteran of both the U.S. Navy and U.S. Air Force Reserve.

## 5. Fiscal Year (FY) 2024 Budget

<b><u>ITEM</u></b>	<b><u>FY25 Budget Requirements</u></b>	<b><u>FY24 Budget</u></b>
Labor	\$1,715,000	1,354,000
Travel	\$5,000	5,000
Training	\$25,000	16,000
Supplies/Equipment	\$17,000	17,000
Contracts <ul style="list-style-type: none"> <li>• Bloomberg Government</li> <li>• Data Contractor Support (in progress)</li> </ul>	\$582,820	118,000

## 6. Legislative Actions

	<u><b>CY 2024</b></u> <u><b>(01Jan24 –</b></u> <u><b>30Sep24)</b></u>	<u><b>CY 2023</b></u>	<u><b>CY 2022</b></u>
Verbal	137	270	327
Written	54	100	60
Hill Engagements	33	62	94
Informal Views	30	42	-
Contract Announcements	282	308	328
Administrative	8	1	43
Total	544	783	852

DL had a FY 2024 budget of approximately \$156,000 non-labor and \$1,354,000 labor. Most of the budget was labor, followed by the DL contract with Bloomberg Government (\$118,000) for legislative information and research services. The Bloomberg Government contract is shared with J8, J3, J7 and DG and the base contract year expires on January 2, 2025. The Bloomberg Government contract replaces the previous CQ contract which expired on January 2, 2024. DL needed more robust congressional research and information services and switched to Bloomberg Government to better align with its information needs.

## 7. Congressional Engagements

The numbers below represent each congressional engagement as a single occurrence; they do not represent the many calls, emails, in-person meetings, briefings, in-progress reviews, and informal discussions required to complete each action.

### a. CY 2024 DL Engagements (Jan 1 through Sep 2024)

(1) Total (Written, Verbal, Hill Engagements, Administrative) = 232

(2) Hill Engagements (Total) = 33

(a) Informal Views = 30

(b) Contract Award Notifications = 282

(3) Verbal = 137

(4) Written = 54

### b. CY 2023 DL Engagements (Jan 1 through Dec 31, 2023)

(1) Total (Written, Verbal, Hill Engagements, Administrative) = 433

(2) Hill Engagements = 62

(a) Informal Views = 42

(b) Contract Award Notifications = 308

- (3) Verbal = 270
- (4) Written = 100
- (5) Admin = 1

## **8. FY 2026 Legislative Proposals**

DLA offered 3 legislative proposals for the FY 2026 legislative call.

- a. One proposal is a resubmission from FY 2025, Clarification of the Berry Amendment.
- b. New proposals were submitted for DLA Distribution and DLA Strategic Materials.

Together, the three proposals would:

- (1) clarify the current Berry Amendment exemption that permits vessels to purchase non-Berry compliant items also includes the ability of U.S.-based DoD buying agencies (such as DLA Troop Support and NAVSUP) to purchase non-Berry compliant items for those vessels (resubmission);
- (2) establish a permanent program to permit contractors to use DLA Distribution warehouses and services, expanding upon the FY 2017 National Defense Authorization Act section 883 pilot program; and
- (3) improve the Strategic and Critical Materials Stock Piling Act language to remove the prior authorization requirement for disposal actions, streamline reporting requirements, and other technical corrections.

## **9. FY 2024 National Defense Authorization Act (NDAA)**

On December 22, 2023, H.R. 2670, the Fiscal Year 2024 National Defense Authorization Act became Public Law 118-31. The bill provided \$883.7 billion in FY 2024 funding for national defense. The legislation authorized \$841.4 billion for the Department of Defense (DOD), \$32.4 billion for national security programs within the Department of Energy (DOE), and \$438.0 million in defense-related activities. The bill allowed up to \$6 billion in general transfer authority for unforeseen higher-priority needs, in accordance with normal reprogramming procedures.

It provided a 5.2 percent pay raise for both military servicemembers and the Department of Defense civilian workforce.

- a. FY 2024 NDAA Conference and Joint Explanatory Statement

- (1) Significant DLA interest items

- (a) Sec. 802. The USD (A&S) will develop a framework for refining the parameters of what would constitute a denial of uncertified cost or pricing data under section 3705 of title 10, U.S.C.

- (b) Sec. 855. Extends DLA's pilot program for distribution support and services for weapons systems contractors for additional year.

(c) Sec. 863. Increases Government-wide goal for participation in Federal contracts by small business concerns owned and controlled by service-disabled veterans from 3 percent to 5 percent.

(d) Sec. 1412. Allows NDS Manager to dispose of (1) 8 short tons of beryllium. (2) 154,043 short dry tons of metallurgical grade manganese ore. (3) 5,000 kilograms of germanium. (4) 91,413 pounds of pan-based carbon fibers. (5) Not more than 1,000 short tons of materials transferred from another department or agency of the United States to the National Defense Stockpile.

(e) Sec. 1413. Established the beginning balances of the National Defense Stockpile Transaction Fund for audit purposes.

(f) Sec. 2890. Requires plan to use, transfer, or donate to States all excess construction materials intended for the border wall. Requires that States requesting materials certify that they will be used exclusively for border wall construction. Also requires report on decision making and resourcing for current storage of materials.

## (2) Legislative Provisions Not Adopted

DLA was successful in two appeals submitted prior to the FY 2024 NDAA Conference.

(a) Title VIII—Acquisition Polity, Acquisitions Management, and Related Matters: Avoidance of use of lowest price technically acceptable source selection process for certain logistics services. This provision would have required DoD to avoid LPTA contracts to the maximum extent practicable for fuel and fuel services if such services were directly or indirectly owned or controlled by any adversary.

(b) Title X—General Provisions: Availability of excess Department of Defense controlled property for transfer to Federal and State agencies. This provision would have required DoD to make all excess controlled items available to law enforcement agencies.

## (3) DLA Equities and Areas of Interest

(a) Sec. 227. Requires a feasibility and advisability assessment of establishing a University Affiliated Research Center (UARC) including the requirement for a plan to establish a UARC. UARC should participate in engineering, applied research, commercialization, and workforce development activities relating to critical materials for national security purposes of the United States.

(b) Sec. 315. Amends the Energy policy of the Department of Defense to include a waiver of fuel efficiency key performance parameter.

(c) Sec. 316. Amends the Energy policy of the Department of Defense by adding at the end a new subparagraph: “(C) Hydrogen creation, storage, and power generation technologies using natural gas or renewable electricity.”.

(d) Sec. 320. Prohibits DoD use of funds for any operational energy program that may be provided to any entity owned by, or with known financial or leadership ties to, the Russian Federation or the Chinese Communist Party.

(e) Sec. 331. Modification of timing of report on activities of PFAS task force from quarterly to annually through 2029.

(f) Sec. 335. SECDEF may treat covered materials including soil contaminated with PFAS until Secretary adopts rule in 343(b) of NDAA 22.

(g) Sec. 343. Expands membership of the Contested Logistics Working Group to include DLA, ASD(A), ASD(S), and R&E. Requires annual report describing any shortfalls in personnel, equipment, infrastructure, energy and storage, or capabilities required to support the OPLANs.

(h) Sec. 349. Requires the Secretary of the Army to develop a plan to implement increased inspection procedures for the prepositioned stockpiles of the Army to identify deficiencies and conduct maintenance repairs to ensure the stockpiles are mission capable. Requires regular status updates on the status and condition of the prepositioned stockpiles. (DLA will possibly be OCR in support of the Army)

(i) Sec. 367. SECDEF must identify end of life equipment that contains rare earth elements and other strategic and critical materials and subsequently recover those materials.

(j) Sec. 716 - Requires the establishment of a military pharmaceutical and medical device vulnerability working group lasting until 30 September 2028. Requires an initial and annual briefing on the organization, activities, plans, actions, and milestones of the working group. (This may have significant impact for DLA-Troop Support and J7.) Initial briefing is required no later than June 20, 2024, and subsequently by September 30 of each year until 2028.

(k) Sec. 804. Prohibits the DoD from contracting with any company that has business with the Putin regime or any natural gas, oil, and coal company operating in Russia.

Sec. 805. Prohibition of the Department of Defense procurement related to entities identified as Chinese military companies operating in the United States.

(l) Sec. 820. Amendments to multiyear procurement authority.

(m) Sec. 823. Extends and modifies “Never Contract with the Enemy” authorities.

(n) Sec. 824. Modification and extension of temporary authority to modify certain contracts and options based on the impacts of inflation.

(o) Sec. 826. Modification of contracts and options to provide economic price adjustments consistent with Federal Acquisition Regulation. The USD (A&S) required to provide guidance within 30 days.

(p) Sec. 831. The committee recommends a provision that would amend section 3601 of title 10, U.S.C., to provide for emergency acquisition authority for the purposes of replenishing United States stockpiles of defense articles.

(q) Sec. 832. This section would amend section 4862 of title 10, U.S.C., to require full domestic production of U.S. flags acquired by the Department of Defense with some exceptions.

(r) Sec. 833. Amends Section 4863 of title 10 by adding additional requirements for sourcing of specialty metals. Adds annual report on how much specialty metal has been acquired and placed into systems of the Department of Defense from specific countries.

(s) Sec. 834. This section would create an exception to the prohibition on the acquisition of sensitive materials.

(t) Sec. 835. Enhanced domestic content requirement for major defense acquisition programs. Requires a report no later than December 22, 2024, assessing the domestic



source content of procurement carried out in connection with a major defense acquisition program.

(u) Sec. 841. Amends Sec. 890 of the FY2019 NDAA. Includes authority for USD (A&S) to receive reports from military departments. The pilot is extended to January 2, 2028.

(v) Sec. 854. Extends the expanded prohibition (Sec. 844 of FY21 NDAA) on acquiring certain metal products through January 1, 2027.

(w) Sec. 861. Extends the annual reporting requirement regarding the Department's SBIR Program through 2028.

(x) Sec. 862. Seeks to address unjustified failures by the prime contractors on a covered contract to make a full or timely payment to the subcontractors.

(y) Sec. 865. Not later than July 1, 2024, the Secretary of Defense shall amend section 215.305 of the Defense Federal Acquisition Supplement (or any successor regulation) to require that when small business concerns bid on Department of Defense contracts, the past performance evaluation and source selection processes shall consider, if relevant, the past performance information of affiliate companies of the small business concerns.

(z) Sec. 1004. During fiscal year 2024, and during each of the nine fiscal years thereafter, each component of the Department of Defense shall be subject to an independent audit.

(aa) Sec. 1005. Requirement for unqualified opinion on Department of Defense financial statements by December 31, 2028.

(ab) Sec. 1080. Modification of definition of domestic source for title III of the Defense Production Act of 1950 to add Australia and the United Kingdom.

(ac) Sec. 1227. Extends prohibition on in-flight refueling to non-United States aircraft that engage in hostilities in the ongoing civil war in Yemen.

(ad) Sec. 1401. Authorizes appropriations for working capital funds at the levels identified in the Sec. 4501 funding tables.

(ae) Sec. 1411. Improvements to the strategic and critical materials stock piling act. Reduce reliance on appropriated fund through the "recovery of strategic and critical materials". This includes a pilot program to that utilizes commercial best practices for the acquisition and disposal of strategic critical materials. A briefing to congress on the pilot program is required "as soon as possible" and "annually thereafter". This pilot shall be for five years after the enactment of FY2024 NDAA. It also includes the requirement for "an Annual Materials and Operations Plan for the forthcoming year" by February 15<sup>th</sup> of each fiscal year and multiple requirements for the report. This section also includes a Bankable Feasibility Study. Some language changes are also made to materials research and development.

(af) Sec. 1414. Requires A&S strategy to develop supply chains that are not dependent on mining or processing of critical minerals in or by adversarial countries, to achieve critical mineral supply chain independence from those countries by 2035.

(ag) Sec. 1525. Prize competitions for business systems modernization by directing SECDEF to establish one or more prize competitions to support the business systems modernization goals of the Department of Defense with 270 days of enactment of NDAA.

