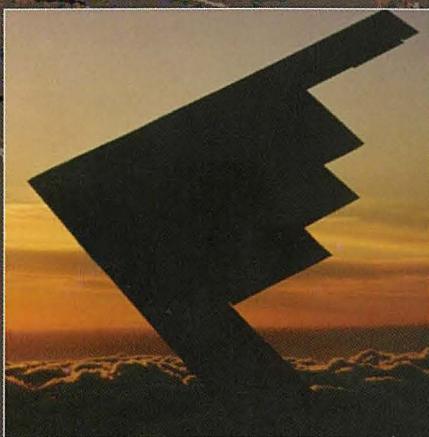
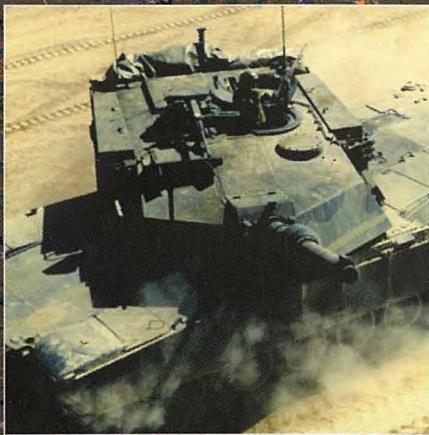




# THE DEFENSE LOGISTICS AGENCY

AMERICA'S LOGISTICS COMBAT SUPPORT AGENCY

## 1998 STRATEGIC PLAN



Focusing  
for the  
21st Century



VISIT DLA ON THE WEB AT

<http://www.dla.mil>



# DIRECTOR'S MESSAGE

## To All Members of the Defense Logistics Agency

Lieutenant General  
Henry T. Glisson, USA  
Defense Logistics Agency

In October, the Defense Logistics Agency celebrated its 36th anniversary. What a great history we have. Since its establishment as the Defense Supply Agency in 1961, DLA'ers have supported every war, every major contingency, every humanitarian relief operation, every theater of operations where our sailors, airmen, soldiers, and marines have been deployed; ensuring victory by America's Armed Forces by providing required supplies and services, when and where needed, around the clock, around the world. Two unit citations attest to our focus and ethos as America's Logistics Combat Support Agency.

That is why DLA'ers -- Active and Reserve Component, military and civilians -- have been and will remain valued members of the warfighting team. But we can't rest on our laurels. We are entering a new century which will provide the most significant period of change in our Armed Forces since World War II. As modern warfare increases in technological sophistication, speed and complexity, logistics and acquisition organizations and systems must change to keep pace. Joint Vision 2010 and its Focused Logistics tenet describes this future state. To remain relevant the Defense Logistics Agency must reshape and refocus itself and apply the same innova-

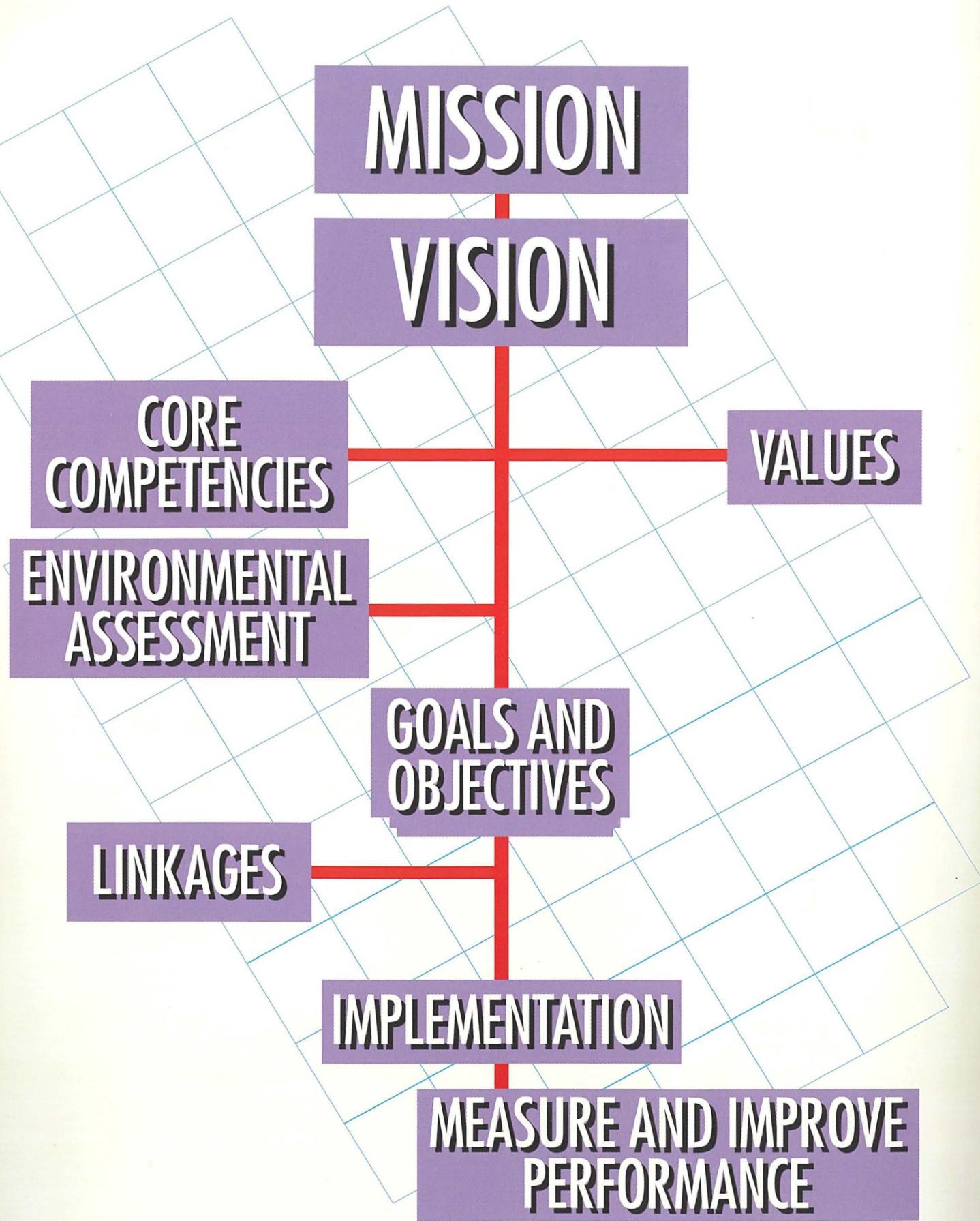
tion, teamwork, warfighter focus, selfless service, and professionalism that made us so successful during the past 36 years. What we will do will not change. How we do it will.

The purpose of this strategic plan is to start us on that journey and provide a roadmap to the future. It defines our vision, mission, values, goals, and objectives. It also establishes metrics to measure our progress. To make it successful will require all of us working together as a team, sharing our talents, skills, and encouragement -- caring for each other. The destiny of a 21st Century DLA is in our hands. Join me and the entire DLA team to make this plan a reality. By sharing a common vision and working together, there is nothing we can't achieve. Our opportunities are limited only by our imagination.

**HENRY T. GLISSON**  
Lieutenant General, USA  
Director



# THE DLA STRATEGIC PLAN



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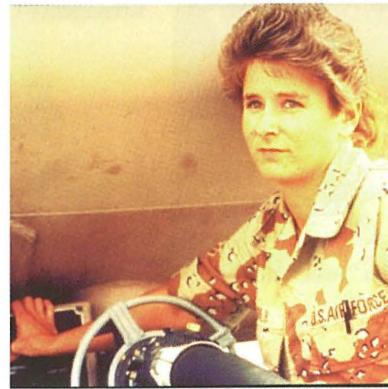
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# THE DEFENSE LOGISTICS AGENCY

## OUR MISSION...

To provide acquisition and focused logistics support to America's Armed Forces in peace and war--around the clock, around the world.