(ah) Sec. 2404. Extension of authority to carry out certain fiscal year 2018 Defense Agencies military construction projects through October 1, 2024, or the date of the enactment of an Act authorizing funds for military construction for fiscal year 2025, whichever is

later. (b) The table referred to in subsection (a) is as follows: Japan, Iwakuni, PDI: Construct Bulk Storage Tanks PH 1 \$30,800,000.

(ai) Sec. 2406. Extends the authorization for Fuel Wharf at Def Fuel Support Point Tsurumi, Japan, until October 1, 2024, or enactment of FY25 MILCON authorization, whichever is later.

#### (4) FY 2024 Congressional Reports of Interest

The following sections contained in the previous House or Senate version were not adopted as written, however, the conferees directed a reporting requirement.

(a) Previously Sec. 806 House bill - Low-methane intensity natural gas pilot program - Report required not later than March 1, 2024, on the feasibility and advisability of establishing a pilot program to demonstrate the use of certified low-methane intensity natural gas on military installations located within the continental United States.

(b) Previously Sec. 828 House bill - Avoidance of use of lowest price technically acceptable source selection process for certain logistics services. - Requires A&S briefing, in consultation with DLA, on a broader tradeoff methodology for fuel and fuel related service contracting in OCO that includes data on failed delivery from vendors from the past 5 years and an analysis of risk to such failed deliveries in the CENTCOM and INDOPACOM AORs

(c) Previously Sec. 5851 Senate bill - Briefing on the redesignation of National Stock Number parts as proprietary - Requires briefing identifying which National Stock Number parts in the DLA system have had their designation changed to proprietary over the previous 5 years.

(d) Previously Sec. 898 House bill - Report on gallium and germanium - Requires analysis and briefing on gallium and germanium production and supply.

(e) Previously Sec. 5341 Senate bill – Brief from SECDEF to Committees on Armed Services of the Senate and the House of Representatives, NLT March 1, 2024, regarding current efforts, policies, and programs on incinerators and waste disposal alternatives to open air burn pits.

#### b. House Armed Services Committee (HASC) report 118-125

(1) p. 101 - Report language to address known risk in Western Pacific fuel supply chain – DLA Energy directly mentioned. ASD(EI&E) to provide a briefing on the following: (1) the feasibility of rapidly integrating advanced fuel security technologies and digital chemistry proven in the commercial market, (2) current logistics readiness levels required by primary objectives stated in the most recent National Defense strategy. (3) requirements to increase logistics readiness levels required by primary objectives stated in the most recent National Defense Strategy.

(2) p. 115 - Critical Minerals and Metal Reserve - The committee directs the USD(A&S) to submit a report to the HASC not later than December 1, 2023, on: (1) a description of the Department's requirements for identifying, tracing, and stockpiling critical minerals and metals. (2) a description of the Department's strategy for storing these critical mineral and metal

reserves to include a discussion of the benefits of storing these reserves in a more distributed fashion. (3) a discussion of the suitability of facilities within the Joint Munitions Command for storage of critical minerals and metal reserves given their specialized facilities; and (4) a discussion of opportunities for public-private partnerships to facilitate more robust critical mineral and metal reserves from a diversity of sources, including recycled and reused minerals and metals.

(3) p. 120 - Terbium Oxide, Beryllium and Gallium Addition to the National Defense Stockpile - NLT 1/5/24, Directs the Secretary of Defense in coordination with the National Defense Stockpile Manager to report on the feasibility of adding Terbium Oxide, Beryllium, and Gallium to the National Defense Stockpile, to include a cost estimate.

(4) p. 224 - Acquisition of Titanium - The committee directs the National Defense Stockpile Manager to provide a briefing to the House Committee on Armed Services not later than December 31, 2023, on progress toward the acquisition of titanium.

(5) p. 233 - Economic Impacts on Defense Textile Industrial Base – Secretary of Defense to submit a report on its assessment of economic factors and recommendations to ensure a robust and healthy textile industrial base that can support long-term DOD and warfighter requirements.

(6) p. 235 - Home Textile Goods - The committee directs the Director of the Defense Logistics Agency (DLA) and the Secretary of Defense to provide a report to the House Committee on Armed Services no later than January 1, 2024, on the feasibility of requiring that the following textile goods used on military installations be procured from domestic sources with exceptions for items that are required for combat operations.

(7) p. 238 - Inefficiencies in Small Administrative Computer and Printer Purchases - the Committee directs the Secretary of Defense to provide a briefing, to the Armed Services Committees of the House and Senate, no later than March 1, 2024, identifying inefficiencies in the small equipment purchases process and provide recommendations on how the process can be improved upon, while mitigating waste, fraud, and abuse.

(8) p. 244 - Best Value Contracting Procedures for Contracts and Delivery Orders of Body Armor - The committee directs the Commander of the Defense Logistics Agency, no later than November 1, 2023, to submit a report to the Armed Services Committees of the House and Senate, that includes: (1) an assessment and verification whether procedures are in place to award task and delivery orders for products and services listed under Section 880 (C) of the FY2019 National Defense Authorization Act using best value contracting procedures. (2) an assessment and verification that DLA procurement professionals and counsels have been trained on the statutory requirements for using best value contracting procedures at the task and delivery order level.

(9) p. 250 - Secure Supply Chains for Tungsten - The committee directs the Administrator of the National Defense Stockpile to provide a briefing to the House Committee on Armed Services not later than December 31, 2023, on the efforts of the Department of Defense to ensure that these materials are available to the National Defense Stockpile and to U.S. industry in quantities to maintain production, including the acquisition of tungsten from recycled and reused minerals and metals.

(10) p. 352 – Availability of Autoinjectors for Chemical and Nerve Agent Exposure

c. Senate Armed Services Committee report 118-58

(1) p. 276 - Graphite mining and processing capabilities - This provision recommends the Defense Logistics Agency prioritize a demonstration of the ability to domestically process graphite for the Department in a manner that can be replicated to quickly expand domestic processing, and that does not rely on Chinese methods or require processing equipment from China.

## **10. FY24 Defense Appropriations**

On March 23, 2024, H.R. 2882, The Further Consolidated Appropriations Act, 2024, became Public Law 118-47. The bill includes 6 of the 12 regular FY 2024 appropriations bills including the Department of Defense Appropriations Act, 2024. The Fiscal Year 2024 Defense Appropriations Act provides \$825 billion in total funding.

a. The bill fully funded the requested 5.2% pay raise for servicemembers and civilians and provided \$29.6 billion for military housing and \$8.4 billion for subsistence for military families.

b. The bill included \$50 million for the Defense Community Infrastructure Program and \$265 million above the budget request for defense environmental mitigation activities, including PFAS cleanup, AFFF removal and disposal, the Military Munitions Response Program, the Installation Restoration Program, and the Readiness and Environmental Protection Integration program.

c. The bill provides \$92 million above the budget request to improve U.S. Indo-Pacific Command's deterrence.

d. It also included \$50 million for the U.S. National Defense Stockpile Transaction Fund to protect U.S. access to critical minerals required for the production of key weapons systems.

e. It provided \$946 million for the Defense Innovation Unit (DIU), an increase of \$842 million above the budget request, to accelerate the Department's investments in innovative, commercial technologies with relevance to the warfighter. The Office of Strategic Capital is provided with budget authority for over \$900 million in loans to promising companies that can scale to further support the defense industrial base.

# Defense Logistics Agency

## DLA Installation Management (DM) Fiscal Year 2024 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 (DM) Historical Report for Fiscal Year 2024

The DM Fiscal Year 2024 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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SHAWN CARPENTER  
Acting Director  
DLA Installation Management

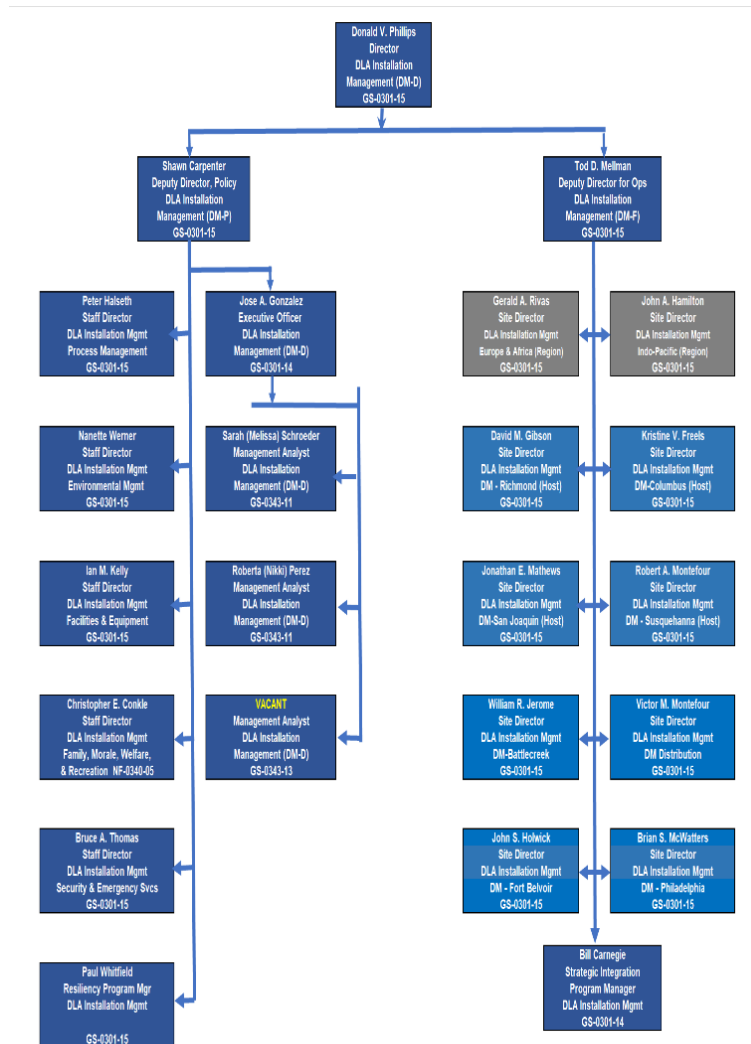
## 1. Introduction

The DM historical record outlines actions taken over Fiscal Year (FY) 2024 to improve and sustain the effectiveness, efficiency, and resiliency of services provided to our customers, civilian and military, internal and external. It also provides operating goals, initiatives, metrics, and tools to ensure we meet present and future requirements. Our greatest resource remains our people, who enable this support.

DM provides worldwide policy, program, and operational support in the areas of:

- a. Process Management
- b. Environmental Management
- c. Facilities and Equipment
- d. Family and Morale, Welfare, and Recreation (FMWR)
- e. Security and Emergency Services

## 2. Organization



### **3. DM Mission**

DLA Installation Management enables DLA to support the Warfighter by providing Security and Emergency Services; Environmental Management; Facilities and Equipment Management; Process Management; and FMWR programs to DLA activities and external customers.

### **4. DM Vision**

A positive, ethical, and adaptive team that provides outstanding support to internal and external customers while caring for its people.

### **5. DM Values**

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

### **6. Operating Plan Initiatives**

Using the Office of the Undersecretary of Defense for Acquisition and Sustainment (OUSD (A&S)) Strategic Management Plan, the DoD Annual Performance Plan, and the DLA Strategic Plan for FY25-FY30, DM nested its objectives and key results under DLA's transformation imperatives.

#### **a. LOE 1 Warfighter Always**

##### **(1) Military construction (MilCon)**

Optimized FY 2024 MilCon project selection, as evidenced by 100 percent program approvals from the OSD and congressional subcommittees and the placing of the entire project list in the National Defense Authorization and MilCon Appropriations Acts.

##### **(2) Controlled Space and Indo-Pacific Synchronization Operations Center (IPSOC) project**

Initiated design on DLA Indo-Pacific's (DM-FH) Controlled Space and IPSOC project at Joint Base Pearl Harbor-Hickam and seeking construction funds from DLA Logistics Operations (J3).

##### **(3) Supply chain support:**

Coordinated with DLA Aviation, DM at Richmond (DM-FR), and Okinawa key leaders to help establish the joint Air Force / DLA Supply, Storage, and Distribution Center (Supply Center Pacific) to improve combat effectiveness and reduce supply chain delivery times; currently operational.

#### (4) Special project

In collaboration with the military services, DLA developed special instructions for OUSD (A&S) to disseminate to the military services and other federal agencies that identify, route, and properly dispose of Confederate States of America (CSA) assets and memorabilia determined to have little historic value. DM adapted these instructions into executable guidance.

#### (5) Staffing challenges resolved

DM Facilities and Equipment Management (DM-I) successfully backfilled several vacancies, including the 2017 vacancy for a Master Planner, a central contact to assist field offices planning and programming for SRM and MilCon projects.

#### (6) Building Condition Index (BCI) funding

DM-I successfully advocated for an additional \$234 million for the non-Energy SRM program for field offices to improve the BCI of critical logistics facilities across the enterprise, as well as address safety and code compliance deficiencies.

#### (7) Global Posture Plan facility footprint support

DM-I collaborated with DLA J3 and other working groups on policies and processes surrounding the agency's current facility footprint and developing courses of action for supporting contingency operations.

#### (8) DM Security & Emergency Services (DM-S):

(a) USNORTHCOM conducted a tri-annual higher-headquarters review of DLA's antiterrorism / force protection program. The purpose of the review was to ensure DLA is executing the combatant command's program requirements and is compliant with DoD's antiterrorism/force protection programs and requirements. Assessments included 30 of 30 benchmarks assessed met compliance and laudatory comments.

(b) DM-S conducted three virtual security reviews to ensure DM-S programs were in compliance with DoD and DLA policies. These reviews provided objective analysis and aided in identifying areas of vulnerability and corrective action plans.

(c) DM-S monitored threats related to the Israeli-Hamas conflict, provided updates, and synchronized force protection information across the enterprise.

(d) DM-S coordinated a special salary increase between \$7,000 and \$15,000, depending on grade, for police officers in Columbus, Richmond, Fort Belvoir, San Joaquin, and Susquehanna.

(e) DM-S established police recruitment, hiring, and retention Lean Six/continuous process improvement to combat the law enforcement attrition.

(f) DM-S presented the agency's Combating Terrorism budget to DLA Finance for submission to OSD and eventually Congress.

(g) Coordinated, reviewed, and managed DLA's Combating Terrorism budget average of \$120 dollars into one report for the Office of the Secretary of Defense.



(h) All Combating Terrorism and Presidential budget requests were submitted to OSD ten days ahead of the suspense with no errors.

(i) Maintained DLA goal of 95% participation rate for Anti-Terrorism (AT) Level I training across the DLA enterprise (48 states and 28 countries)

(j) Fire and Emergency Services responded to 1,343 incidents in FY 2024 and supported mutual aid partners by responding to over 550 emergency calls (41% of total emergency calls for FY 2024). They are credited for saving 7 lives and several community business and homes from fire loss.

(h) Taught DLA's first security enrichment training that discussed preparatory tools and tips for the SPeD security fundamental professional certification.

(i) Collaborated in the retooling of the firefighter (GS-7) position descriptions for FF-020 – firefighter and FF-010 – basic life support, which allowed candidates from local fire departments and DoD agencies to obtain certification within one year of hire. This policy allowed fire departments to maintain manning levels, reduce overtime, and limit recruitment incentives.

(j) Collaborated with field sites and other stakeholders to address requirements to give DLA Police arrest authority.

#### (9) DM Richmond (DM-FR) - Customer Base / Portfolio of Services review

(a) A new Host Tenant Support Agreement (HTSA) with Naval Air Command (NAVAIR) formalized a significant partnership for many years to come. The agreement provided NAVAIR with approximately 643,000 sq. ft. of operational space for a flagship operation and \$1.84 million in reimbursable funding for operations and facilities.

(b) DM-FR expanded its current HTSA with the Navy History and Heritage Command expanding operations by 223,000 sq. ft.

(c) DM-FR signed a new agreement with the Commonwealth of Virginia to store property of an historical nature to ensure safeguarding and preservation for 1-2 years.

#### b. Climate / Energy Resilience requirements

(1) DM-I executed climate and energy resilience SRM projects at DLA host and tenant sites such as solar PV, geothermal heat pumps, battery energy storage systems, electric vehicle supply equipment, and building electrification measures. In addition, field sites are conducting electric system resiliency studies to identify deficiencies needing to be addressed in future projects.

(2) DM-I also submitted two Energy Resilience and Conservation Investment Program projects to OSD valued at nearly \$50 million for FY 2026 consideration, the first agency submissions in six years. The microgrid project at DLA Susquehanna received \$1.15 million in early design funds and will be the first installation-level microgrid constructed on a DLA installation.

(3) DM-I also leveraged two strategic partnerships to enhance energy efficiency and resilience with Pacific Northwest National Laboratory to conduct energy audit training using the laboratory's Facility Energy Decision System and U.S. Army Corps of Engineers (USACE) Power Reliability Enhancement Program office for black start exercise support at DLA host installations. DM conducted two black start exercises in FY 2024, one at Richmond, Virginia,

and one at Susquehanna, Pennsylvania, as well as partial exercises in Germany and Columbus, OH.

(4) DM Susquehanna (DM-FS) designed a Net Zero mail sorting facility to support climate / energy resilience initiatives through emergent technologies and proven strategies while also addressing an identified finding related to commercial parcel carriers accessing the installation. DM-FS oversaw the complete renovation of the Eastern Distribution Center Electrical Distribution System to include the total replacement of 30+ year old equipment, new energy resiliency capabilities, and expanded generation capabilities.

(5) DM San Joaquin (DM-FJ) funded \$3.37 million in minor capital construction for the Warehouse 56 rooftop solar project. This project was advertised in FY 2024 and constructed in FY 2025. It will reduce DM-FJ's annual energy usage from Western Area Power Administration/Pacific Gas & Electric Company by 900 Megawatt-hours. DM-FJ Environmental diverted 74% of solid waste from landfill, exceeding the Executive Order 14057 goals. DM-FJ Environmental exceeded the California Senate Bill 1383 target for organic waste reduction by recycling its organic wastes. DM-FJ Environmental actively seeks to reduce air emissions by implementing reduction measures through the local Air District's eTRIP program.

### c. LOE 3 Trusted Mission Partner

Through collaborative efforts with stakeholders, DM-Family and Morale, Welfare, and Recreation (DM-Q) established itself as a reliable and efficient partner, delivering exceptional services and support, both internal and external to the Agency.

#### (1) Technology and innovation

DM-Q continued utilizing technology to ensure the flow of enterprise-wide information through such initiatives as the Non-Appropriated Funds (NAF) dashboard, eWorkPlace SharePoint, multiple commercial facing websites, and multiple social media platforms. Each of these platforms tracks data and information sets that inform future operations.

#### (2) Closed Circuit Television systems

Closed Circuit Television systems were addressed/updated at child development centers, ensuring the safety of patrons and their children. Family Programs oversaw a tabletop exercise in support of incident reporting across the agency that will assist future reporting procedure developments. DM-Q worked closely with the Defense Information Services Agency and DLA J6 on multiple upgrades, including implementation of CCTV systems, commercial facing websites, and multiple Operational Technology (OT) related programs.

#### (3) HQC food service operations

DM-Q staff facilitated the first transition of the food services contract in 25 years. On August 5, 2024, services were expanded to include a kiosk to provide a self-service coffee, drinks, and sandwich options for the Defense Threat Reduction Agency workforce in the Pod-10 secure space. Cafeteria sales have reached 87% of that achieved prior to the pandemic.

#### d. LOE 4 Modernized Acquisition and Supply Chain Management

DM-I personnel worked with USACE Civil Engineering Research Laboratory to modify the data architecture in the Enterprise Sustainment Management System (ESMS) BUILDER to improve visibility of real property at Major Subordinate Commands (MSCs), resulting in a more detailed and actionable BCI. Enterprise Business System (EBS) data accuracy improved with adjustments made to project facilities degradation at current funding levels.

#### e. CC-A People and Culture

##### (1) Space management (Return to Office)

Post-pandemic, DLA McNamara Headquarters Complex's (HQC) tenant organizations transitioned to a new hybrid remote/office work environment. Occupancy numbers have increased by 41% over those recorded in 2022.

On March 28, 2024, due space limitations, the General Services Administration (GSA) released an additional 30,000 square feet to the Washington Headquarters Services for DLA use. This space is adjacent to the DLA Lorton Hoteling and Conference Center, and plans are to establish over 150 workspaces in support of additional staff requirements. The timeline to build out of the vacant space into a functional office is approximately six to 12 months.

##### (2) HQC Building access security enhancement

To rectify vulnerabilities identified during an outside security assessment, the HQC facilities staff worked with the DLA OT Security Pillar group on a \$376,000 contract for the installation of six automated scanning turnstiles for the main Pod-4 entrance. The turnstiles will connect to our existing LENEL security system to enable a second level of electronic screening both at the gate and building entrances.

##### (3) HQC Bathroom modernization project

To alleviate risks identified during the pandemic, decrease water and paper towel usage, and assist our employees, all the building's main restrooms were upgraded with touchless water fixtures and automatic paper towel dispensers.

##### (4) HQC Health and Safety "Odyssey of Health" Expo

On May 8, 2024, the FMWR team hosted a complex-wide Health and Safety Expo to promote holistic well-being and raise awareness of healthy lifestyle choices through engaging activities, informative vendors, and interactive demonstrations.

##### (5) Leader Team Building

DM gathered its senior leaders for an off-site at DM-FJ, focusing on team-building in an inclusive setting and expanding our efforts to support diversity of experience, ideas, and backgrounds.

#### (6) Communication

DM executed “All Hands” town halls and “Chats with the Boss” on a quarterly basis as DM Sites executed their own programs.

DM continued to execute a culture action plan focusing on mission, adaptability, involvement, and consistency to promote understanding, awareness, and employee engagement. Through DM All Hands, social engagements, internal focus groups, and professional development opportunities, DM continued promoting teamwork, collaboration, and camaraderie.

#### (7) DoD recognition

Two employees assigned to DLA Installation Management at Fort Belvoir received DoD recognition for excellence. Vivian d’Alelio, was one of two recipients of the 2023 DoD Outstanding Employee with a Disability award, and Officer Jonathan Street was awarded the DoD Peace Officers Standards of Training award for his response to a medical emergency.

#### (8) DoD Iftar (Ramadan) ceremony

On March 22, 2024, DLA hosted the annual Pentagon-DLA Ramadan Lecture and Iftar event at the McNamara Complex. General (USMC Ret) John R. Allen and Mr. Farooq Mitha, the White House Director of Small Business Programs, delivered engaging lectures to an audience that included defense attaches from the Peoples Republic of Bangladesh and the Embassy of Indonesia as well as the leader of the Washington, D, Masjid Muhammad, known as the Nation’s Mosque. The event drew a diverse group of 213 attendees.

#### (9) HQC family day

On June 25, 2024, the DLA HQC FMWR hosted its annual family day with over 6,000 participants. This was the first event since the COVID-19 Pandemic.

#### (10) Training opportunities

DM-I sought to improve employee technical capabilities programs by providing training opportunities in property management, EBS, ESMS BUILDER, and audit remediation programs. It also established quarterly round-table meetings to discuss agency-wide issues.

#### (11) Recruiting and retention initiatives

(a) DM-I established a working group with DLA Transformation and Chief of Staff Business Management Office to develop policies and procedures for improving communications, and recruit and retain critical positions like engineers.

(b) To serve Warfighter families better, DM-Q improved the Child and Youth program. Recruitment and retention initiatives, such as competitive bonuses, free childcare for employees, and referral bonuses were offered to attract and retain qualified staff.

(c) The NAF Tuition Assistance Program was updated to increase support for employees pursuing higher education.

(d) DM-Q returned to providing professional training and networking opportunities to managers through commercial conferences and certified trainings.

(12) At DM Battle Creek (DM-FB), the Family Programs manager worked with community partner Summit Pointe to bring question-persuade-refer suicide prevention training to over 500 DLA employees in Battle Creek and at DLA Disposition Services field sites. DM-FMWR has adopted this program as a Best Practice for other family advocacy managers.