## VISION...

To be America's logistics combat support agency... the warfighter's choice for integrated life cycle solutions through teamwork and partnership.



# THE DEFENSE LOGISTICS AGENCY...



We are Team DLA. We are proud!

# DLA



Since its establishment in 1961, DLA's mission has grown far beyond providing centralized management of consumable items of supply, the federal supply catalog, the DoD industrial plant equipment reserve, and the surplus disposal program on behalf of all the Military Services. DLA has evolved into a logistics combat support agency with broader and more complex DoD and joint missions. Political mandates. Military operations.



Emergency relief. It now takes large-scale logistics to defend America's interests and commitments around the world. At DLA, we're quietly at work behind the scenes every day, doing whatever it takes to help put equipment, weapons systems, services, and supplies wherever they're needed by America's warfighters, anywhere in the world and at the lowest possible cost. We accomplish this primarily through two organizations: the Agency's Defense Logistics Support Command, responsible for materiel management, and the Defense Contract Management Command, responsible for acquisition management. Both organizations have overseas



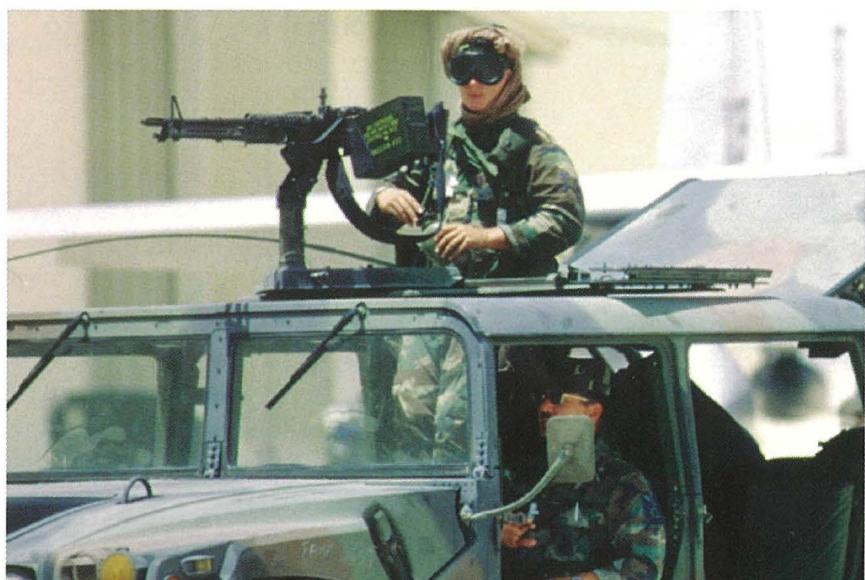
# THE DEFENSE LOGISTICS AGENCY



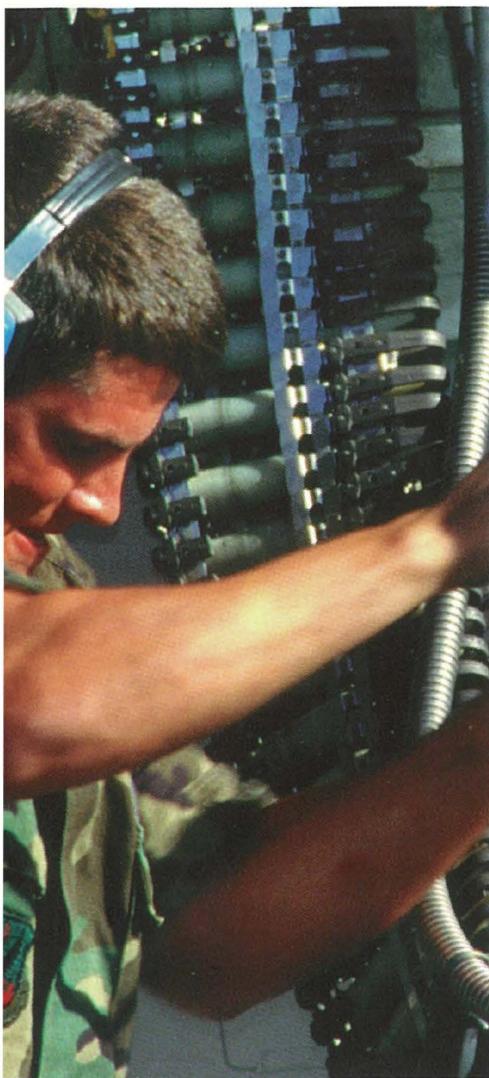
presence (DLA-Europe, DLA-Pacific, DCMD-International) to ensure we're working with the warfighters, wherever they are around the world as an integrated part of their team, to enhance their readiness posture. Our five supply centers, one distribution center, three contract management districts, three service centers, two administrative centers, and our talented workforce and supporting staffs are postured to meet our constantly changing mission. Reengineering, reinvention, and innovation are words which describe how we approach our work. We know that there is a laser-thin line between being "lean" and being unprepared.

It's our job to ensure warfighters are never logistically unprepared. So we are ever mindful as we serve as the catalyst in this Revolution in Business Affairs--working in partnership with industry and our customers to provide the best possible support at the least cost. Every day, thousands of DLA civilian and military personnel act on their own personal commitment to do "whatever it takes" to support the warfighters

because they know the urgency and value of their actions. It is this spirit or ethos which must permeate every part of DLA as the glue that binds us to our ultimate customer--America's soldiers, sailors, airmen, and marines. It is a responsibility we take very seriously.



# OUR CORE COMPETENCIES



## Core Competencies: the unique combination of skills, processes, technologies and knowledge bases in which we excel.

### **Agile Combat Logistics**

**Support:** As combat forces become increasingly dependent on small, agile fighting units which can mass effects rather than forces, our logistics support is tailored to meet the requirements of these units. Such requirements demand more agile and responsive logistics support which can reliably reach these forces with precision, on short notice, and in a secure information environment. The hallmarks of such a support structure include high speed information processing, rapid identification and direction of materiel and services through total asset visibility, and continual movement when materiel is placed in transit.

### **Rapid Worldwide Crisis**

**Response:** DLA is poised to quickly provide increased, specialized logistics services and contract administration as needed to support emergency operations--ranging from war and full scale military engagements to peacekeeping missions, humanitarian assistance, and relief efforts for natural or human caused disasters. DLA systematically maintains con-

tingency response capabilities by continuously engaging in deliberate crisis planning with Commanders-in-Chief (CINCs) around the world matching DLA support with warfighter needs. Our Logistics Readiness Center monitors world events and serves as the command and control link to the Joint Staff and DLA components around the world. As world events develop, we deploy contingency support teams and other experts throughout DLA--Defense Contract Management Command, Defense Energy Support Center, Defense Reutilization and Marketing Service, and Inventory Control Points--to the scene to concentrate the Agency's full resources on supporting the warfighters. DLA is no longer a CONUS wholesale operation, but is instead a partner with customers to tailor ways to place quality logistics support and services directly in the hands of the warfighters.

### **Integrated Combat**

**Logistics Solutions:** DLA is a logistics combat support agency, and as such, we ensure the solutions we

# OUR CORE COMPETENCIES

develop are equally applicable in peace and war. Second, our customers turn to us for **integrated** logistics solutions --integrated from two standpoints:

--Integrated throughout the supply chain to represent the best value and performance across all aspects of the supply chain from industry to the customer, not just across DLA's piece of the supply chain; and

--Integrated throughout the Agency to represent not just an acquisition, distribution, supply management or disposal solution, but a solution which transcends any single business area and integrates aspects of all business areas and as appropriate, the commercial sector.