#### f. CC-B Fiscal Stewardship

(1) DM continued managing two major enterprise business cycles: property, plant, and equipment and environmental liabilities management. Both are being audited for all three funds (transaction, general, and working capital) and dependent on external organizations for Correction Action Plan remediation.

(a) DM-I developed and executed a 3-year audit support contract for the acquire to retire business cycle areas, to provide subject matter expert support to real property and general equipment process areas, and to help DM implement new financial accounting standards and policy updates.

(b) DM-I developed and executed two small business contracts (Dawson and Cherokee) to support HQ property management program duties and provide financial support to J8 as it interacts with DFAS to correct errors in financial transactions.

(2) DM implemented a Risk and Internal Control program to enhance audit processes and reduce risk per OMB A-123, Management of Internal Controls program.

(a) DM-I reviewed enterprise risks, both financial and operational, to determine risk levels across various HQ programs. These risks areas will be addressed through various means over the next three years.

(b) DM-Q demonstrated sound and financial management by optimizing resource allocations, implementing costs savings measures, and adhering to financial regulations.

#### g. CC-C Digital Business Transformation

(1) DM-I partnered with J6 to develop electronic “bots” that automate data entry from flat files into the EBS – Plant Maintenance module, saving two to three Full-Time-Equivalents (FTE) per year.

(2) OT Cyber-Security Enterprise Budget Increase, Funding allocated and FTE Support.

(3) OT program was approved for labor and non-labor resources in FY 2024. The labor resourcing will provide functional experts in the areas of Facility Related Control Systems and Electronic Security Systems to help ensure DLA facilities comply with the latest Unified Facilities Criteria to protect against cyber-attacks. The non-labor resources also provide a greater ability to mitigate OT deficiencies across the enterprise.

(4) The OT Risk Matrix tool was implemented in three sections, managed by functional area/pillar lead. MSCs can identify operational impact and DLA Information Operations, Information Assurance can identify Cyber Risk. DM and DLA Information Operations, Enterprise Capabilities continue to work with DLA Acquisition to ensure contracts have the appropriate cyber compliance language.

## **7. Regional Site Support Accomplishments**

### **a. DM Europe and Africa (DM-FG)**

(1) DM-FG Security Services executed a U.S. European Command (EUCOM) order directing Force Protection Condition Charlie across the theater on 30 June 2024.

(2) DM-FG obtained \$800,000 to fund a secure space project in coordination with DLA Europe and Africa and other DLA MSCs. The project will be operational in FY 2025.

(3) DM-FG partnered with the HDR on a \$735,000 project to design photovoltaic cells for Europe and Africa's largest Disposition Services Site, Kaiserslautern Army Depot. The effort will result in a net zero power usage by FY 2025.

(4) DM-FG worked with DLA Distribution on the \$48 million MilCon Defense Distribution Warehouse project that will construct a 160,000 sq. ft. Logistics Distribution Center Europe annex to respond to increased demand.

(5) DM-FG Installation Management Security and Force Protection Office directly supported the DLA Europe and Africa Continuity of Operations Exercise in May by providing the exercise scenario and outlining exercise objectives.

(6) DM Europe and Africa's coordinated with Army Disposition Services and Army Department of Public Works to support the EUCOM Defender exercise in May 2024.

### **b. DM Indo-Pacific (DM-FH)**

(1) DM-FH enabled the Guam 2025 initiative whereby the Pearl Harbor Naval Shipyard / Intermediate Maintenance Facility established a detachment to provide forward ship repair on Guam. DLA Installation Management coordinated with the Naval Facilities Engineering Systems Command Marianas and other service providers to make DLA Distribution Guam Marianas Warehouse Building 2117A available for the Guam 2025 site. Extending utilities (\$152,000) for the Navy's modular office, and designing, and procuring storage aids brought this facility to fruition by April 2024.

(2) DM-FH completed new \$28 million warehouse funded by Host Nation Funded Construction Program via the Japanese Facilities Improvement Program for DLA Distribution Yokosuka Japan Detachment Sasebo (DDYJ-S). DLA celebrated Building 398's ribbon cutting in November 2023. Building 398 enhances DLA's presence on Commander, Fleet Activities Sasebo with larger and better networked office spaces, temperature/humidity-controlled storage locations, a classified vault, refrigerators for cold chain management, loading docks to unload sea van containers, and an improved wood shop.

(3) DM-FH completed new office spaces within DLA Distribution Yokosuka Japan (DDYJ) warehouse Building 1907. January 2024's ribbon cutting is the culmination of a number of endeavors: constructing offices (\$2.9 million), electrical upgrades (\$1.6 million), investing in five vertical lift modules (\$1.2 million), and furniture installation.

This new office space was central to DDYJ's relocation from Building F-157, enabling DLA to return Building F-157 to the Navy.

(4) DM-FH worked with the U.S. Marine Corps to install grille shutters and wall lights at the DLA Distribution and DLA Disposition Services Warehouse, Building 600 on Camp Kinser, Okinawa, Japan in May 2024. This DLA SRM (\$333,000) project installed five grille shutter doors that prevent unauthorized entry and deter theft while allowing for ventilation. The mission-enhancing doors are engineered to withstand Okinawa's high winds, and include obstacle detection devices, fall prevention, and guide rails.

(5) On April 22, 2024, working with the U.S. Army Corps of Engineers Far East District, DM completed advocacy, funding, design, and construction of deluge enclosures in Building 586, DLA Distribution Korea's newest warehouse on Camp Carroll in Waegan, Korea. Modification of the passages between the first and second floors allow for warehouse automation, conveyors, and lifts to move product between the floors and add additional fire protection appurtenance.

## **8. Climate Resiliency Initiatives**

### **a. Optimize DLA's vehicle fleet to comply with fleet requirements**

Continued to assess the DLA Fleet Management program to identify opportunities for further optimization through organizational realignments, reorganizations, and mission changes. The Fleet Management team continued contract support, executing its second of four option years, to accomplish a vehicle allocation survey. DM-I has modified our previous reviews of agency fleet data to support the new directives on electrifying our fleet.

### **b. Leased vehicle replacement**

The FY 2022 GSA leased vehicle replacement cycle submission reviewed all eligible light duty vehicle replacements with zero-emission vehicles (ZEV): battery electric vehicles, plug-in hybrid electric vehicles, hydrogen powered fuel cell electric vehicles. The selection process will focus on ZEVs first, then followed by gasoline hybrid electric vehicles, low greenhouse gasoline, alternative fuel, and gasoline/diesel dedicated if no other options are available which complies with E.O. 14008 and is forward leaning of E.O. 14057.

### **c. Fleet telematics and electrification**

DM worked with GSA and activity fleet managers to implement telematics in more than 70% of DLA's vehicle inventory, making it possible to identify risks due to unsafe driver behavior. This information is used by senior leaders to improve positive behaviors, resulting in safety rating increases from 78.7% to 81.2% in just two quarters.

### **d. Expanded participation in Agency Management Reviews (AMRs)**

DM added Fleet Management into the Agency Management Review (AMR) program to provide field offices a more structured approach for evaluating policy compliance. The Fleet

AMR program will mirror management assist visits conducted this year by DM-FC and DM-FJ. DM initiated general equipment compliance visits with MSCs and field offices.

e. Additional charging stations

DM-FS continued to support the Lot 626 Electric Vehicle Charging Station construction of 10 charging ports with an associated solar canopy and coordinated the design of 5 additional locations on the installation. (Buildings: 430, 2001, 743, and 911).

f. Per- and Polyfluoroalkyl Substances (PFAS)

PFAS are a large chemical class of man-made compounds found in many industrial and consumer products, including nonstick cookware and microwave popcorn bags. In DoD applications, the chemicals have been found in aqueous firefighting foam. Although successful in protecting against catastrophic loss, PFAS can potentially contaminate private wells and public water systems.

(1) In response, the OSD directed DLA to create a PFAS Task Force to manage growing concerns over releases of these substances and their effects on military installations and families.

(12) DM Environmental Management (DM-E) collaborated with the deputy assistant secretary of defense for environment & energy resilience and the services through numerous OSD committees, including committees for the Resource Conservation and Recovery Act, Cleanup (Defense Environmental Restoration Program), Safe Drinking Water Act, and Clean Water Act to draft numerous PFAS policies.

(13) DLA provided ongoing support to DoD Inspector General and Government Accountability Office audits concerning PFAS management in DoD. DLA anticipates continued broad engagement in support of the PFAS Task Force's efforts to prioritize the U.S. Government's actions in identifying appropriate disposal options for PFAS wastes, and address drinking water issues.

## **9. Conclusion**

As FY 2024 drew to a close, we continued to support the Warfighter across the globe by providing installation support to DLA MSCs nested within the DLA Strategic Plan and National Defense Strategy. Activities during the year continued to display the versatility, agility, and dedication of the DM workforce.



# Defense Logistics Agency

## DLA Equal Employment Opportunity (DO)

### Fiscal Year 2024 Historical Report



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

MEMORANDUM FOR DEFENSE LOGISTICS AGENCY COMMAND HISTORIAN

SUBJECT: DLA Equal Employment Opportunity, Diversity, and Inclusion (EEODI) 2024 Annual History Report

The DLA EEODI 2024 Annual History Report is approved and is being submitted with my endorsement along with the following attachments:

1. Policy Statement – Equal Employment Opportunity (EEO)
2. Policy Statement – Sexual Orientation and Gender Identity Harassment and Discrimination
3. Policy Statement – Diversity, Equity, Inclusion, and Accessibility
4. Policy Statement – Reasonable Accommodations for Persons with Disabilities
5. Policy Statement – Prevention of Sexual Harassment

We hope as people read these pages, they will see a workforce ready, willing, and able to do all it can to exceed the DLA Director's goals for the DLA Strategic and Companion Plans.

SAMUEL JANICE Digitally signed by  
E.1046995186 SAMUEL JANICE.1046995186  
Date: 2024.11.14 09:06:12 -05'00'

Janice Samuel  
Director  
DLA Equal Employment Opportunity, Diversity,  
and Inclusion

Attachments:  
As stated

## **1. Introduction**

### **a. Mission**

The key mission of the DLA Equal Employment Opportunity Diversity and Inclusion (EEODI) 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 fosters Diversity, Equity, Inclusion, and Accessibility (DEIA), and 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 EEODI Office in the Department of Defense.

## **2. Organization/Key Personnel/Total Personnel**

In 2021, the DLA began a reorganization, and in FY 2023, DLA EEO increased from 17 to 23 positions and made several significant hires by using special hiring authorities. In 2023, EEODI had hired Affirmative Employment and Diversity Specialists. In FY 2024, the department was able to upgrade the American Sign Language (ASL) position from a GS- 11 to GS-12, therefore hiring several needed permanent positions to support the growing ASL program.

DLA EEO Headquarters consists of 24 funded positions as follows: director, deputy director, disability program director, one management analyst (a change from administrative assistant), three staff directors, 12 EEO specialists (increase of three), two program analysts, interpreter schedule, and two interpreters to include managing a contractor to provide more when needed.