## **Integrated Life Cycle**

**Support:** A unified systemic approach is used to combine all activities needed to acquire, produce, deliver, operate, maintain, and dispose of supplies and equipment required by our customers. The goals of integrated life cycle support are to optimize performance of customer missions while reducing the total cost of acquisition and operation. Each part of the cycle is treated as a component of a total support system. Decisions and actions in any area are integrated across all activities to

produce solutions which transcend the individual function and provide overall best value and performance for our customers.

## **Single Face to Industry:**

DLA provides a single face to industry for administration of DoD contracts through the Defense Contract Management Command (DCMC). DCMC shares a constancy of purpose with its customers, the DoD program and buying offices. Its goals are to efficiently and consistently administer government contracts in support of program objectives across the defense industry, protect public interests, encourage contractor self-governance, and stimulate continuous performance improvement.

## **Logistics Technology**

### **Generation and Application:**

Technology generation and application serve as a force multiplier in logistics. It provides for a flexible, adaptive environment to meet the varying demands of the warfighter and our other customers. Logistics technology and the generation and application of these tools and capabilities enable and provide integrated logistics solutions, agile combat logistics support to our customers, and optimize costs across our business areas and our customers.

DLA integrates and applies

new logistics technologies and tools into its business practices.

Government or commercial off-the-shelf applications provide a broad range of capability from performing routine business functions to complex situational modeling and ensure continuity of operations for the warfighters' readiness and sustainability. We determine and utilize the best value approach, striking the correct balance between government and private sources, which provide commercial or government off-the-shelf systems, newly developed, or a combination thereof, to ensure rapid evolution and integration of new technologies into our business practices and logistics solutions.



# OUR VALUES

Values are the ideals which we care about, consider important, and are the basis for our actions. They are a commitment we make to ourselves and to our stakeholders. They form the basis for our relations with our teammates and partners. They guide us when we must make decisions.



## DLA Values are:

**People.** We value all our people and our diversity--those just getting started in their careers and those contributing years of experience; those of all national origins, races, creeds and religions. We recognize that each individual has a unique contribution to make to the success of our Agency and that we have an obligation to work to give each individual the opportunity to make a contribution. Our leaders at all levels of the organization have a commitment to employee growth, and are committed to investing in employee training. We are a community working as a team of many individuals with different backgrounds, different viewpoints, different skills, and different insights. By mutual trust of each other, respect for each individual contribution, support for each member of the team, wide participation and information sharing, and providing a safe workplace for us all, we grow as a learning organization.

**Service.** We are committed to excellence in customer service. Our goal is to listen to our customers, focus on their needs, and strive to exceed

# OUR VALUES

our customers' expectations. We focus on individual and team contributions to meet our customers' needs and encourage a relationship of mutual trust and respect. We want to be an integral part of the warfighting team-- a world-class logistics provider. We actively solicit feedback from customers so we can improve our service and their trust in us.

**Excellence.** We value professionalism and quality. We do things right the first time. We actively seek professional and personal growth and certification to meet the highest standards of quality performance and teamwork. We consistently deliver quality products and services to our customers. We recognize and reward our employees for their contributions made in support of our customers, and communicate successes and exceptional achievement throughout the organization. Our leaders and employees have a commitment to the Agency's vision and goals.

**Integrity.** We value personal and organizational integrity. We operate with the highest standards of ethical conduct. Our employees adhere to the law and operate within their authority. Honesty and fairness are fundamental to our deal-

ings with each other and our various stakeholders. We take accountability for the resources entrusted to our care as a top priority. Our leaders and our employees ensure everyone is treated fairly. They carefully evaluate their decisions for ethical implications, including safety, environmental protection, privacy and human rights considerations. We strive to achieve and preserve environmental quality for all activities, operations, and installations.