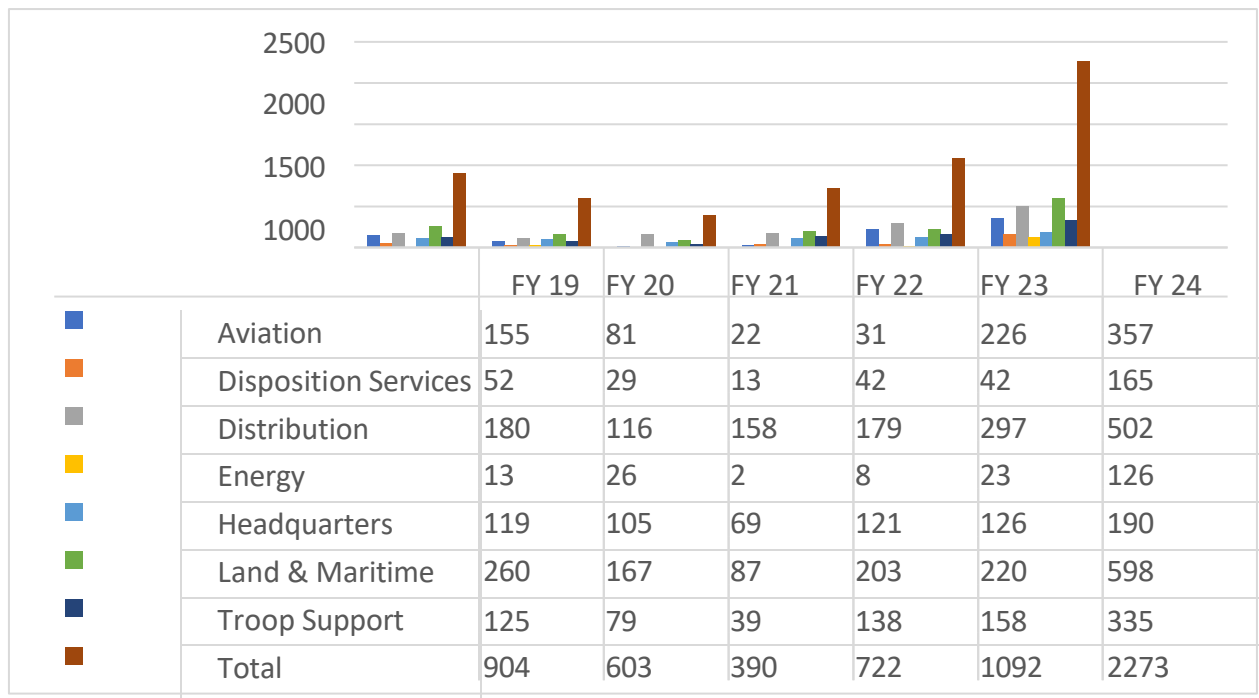
## **3. Historical Narrative**

### **a. Reentrance of DLA Workforce**

The DLA Reasonable Accommodation (RA) process was under construction to incorporate DLAs Reentry Guidelines containing an updated process post COVID changes for all returning back into the workplace. DLA Human Resources (J1) updated the definitions of Full-time telework, which required the EEODI to update the DLA Instruction (DLAI) 1440.01 and put some processes in place for RA related requests. The EEO Offices were required to pivot and adapt to the new process and guidance.

In FY 2024 under the new re-entry guidance DLA doubled the amount of RA requests processed, which equated to over 2200 RA requests across the Enterprise. This policy changes only allowed supervisors flexibility to offer up to two days of telework (Monday or Friday only) without the need to request a RA. This change in policy substantially increased the number of RAs requested for remote work and deviations from the DLA Telework Policy. During FY 2024 the decision makers for remote work and deviations to the telework policy RAs were at the HQs

senior level (two SES level approval authorities). Through the process the enterprise disability program director reviewed all packets and DLA General Counsel (DG) coordinated on all requests for legal sufficiency.



#### b. Technology

DLA EEO continued to work with DLA Information Operations (J6) on the new RA management system that went live Enterprise-Wide. Entelitrek RA (ETK RA) system provides a centralized processing and tracking system being used by all disability program coordinators (DPCs) at all major subordinate commands (MSCs). This system provides agency-wide automation of RA request processing through a workflow-based system that automatically tracks events, creates notices, and sends encrypted emails to protect possible personally identifiable information (PII). The system also allows storage of RA data, documents and records that hold PII or personal health information in accordance with DLA Records Management policy and retention periods (data retention). Throughout FY 2024 several concerns with the system (i.e., slowness of system, data points within the system, unable to run the reports we need, time and steps required to enter a request and closeout a request) were shared with J6 and the vender. These updates have still not been addressed. It has been determined that this system does not provide the necessary usage the DPCs need to adequately process, track, and report RAs.

#### c. Sign Language Interpreting Services

As of FY 2023, the EEODI, Diversity, Equity, Accessibility, and Inclusion (DO-D) has authorized two full-time American Sign Language (ASL) staff interpreters. Prior to completing the DO-D team, members stepped in to aided in managing the scheduling of ASL request and

services were rendered by the contracted vendors. ASL program struggled the remaining of the FY 2023 and it is projected to still be same status until new ASL interpreters are hired.

In FY 2024, an ASL scheduler was hired. There are currently three contracts to include one On Call contract and two Ad-Hoc contracts. 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 (J8) Directorate. The third on-call interpreter along with the ad hoc interpreters provide interpreting services support to the other McNamara HQs Building.

#### d. Diversity Initiatives

##### (1) Outreach

In FY 2024 our team focused on using and tying cross-functional mission efforts to dove-tail mission imperative efforts. With the start a collaborative partnership with DLAs (J1) CADRE of Recruiters; recruiting efforts became more inclusive of previously undiscovered and overlooked talent pools across the 27 diversity groups to ensure DLAs outreach and recruitment efforts attract data-driven talent. These efforts include attracting and keeping talent from former and currently transitioning service members (“Don’t let talent walk out!”), with efforts to convert them into either temporary, term, or permanent vacancies (“Try them before you hire them!”).

Furthermore, we have established memoranda of understanding with colleges and universities, to include historically black colleges and universities and minority serving institutes. Our team is key-stakeholder, advisor, and liaison for DoD-wide outreach and recruitment efforts (Taking the Pentagon to the People), intra-DoD career fairs (USO and Soldier for Life) to ensure a full-circle outreach and awareness program execution. A successful collaborative effort with DLA’s J62, Accessibility Branch in celebration and observance of National Disability Employment Awareness month, built bridges tying intersectionalities to foster inclusion, belonging, and accessibility across DLA. This partnership highlights the importance for hiring managers, supervisors, colleagues, IT, and service staff to comprehend access the important to our outreach efforts, to include educating hiring managers, human resources specialists, and mid-level and senior leaders about inclusive and innovative hiring practices, talent management, and psychologically safe work culture and removing barriers across the board. DLA has active partnerships with DoD agencies (e.g. Defense Service Support Center (DSSC) Disability Program Directorate (DPD) and the Office for Civil Rights and Equal Opportunity Policy, Office of the Under Secretary of Defense for Personnel & Readiness; our external Federal agencies (e.g. the Office for Disability Employment Policy (ODEP) under the Department of Labor, the Diversity and Inclusion division under the U.S. Office of Personnel Management (OPM)); Affinity groups (e.g. Blacks in Government (BIG), Federal Asian Pacific-Islander American Council (FAPAC), League of United Latino American Council (LULAC); and Advocacy groups (e.g. National Industries of the Blind (NIB), Gallaudet University, Ability One), to name a few. DLAs collaboration with all our partners is paramount as we rapidly innovate at speed and scale to solve problems.

## (2) Workforce Recruitment Program (WRP)

In FY 2023 DLA hired 14 WRP participants and one was noncompetitively converted to permanent; one transitioned into the PaCER program, and one was on-boarded for a term position (Not to Exceed 12 months). DLA has converted a total of 14 WRP participants to DLA workforce as followed DLA Distribution (4-temporary, one permanent), DLA Disposition Services (3- temporary 1-permanent), DLA Troop Support (1-temporary) and DLA HQ (3-temporary, 1-permanent).

Our team's outreach and awareness efforts within DLA have propelled the WRP talent pool to a preferred recruiting and retention platform. Hiring Managers appreciate the targeted efforts to find the right candidate for the right project or vacancy, at the right time, with the choice "to try them for 14 weeks before hiring them" at no cost to the business unit or DLA.

WRP participants enjoy the opportunity to get to know DLA and Federal employment while completing their (college) education or post-military service activities, prior to making a long-term career and employment commitment. DLA WRP team successfully established the bridge between WRP internship and the PaCER program, with the goal "to not let talent walk out of the door" and to serve as a stop-gap solution to long-term and hard-to-fill vacancies. DLA WRP is often by-name requested as a model program for its beyond successful execution, for consistent and consecutive stellar performance since the start of the program in 1995. Within and outside of the DoD, DSSC as well as ODEP leaders, DLAs WRP team is often referred to and called upon as "Subject Matter Experts" and "Success Story" for successful innovative execution of the program, and its former and current workforce comprised of WRP alumni is a testament to that.

## (3) DoD/Affinity/EEO Awards

DLA has active partnerships with DoD agencies (e.g. Defense Service Support Center (DSSC) DPD and the Office for Civil Rights and Employment Policy (OCREP) under the Under Secretary of Defense for Personnel & Readiness; our external Federal agencies (e.g. the Office for Disability Employment Policy (ODEP) under the Department of Labor, the Diversity and Inclusion division under the U.S. Office of Personnel Management (OPM)); Affinity groups (e.g. Blacks in Government (BIG), Federal Asian Pacific-Islander American Council (FAPAC), League of United Latino American Council (LULAC); and Advocacy groups (e.g. National Industries of the Blind (NIB), Gallaudet University, Ability One), to name a few. DLAs collaboration with all our partners is paramount as we rapidly innovate at speed and scale to solve problems. These collaborative partnerships have been the catalyst to our team's ability to create efficiencies in attracting, recruiting, and hiring candidates from undiscovered, previously overlooked, and underserved talent pools to overcome post-COVID workforce challenges, and to ensure DLA continues to be a model employer by fostering diverse talent into an inclusive and positive organizational culture to meet its mission. We will continue to adapt our strategies to reflect the constantly and rapidly changing, competitive work climate in which we operate. During FY 2023, DLA EEODI coordinated the nominations for Affinity, DoD and EEO awards throughout the Enterprise, which resulted with 12 winners for the WRP (4), FAPAC (2), BIG Military Meritorious Service Award (1); DoD/DLA Outstanding Employee with a Disability (2); and three EEO Achievement Awards by Employee, by Supervisor/Manager and by Organization (3), which brought the positive light this honor brings upon DLA.

## e. Special Emphasis Program Management

### (1) Observances

MSCs conducted multiple Special Emphasis Program (SEP) observances throughout the year, including nine DoD-endorsed activities such as: Martin Luther King Jr. day, Black History month, Women's History Month, Asian Pacific Heritage month, Juneteenth day, Women's Equality day, Hispanic Heritage Month, National Disability Employment Awareness month, and American Indian/Alaskan Native Heritage month.

### (2) Future Ops

The DLAI 1440.03 Special Emphasis Program Manager (SEPM) is going through the staffing process for its required update and to be considered Section 508 compliant.

#### (a) The SEPM/Affirmative Employment Program Manager (AEPM)

AEPM utilizes ADVANA which is the DoD's enterprise-wide, multi-domain data, analytics, and Artificial Intelligence (AI) platform that provides market-leading tools to perform data exploration, analysis, model development, data visualization. The SEPM/AEPM continues to obtain updated training and guidance with the ADVANA staff to identify data deficiencies and improve the delivery of data elements pertaining to supervisory and non-supervisory positions, including specific categories by Executive, Managerial and Supervisory positions for optimized reports, which will enable the identification of triggers and support barrier analysis efforts way forward. EEODI will continue to analyze and expand the identification of triggers upon the targeted implementation of the DEIA charter in FY 2024.

#### (b) DEIA Charter

In FY 2023, in accordance with (IAW) E.O. 14035, EEODI revised the DEIA Charter, utilizing OPM's DEIA Charter template. The updated charter remains under review. Once the DEIA committee is established, it will help DLA to conduct barrier analysis and identify perceived or actual barriers associated with hiring practices, personnel actions, upward mobility, retention, and other factors associated with retaining a well-trained and capable workforce. The committee will also analyze anomalies found in civilian workplace policies, procedures, and practices, focusing on the root causes that have the potential to negatively impact a particular group or groups of employees based on gender, ethnicity, race, sexual orientation, religion, age, or disability and devise a plan to eliminate those root causes. The revised charter is in alignment with DLAs Strategic Plan and is expected to be approved by DLA leadership in FY 2024. One GS-13 DEIA specialist was hired, and the second DEIA specialist will be onboard during the 1st Quarter of FY 2024. The DEIA program will collaborate with SEP initiatives in conjunction with the DEIA committee.

### (c) MOU Partnerships

EEODI and other MSC EEO offices have established and maintain relationships with over 15+ colleges/ universities, affinity groups and advocacy entities to enable recruitment of women, people of color and people with disabilities into entry-level employment and student internships through a MOU partnership process. A standard operating procedure is currently being drafted with a standardized MOU template to ensure partnership process effectively go through the staffing process, which will support our agency's expansion of DEIA goals way forward.

### (3) Affirmative Employment Program

FY 2023 MD-715 Report: This ensures that DLA meets compliance in accordance with EEOC guidance and that all employees and applicants for employment enjoy equality of opportunity in the federal workforce regardless of their race, sex, national origin, color, religion, genetic information, disability or reprisal for engaging in prior protected activity. As such, all agencies must proactively find and correct policies and practices that could impede fair and open competition in the workplace. In addition, agencies must implement an efficient, fair, and impartial complaint resolution process. The final FY 2023 report were reviewed and approved by multiple stakeholders, including Legal, HR and signed by the DLA Director and delivered to EEOC in April 2024. Additionally, EEODI responded to the EEOCs letter dated June 5, 2023, stating that:

(a) Expand Part I report for FY 2024. DLA continued to identify triggers and establish a Focus Group during FY 2024 to conduct barrier analyses, particularly on underrepresented Hispanic females, Hispanic males, and overall women, with Hispanic females as the highest priority.

(b) Initiate the compilation of statistical reports on Hispanic females in MCOs and in the applicant flow data pool which will be included in the FY 2024 report.

### (4) Affinity, DoD and EEO Awards

DO coordinated the nominations for Affinity, DoD and EEO awards throughout DLA, resulting with one winner for the Blacks in Government Military Meritorious Service Award; two winners for the DoD/DLA Outstanding Employee with a Disability; three winners for the EEO Achievement Awards by Employee (1), by Supervisor/Manager (1) and by Organization (1); and two winners for the Workforce Recruitment Program Participant of the Year (1) and Recruiter of the Year (1). These honors shine a positive light upon DLA.

### (5) Federal Asian Pacific Islander American Council (FAPAC).

DLA recruited at a virtual event sponsored by the Federal Asian Pacific Islander American Council (FAPAC) in conjunction with the Montgomery County College in Rockville, MD with four recruiters from the DLA Recruitment Cadre in September 2023.

EEODI hosted a monthly roundtable to discuss Special Emphasis Programs (SEP), and Affirmative Employment Program (AEP) matters, conduct on-the-spot training, and share best practices, trends, and solutions.

The DPM hosts a bi-weekly meeting with the DPCs to discuss RA procedural issues, concerns, and to advise and mentor the DPC's on any new guidance that comes out.

#### (6) Anti-Harassment Program

The DLA J1s Labor and Employee Relations office has continued to establish the agency's anti-harassment program and to incorporate this program as part of the agency Mission statement. Once up and fully running, this will all a tracking system that is designed to provide a resolution within 45 days. The following information is representative of the number of these cases worked by the agency:

(a) FY 2019, seven (7) cases with investigations completed within an average of three months.

(b) FY 2020, five (5) cases with investigations completed within an average of less than three months.

(c) FY 2021, twenty-one (21) cases with investigations completed within an average of less than two months.

(d) FY 2022, twenty-six (26)

(e) FY 2023, A total of 45 harassment cases were processed and resolved.

For all other complaints of harassment cases with an EEO basis, the EEO office facilitates performance of management inquiries during the pre-complaint process.

#### (7) Agency Management Reviews (AMR)

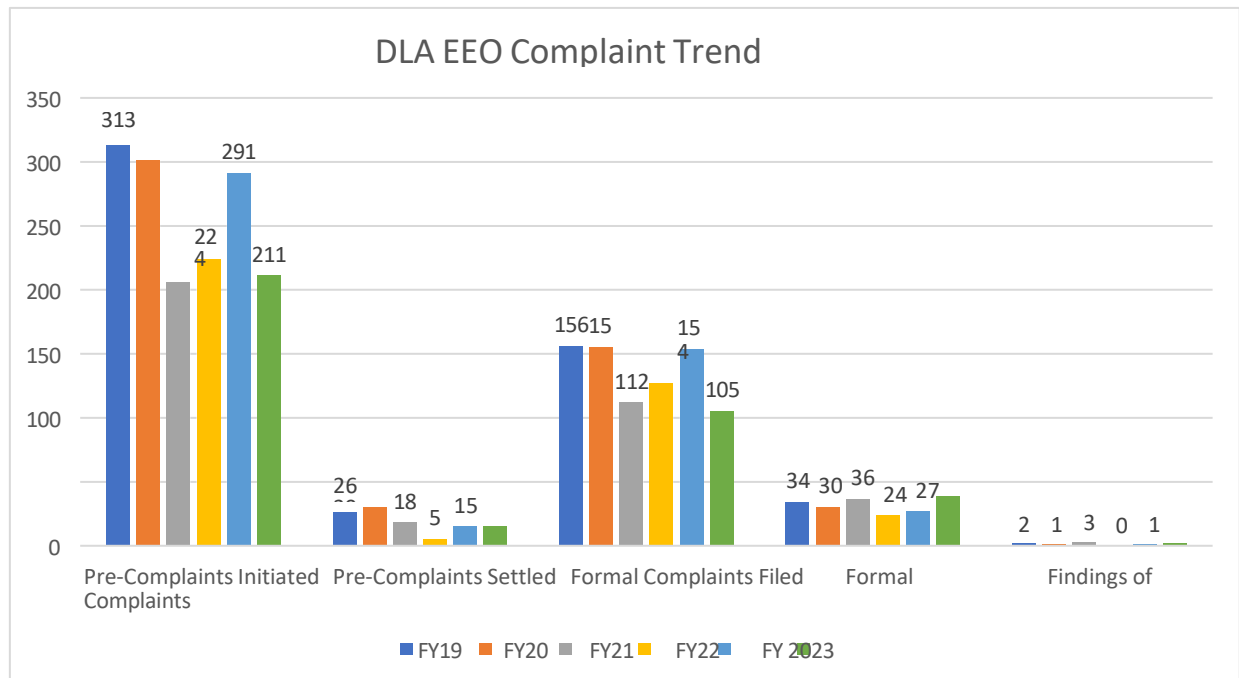
In FY 2024, DLA HQ conducted an AMR of DLA Disposition, DLA Distribution, DLA Energy, and DLA Troop Support EEO Offices. A comprehensive review was conducted on their compliance with the laws, regulations, policies, and procedures covering operations in selected areas, such as EEO complaints program management, Disability and RA program management, and Affirmative Employment and Diversity programs.

#### (8) EEO Complaints

As compared to FY 2023, pre-complaints that were initiated slightly decreased in FY 2024; however, the number of pre-complaints settled as compared to previous years remained steady. As compared to FY 2023, the number of formal complaints filed slightly decreased, and there was an increase in settlements than in previous years. In FY 2024, it took DLA an average of 27 days to accept or dismiss formal complaints of discrimination. In FY



2024, pre-complaints were lower than in prior years, this up-tick was a result of the increase of RA and the length of time to process and decisions regarding the outcome of accommodation lead personnel to file EEO discrimination compliant cases.



#### (9) Untimely Final Agency Decisions (FADs)

In FY20, there were 75 EEO complaints awaiting FADs, of that 28 (37%) were issued untimely decisions, with two (7%) of the decisions issued timely within 60 days of the request. In FY22, 86 FADs were issued, with 20 (23%) timely decisions issued within 60 days, and 66 (77%) of the decisions were untimely. In FY 2023, a total of 61 FADs were issued, with 28 (46%) timely decisions issued within 60 days, and 33 (54%) of the decisions were untimely. In FY 2024, a total of 72 FADs were issued, with 68 (94%) timely decisions issued within 60 days, and 4 (6%) of the decisions were untimely.

#### (10) Untimely Investigations

During FY20, DLA did not complete investigations within the applicable timeframes. In FY21 in the 1st Quarter, training on the process and requirements for requesting EEO evidentiary data were provided to the seven (7) EEO offices. Complaint data was reviewed monthly and the completion of timely EEO investigations improved. Of the 108 completed investigations, 76 (70%) were timely and 32 (30%) were untimely. At the end of FY21, a new investigator contract was awarded. In FY22, 87 of 90 (97%) completed investigations were timely and 3 cases (3%) were untimely. In FY 2023, 103 investigations were completed with 88 (85%) timely cases, and 15 (15%) untimely cases. As compared to FY 2023, there was a slight increase in investigation as compared to FY 2023. In FY 2024, 87 of 104 (84%) completed investigations were timely and 17 cases (16%) were untimely.

#### (11) Trigger Analysis

DO-D is planning to assemble a tiger team in the near future to address the identified deficiencies in the barrier analysis process of the report. Some of the items were: (1) Barrier analyses need to be re-initiated but acknowledged limited staffing and insufficient data elements impacted the ability to identify triggers and conduct barrier analyses. (2) Part I – barrier analyses on Women and People of Color, particularly on Hispanics. (3) Examinations will include such as recruitment, training, glass barriers, merit promotion processes, qualification processes, hiring practices, perceptions, and other sources. (4) Improve the collection of data elements (see next paragraph below).

An in-depth statistical review from all personnel actions stemming from new hires, awards, promotions, separations, and diversity workforce will be conducted on both Hispanic females and males after a tasker plan in the FY 2023 MD-715s Part I with three guides will be released in FY 2024 (see tasker plan at the last paragraph under subparagraph 8).

#### (12) Ongoing Barrier Analysis

In FY 2024 DO-D continued to meet with J1 Reports to review and discuss the requirements for additional data elements for the EEOCs annual MD-715 report and other required reports pertaining to the hiring, training, advancement, and retention of our workforce, including those who are Women, People of Color and People with Disabilities (known as EEO protected groups).

In FY 2023, DO-D met with the J1 Reports. This meeting pointed out that concisely, diversity trends have changed with greater scrutiny on the Federal and DoD workforce (including DLA) since the Executive Order 14035 on DEIA in June 2021 directed federal agencies to conduct preliminary assessments on their DEIA efforts. It mandated them to develop a strategic plan that identifies actions to advance DEIA in the workforce and remove any discriminatory barriers. Thus, it became essential to effectively measure our workforce demographics representation and its trends in governing the collection, use, and analysis of demographic data related to diversity in the agency's overall workforce composition, senior workforce composition, employment applications, hiring decisions, promotions, pay and awards, training, professional development programs, and attrition rates.

A number of missing or deficient data elements were reviewed and noted where triggers could not be readily identified such as glass ceilings, glass walls, underrepresentation not in parity with the National Civilian Labor Force and particularly in leadership positions. HR Reports agreed to revise and add the collection of key data elements to ensure triggers impacting EEO groups can be readily identified and enable barrier analyses across the Enterprise needed to meet all DEIA objectives, starting with the improved workforce data ending FY 2023 way forward.

DO-D initiated Part I in the FY 2023 MD-715 report with a DLA Enterprise with EEO plans (outlined in Part H) to eliminate barriers on Hispanic women and to identify the root causes of disparities in equal employment opportunities for Hispanic women in grades GS-9 to GS-15 workforce. A tasker plan will be released in FY 2024 will include three guides: (1) DLA-MSF Focus Group Guide: A self-explanatory slides on what a focus group is and what purpose it serves to MSF on how to organize and establish their focus groups; (2) DLA-MSF Focus Groups Plan & Guide: Provides guidance to all MSF leadership roles to lead their respective

focus groups on Hispanic Women and Men; and (3) a DLA-MSD Focus Group Questionnaire addressed to Hispanic employees who are concerned about their experiences in the workplace with a safe plan to express themselves in confidentiality. From there, actual triggers may be readily identified with a barrier analysis plan slated in early FY25.

#### **4. Conclusion**

DLA EEOODI held an EEO Training Symposium in September 2024 to train its workforce in complaints, RAs, FADs, barrier analysis, etc. As the workforce re-enters DLA EEOODI remains diligent and focused on the workforce. The ability of our government to meet the complex needs of our nation and the American people rests strongly on the dedication of its people. Federal agencies must position themselves to attract, develop and retain a top-quality and diverse workforce. The DLA EEOODI stays committed to enforcing best practices throughout the agency. The Agency's ability to attract, develop, and retain a diverse, 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 2024 Historical Report



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

October 16, 2024

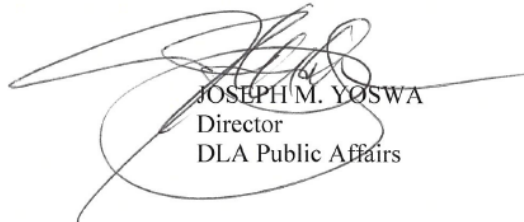
MEMORANDUM FOR DLA HEADQUARTERS, ATTN: DLA HISTORIAN

SUBJECT: DLA Public Affairs Historical Report

I am exceedingly proud of all DLA Public Affairs accomplished during Fiscal Year 2024. In addition to hiring people and settling into a new organizational structure, the team won awards for its writing and impressed audiences with its video production. It also coordinated messaging for the agency and fulfilled all responsibilities incumbent upon its status as an independent office in a federal agency.

Key accomplishments during the year include having 9 DLA Today articles picked up by the Defense Department for republishing on its website, answering 36 media queries, facilitating 8 key leader interviews, coaching senior leaders through 2 speaking engagements, publishing historical monographs on the agency's participation in the First Gulf War and Operation Enduring Freedom, finding a venue for the director's white paper, producing 100 videos, live-streaming 31 events, visually depicting the agency's new strategic plan, and announcing 554 contract awards.

The following report details the great work DLA Public Affairs accomplished in FY 2024.

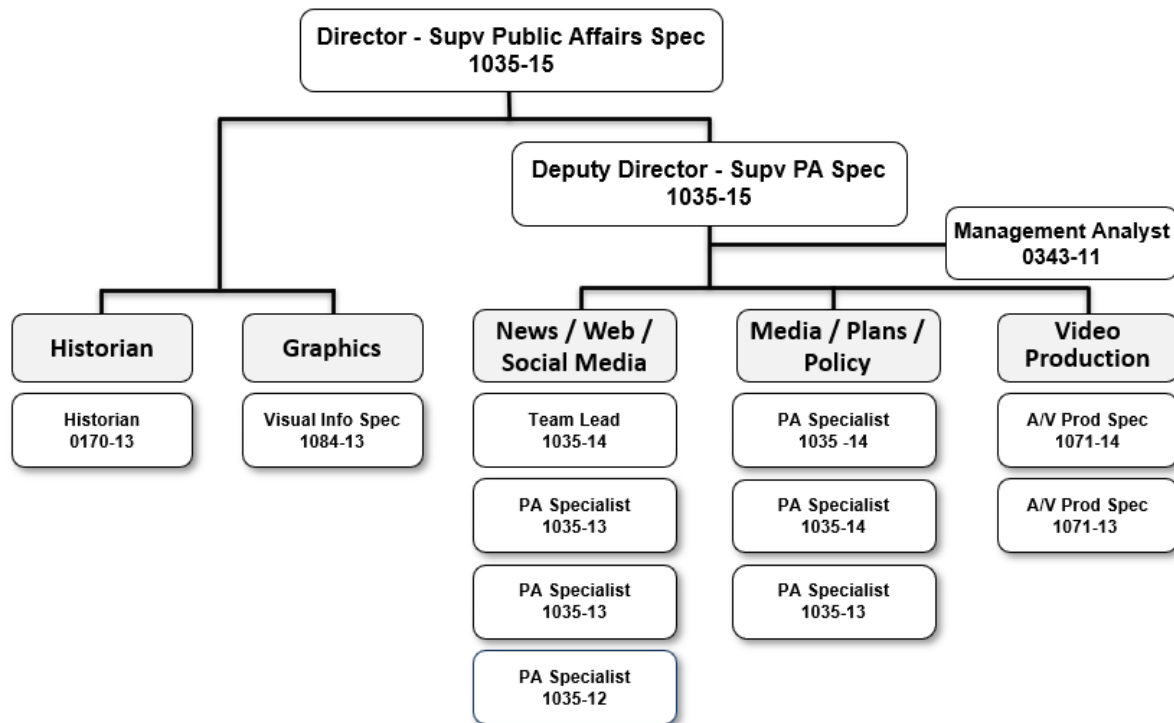
  
JOSEPH M. YOSWA  
Director  
DLA Public Affairs

## 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 consists of two GS-15 supervisors, four sections (News/Web/Social Media, Media/Plans/Policy, Video Production, History Program), and a management analyst.



## 3. Key Personnel

DLA Public Affairs is led by the two GS-15s. The director is Joe Yoswa (April 2014 - present). His deputy is Kathleen Rhem (January 2023 – present).

## 4. Total Personnel

DLA Public Affairs has fourteen DoD civilians in five federal job series.

## 5. Historical Narrative

After a high-level of staff turnover and an internal reorganization, DLA Public Affairs has continued to form, storm, and norm in order to be fully comfortable in its new structure. The staff spent much of FY 2024 forming, in part because it took eleven and a half months to fill the last of DP's fourteen positions and in part because public affairs staffs at major subordinate

commands were going through their own generational change. Of the six MSC PA teams, four received new public affairs officers, the DLA Land and Maritime public affairs officer began her second year in the position, and the DLA Troop Support public affairs officer lost several writers to other positions in her command and DLA Headquarters. The year ended with public affairs billets unfilled at DLA Energy.

The broader DLA enterprise entered the storming phase of team development when Army Lieutenant General Mark T. Simerly replaced Navy Vice Admiral Michelle C. Skubic as director in February. Lieutenant General Simerly immediately started putting the agency on a wartime footing. DLA Public Affairs contributed to this effort through publication, web support, editing, and communications planning. The first iteration of its support was finding a venue for a white paper the director wrote with Air Force Colonel Wes Adams. It will be released in the November-December issue of *Defense Acquisition*. The second iteration was establishing a Microsoft Teams page where executive board members can opine on contested logistics challenges and the studies their teams are writing to address them. The third iteration involved editing the director's strategic plan and composing a communications plan for its rollout.

DLA's two video producers spent the year propagating themes emphasized by the director. The senior producer filmed ten more entries in her "Logistics in Action" series as well as seventy-eight other videos. Key among these other videos were long productions for the agency's Hall of Fame and Workforce Recognition ceremonies and shorter ones on the agency's participation in the "RIMPAC" exercise and training events in Europe. DLA's other producer was just as busy, advertising the agency's rapid deployment team, highlighting DLA Energy's quality control capabilities, acclaiming DLA Aviation's reverse engineering, and facilitating live-streaming events in the DLA auditorium. He is currently working a three-part series on the DLA Acquisition workforce and an informational video on contested logistics in the Indo-Pacific region.

Despite focusing more on the past than the future, the DLA historian helped the director overcome resistance to his readiness pillar by working with DP's visual arts technician on a timeline depicting change throughout agency history. The timeline helped Lieutenant General Simerly brief DLA leaders and former directors on his new direction. A second DLA historian accomplishment was authoring accounts of the agency in Operation Enduring Freedom – distributed in booklet format – and the First Gulf War, which the DLA chief of staff emailed to the executive board.

The expertise DP's editor and visual arts technician bring to the staff will guide it through its storming phase. Case in point is the director's new strategic plan. The product is as visual as it is textual and this, along with the many versions needed to achieve perfection, absorbed weeks of his time. The DLA Public Affairs editor is also the staff's lead writer. She wrote seven of the nine agency articles picked up by the Defense Department for publication on its website this FY. Together these two experienced DP hands mentored new members of the News/Web/Social Media team and helped its chief – another long-serving DP professional – enhance output through his three media channels.

Organizationally, DLA Public Affairs clarified the division of responsibilities between its two core teams. The News/Web/Social Media team is now fully staffed. Duties once overloading two employees are now distributed equitably among four. Last year's Media/Plans team is now the Media/Plans/Policy team. Director Joe Yoswa and Deputy Director Kathy Rhem staffed this team by assigning a GS-14 the policy lead and welcoming two former DP employees back to the office. Plans/Media/Policy spent the last months of the fiscal year storming through Lieutenant General Simerly's initiatives. The team is also initiating DP's norming stage by rewriting instructions, formal documents standardizing PA practices across the agency. These documents include a central "public affairs" instruction and specialized guidance on social media, video production, and branding.

DLA Public Affairs's director and deputy director mitigated unnecessary storming by focusing the staff on agencywide coordination and headquarters reporting. Success in this effort can be seen in the agreement reached with the Agency Synchronization and Operations Center for it to track overnight developments affecting workforce status. Other fruits of their efforts include two new service contracts. One new contract outsourced logistics article dissemination (the "clips contract"). It added hours of daily productivity to public affairs-trained members of the staff. The second contract provides strategic communications support. Signed shortly before the FY ended, it will help DP coordinate media engagements, the director's campaign of learning, and incident response.

These new contracts were in addition to three existing contracts and an effort to message the workforce. The lead video producer manages a contract that allows her to store videos, providing a databank of material for that can be used in fresh projects. DLA Public Affairs also continued its contract for social media support, with followers growing in number from month to month and engagement rates roughly two-to-three times higher than industry standards. DP renewed this contract in September, with the option to extend service through 2029. The third preexisting contract aided the News/Web/Social Media chief in maintaining the agency's public-facing website. Finally, the video team installed internet protocol television at the agency's Philadelphia, Columbus, and Richmond headquarters. IP-TV centralized programing for command information and people-focused productions.

Helping Joe Yoswa and Kathy Rhem lead DLA Public Affairs through forming, storming, and norming was the staff's management analyst. This individual served as the DP's conduit with other agency elements, receiving taskers and, if not completing them herself, assigning them to the person most capable of doing so. She likewise collected information, made it understandable, and forwarded it to the appropriate office, on time and to standard. Her professionalism will help DLA Public Affairs survive its forming, storming, and norming.

# Defense Logistics Agency

## DLA Transformation (DT) Fiscal Year 2024 Historical Report



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

November 19, 2024

MEMORANDUM FOR COMMAND HISTORIAN

SUBJECT: DLA Transformation (DT) Fiscal Year 2024 History Report

I have reviewed DT's submission for chronicling Defense Logistics Agency history for fiscal year 2024 and would like to forward my endorsement.

Contact Leslie Horne with any questions at (571) 835-0228 or [leslie.horne@dla.mil](mailto:leslie.horne@dla.mil).

  
ALEETA D. COLEMAN  
Director  
DLA Transformation

Attachment:  
DLA Transformation Historical Report for FY 2024



## **1. Introduction**

### **a. Mission**

Advises and assists the DLA director and executive board with formulating and executing the agency's strategy. Leads development of the agency director's strategic plan, executes governance, manages policy, processes, and improvements, and oversees and conducts special interest initiatives projects. Leads agency programs by providing centralized management (guidance, tools, and training), performance monitoring, and integration across organizational boundaries. Conducts special projects and studies to enhance or improve both internal and external agency engagements, decision making, policy, and processes.

#### **(1) Strategy, Policy, and Governance (SPG) Division**

Transforms 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 policy, forms and enterprise organizational alignment. Conducts special studies, analytics, and strategic integration to respond to OSD-level requirements.

#### **(2) Enterprise Process Management Division**

Integrates DLA strategic vision and mission in support of various programs and special projects; oversees agreements and internal review programs, facilitates integration across the D-staff for the DLA chief of staff for risk management and internal controls; leads the agency management review (AMR); executes special projects and studies aligned to strategic priorities; as a core function in process management, manages continuous improvement, enterprise process management, and academia programs along with special studies, analytics, and strategic integration to deliver effective, efficient, and measurable outcomes; and oversees enterprise strategic integration efforts.

### **b. Summary of key event and activities in Fiscal Year (FY) 24**

During FY 2024, DLA Transformation led exceptional support across the agency, playing a pivotal role in the seamless transition of leadership from Vice Admiral Skubic to Lieutenant General Simerly. Our team led the charge in updating the DLA Strategic Plan, aligning it with the four imperatives —people, precision, posture, and partnerships—while maintaining a steadfast commitment to DLA's core values and mission.

## **2. Key Personnel**

- a. Ms. Aleeta D. Coleman, director, DLA Transformation (September 2020 – present).
- b. DT has two divisions.

#### **(1) EPM is led by Ms. Heather Vickers (October 2021 – present)**

(a) Enterprise Strategic Integration branch chief – Leslie Horne (December 2023 – present)

(2) SPG is led by Mr. Todd Lloyd (April 2023 – present)

(a) Policy branch chief – Sabrina Dewalt (January 2022 – present)

### **3. Total personnel**

DLA Transformation has 29 authorizations with 21 DoD civilian-filled positions. These personnel serve as program managers and strategic integrators supporting cross-collaboration and enterprise level programs and projects.

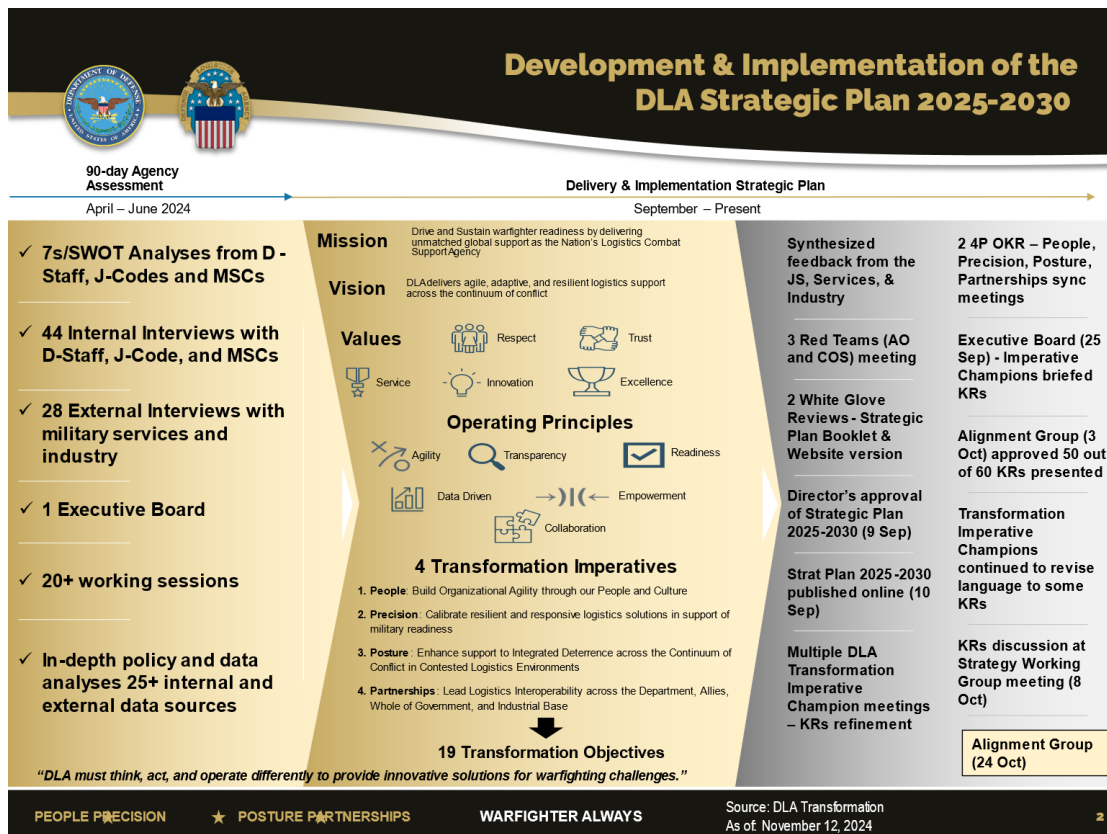
### **4. Historical Narrative**

DT had several areas of focus during FY 2024. These included:

#### **a. DLA Strategic Plan**

The Strategy Program develops and maintains the DLA Strategic Plan, strategy management system, and conducts special projects and analysis for OSD-level initiatives and studies. The DLA Strategic Plan is refreshed every 2-3 years with an extensive environment scan conducted every 4-6 years. The Strategic Plan defines the agency's future direction (2-5 years) and addresses the "what" DLA will be doing and the "why." The plan is comprised 4 Imperatives and 19 supporting objectives ([DLA Strategic Plan 2025-2030](#)).

In February, DT began the process of evaluating the DLA Strategic Plan 2021-2026 and created a plan for publishing the updated strategic plan by September 30, 2024. To kick-off the development plan, a 90-day agency assessment was conducted. This assessment tasked each DLA organization to perform a McKinsey's 7S and SWOT analysis. The assessment also included environmental scans which included 44 internal DLA interviews, 28 external interviews, 20+ working sessions, and in-depth policy and data analyses of 25+ internal and external data sources. To support this effort, DT facilitated a senior-leader offsite in June to enable collaboration as the organization created updated imperatives, objectives, and key results.



The focus on “People, Precision, Posture, and Partnerships,” is grounded in the DLA mission, vision, enduring DLA values, and operating principles. On September 21<sup>st</sup> the DLA Director launched the DLA Strategic Plan 2025-2030 “DLA Transforms: A Call to Action.”

## b. DLA Agreements

The DLA Support Agreements program establishes policy, assigns responsibilities, and provides procedures to write, negotiate, and manage the support agreements lifecycle. Support agreements are negotiated arrangements between parties to provide or receive support or create a relationship. Agreements may provide for the transfer of funds (reimbursable) between trading partners, or they can be an agreement without the transfer of funds (non-reimbursable). The program provides agency level oversight, support, and guidance to the organizational support agreement managers; writers; and DoD, federal and nonfederal trading partners.

After a review of the Agreements Program, DT’s Program Manager led an effort to digitize the streamlined processes that support the execution of \$368 billion worth of agreements with DLA customers and partners. By leveraging the ServiceNow platform, the process for tracking the execution of agreements can be seen without requiring building spreadsheets.

## c. Agency Management Review (AMR)

The AMR program’s mission is to conduct an objective analysis to assist DLA identify areas of vulnerability and improve overall program performance and operations across the

agency. To achieve this the AMR program manager leads a formal evaluation of select agency programs and processes identified by J-code and D-staff directors. The evaluations offer a way to identify trends and strengthen performance.

The new AMR program manager arrived December 2024 and updated standards for planning and documenting an AMR through its lifecycle. Using these new standards, DLA has reviewed DLA Aviation, DLA Land & Maritime, DLA Troop Support, DLA Distribution, DLA Energy, and DLA Disposition Services.

#### d. D-Staff Risk Management and Internal Control

The D-staff Risk and Internal Control administrator ensured the successful completion of program and process reviews in support of the DLA annual statement of assurance. The goal of the program is to guide the review and documentation of risks and internal controls in collaboration with D-staff directors, assessable unit managers, sub-accessible unit managers, and risk owners.

FY 2024 saw a strengthening of the risk management program across DLA. This year saw the first complete test of all D-staff entity level controls (ELCs). All ELCs passed the test of design efforts and 83%, or 10 out of 12, of ELCs passed the test of effectiveness.

#### e. Enterprise Investment Program (New)

The Enterprise Investment (EI) program aims to optimize the utilization of investment resources through a rigorous process to document and justify change requests with decision quality analytics for budget requests, facilities and contracting requirements. It ensures financial discipline and transparency through the alignment group and executive board. The program also includes a post-investment review to assess and rationalize resource utilization and drive continuous improvement.

As a part of this program, the EI program manager, established the post-investment review process. This process established the standards for DLA leaders evaluating the implementation and understanding of the initiatives. By establishing this program and standardizing documentation, DLA can conduct thorough reviews of all requests and then the impacts to agency once the investments have been approved.

#### f. Enterprise Organizational Alignment (EOA) Program

The EOA program establishes policy, assigns responsibilities, and provides procedures to plan, coordinate, approve, and implement organizational alignment changes to maintain organizational structures. In FY 2025, the EOA program will continue to focus on program health and performance and stakeholder engagement and experiences.

The EOA program cycle has continued to trend downward for days required to process and complete a general order. As of October, eight general orders were completed with four completed in under 90 days. The program is currently processing 15 general orders in various phases of the process. Also, this year the program updated associated documentation with a business process narrative, an updated master process checklist, a desk guide, new and improved document templates, and conducted numerous group and individual training events.

Finally, the program has collected four years of complete metrics and made a decision to adjust the metrics to make it more of a challenge to achieve green status.

g. Enterprise Process Management (EPM) program

The EPM program manager provides strategic integration across organizational boundaries by reducing duplicative efforts; facilitating process reviews; and developing policy, guidance, tools, and templates. Documentation developed in collaboration with process owners, process cycle integrators, DLA Enterprise Risk Management, enterprise architecture, and agency audit teams includes well documented and controlled end-to-end business cycle processes with measurable outcomes. The work completed by the EPM program is the foundation from which DLA can make agile adjustments to processes.

During FY 2024, the program manager facilitated the documentation of the 11 end-to-end business cycles processes associated with procure to pay, order to cash, plan to stock, budget to execution, environment management, fund balance with treasury, hire to retire, excess to disposal, acquire to retire equipment, acquire to retire real property, and record to report.

h. Continuous Process Improvement (CPI) program

The CPI Program Management Office (PMO) (HQ CPI PMO) establishes policy, assigns responsibilities, and provides procedures to increase the effectiveness and efficiency of DLA operations. The CPI PMO provides various services ranging from process mapping to Lean Six Sigma training and certification, and data analysis. The methodologies leveraged by the CPI PMO promotes a deliberate data-oriented approach to improving efficiency, effectiveness, reliability, quality, and productivity. Through these improvements, CPI projects achieve savings; avoid costs; improve efficiency, ensure effectiveness, enhance quality, increase safety, and establish auditability; and reduce risk.

In FY 2024, the CPI PMO re-established the Enterprise Process Improvement Council as the Enterprise Performance Improvement Council focused on the development and successful execution of strategically aligned CPI projects at the enterprise-level and over 340 students across DLA completed training at various levels and methodologies of improvement which continues to build DLA's organic support base.

i. DLA Issuance Program

The DLA Issuance program serves as the agency's principal adviser to manage and lead policy with guidance, tools, and training. It establishes and maintains DLA's publications system for promulgating DLA Issuances. Issuances are directive-type memorandums, policy instructions, manuals, handbooks, regulations, and standard operating procedures. Joint service publications are managed IAW agency procedures coupled with the defense agencies and military services. The program establishes and maintains the agency's system for the design and management of DLA organizational and Issuance elements. The Issuance program supports and reinforces agency's Plain-Language Writing program. It informs policy management practices for DLA organizations through effective training, guidance, awareness campaigns, actionable goals and objectives, and communities of practice.

FY 2024, the program oversaw the publication of (22) delegation of authority documents, (12) organizational policy letters, and (135) published issuances. The program produced an onboarding desk guide and roadmap for continuity of established processes and procedures. The program highlights and empowers the use of internal controls designed/documented in published issuances are critical to the success of our Risk Management and internal control program. They should accurately reflect the control design, clearly demonstrate the mitigation of associated risks, and communicate control execution details to the user. Ensuring quality control language in DLA documents improves operational effectiveness & efficiency and fosters compliance with governance directives and supports audit objectives. Internal controls are the mechanisms put in place to mitigate identified risks and provide reasonable assurance that we are meeting our objectives. Internal controls can be designed to prevent or detect errors or anomalies within the system or process. Control activities can be fully automated, manual, or a combination.

#### j. DLA Forms Program

The DLA Forms program serves as the agency's principal adviser to develop and manage forms to increase the efficiency, effectiveness, and accuracy of data collection and management within the agency to enable subject matter experts, process owners, and key stakeholders to streamline and standardize program processes. Forms are business tools that serve as internal controls for managers to collect, compile, analyze, and document the performance of their programs in a consistent, controlled, and repeatable way.

The DLA Forms program is a part of the Joint Enterprise Licensing agreement specifically for Adobe Experience Manager. Many forms become official agency records and evidential matter allowing DLA to meet audit requirements and sustainment. All official forms are prescribed by a DLA issuance.

In FY 2024, the DLA Forms program accomplished the following:

- (1) DLA Forms Management technical support – forms/application design development of new forms: 17
- (2) Quality assurance/user acceptance testing: 24
- (3) DLA forms management – publication: 22