**Innovation.** We value innovation. We recognize that

good ideas come from every member of the organization and we provide an environment in which those ideas can easily surface and be acted upon. We constantly seek improvements that add value for our customers. We honor tradition, but will not let it be an impediment to change. We are flexible in changing our processes and our behaviors to improve customer service. As a learning organization, we are constantly improving our business practices and procedures through teamwork and a desire to excel.



# 21st Century Environmental Assessment and Logistical Implications...

## **Full range of military operations**

Patterns of conflict experienced since about 1989 will likely continue. We expect to be involved in the full range of military operations--from part of a multinational force engaging in large scale combat contingencies such as the Persian Gulf Conflict, to humanitarian assistance efforts. DoD will continue to move toward increased reliance on joint operations and the engagement of highly mobile, small combat forces. Focused logistics by DLA will have to provide timely and responsive logistics support across this entire spectrum. We must be able to transform logistics from a supply-based system relying on large stockpiles into a web-enabled, distribution-based system exploiting improvements in commercial information systems to gain total asset visibility and management of the entire supply chain. In other words, if there is to be a Revolution in Military Affairs, we must have a Revolution in Business Affairs. DLA must have the ability to fuse logistics and transportation information to provide rapid crisis response, to track and shift assets even while enroute, and to deliver tailored logistical packages and sustainment across the entire spectrum of conflict. Initiatives such as Joint Total Asset Visibility (JTAV) and In-Transit Visibility (ITV) will make this possible. It also means that DLA's Contingency Support



Teams, Customer Service Representatives, and Liaison Officers will be employed more often, further into the Area of Operations, and become more of an integral part of the joint warfighting team--both for planning and actual logistical support.

### **Interdependence of the world economy**

The interdependence of the world economy will increase. Economic trading blocks, sometimes dominated by a single regional power, will become significant forces. Regional instability and the national security interests of the United States will necessitate a continued need for a U.S. overseas presence and the logistics capability to support those forces. DLA may see a need for more forward presence.

### **Customers seek best value solutions**

Continued pressure to reduce logistics support costs will drive our customers to seek even lower cost providers as they pursue best value solutions for their logistics support. These same forces will tend to eliminate redundancies in logistics support capabilities and increase movement toward creation of single logistics providers which can deliver tailored solutions to logistics requirements. Despite these changes, speed, quality, cost and reliability will continue to be the principle means by which our customers assess logistics performance. In addition, public expectations of government will further increase accountability and performance measurement.

### **Our most important resource, our people**

Our ability to leverage our most important resource, our people, will become increasingly significant. Capitalizing on the diversity in our workforce and providing a positive working environment will be watchwords for success. Effective workforce management and development are equally important.

Expanded logistics expertise in the commercial sector will increase private sector competitiveness for public sector positions, and will also increase opportunities for public sector logisticians in the private sector. Both public and private sector employers will increasingly draw on a wider range of sources for hiring/promoting employees, and employees will become more valued for their ability to quickly and efficiently respond to multiple issues and produce value-added multifaceted solutions and find that an understanding of both public and private sector logistics processes will provide them a competitive edge for such opportunities. In addition, the effects of acquisition workforce reductions and legislative reform will impact the acquisition process. Thus, the new agile workforce will be a blend of experienced employees and new employees coming into the workforce with the latest skills and techniques. With a significant reduction in resources, management will be constantly challenged to provide dynamic leadership and manage creatively.

### **Emphasis on long-term partnerships**

Our relations with industry and our suppliers will become increasingly critical to our success. The trend toward industry consolidation will continue, necessitating increased emphasis on long-term partnerships with our suppliers. Continued expansion of private sector logistics capabilities will make commercial logistics support an increasingly viable option as we seek best value logistics solutions and respond to continued calls for reductions in the DoD infrastructure.

### **Information technology and logistics research and development (R&D)**

The rapid evolution of information technology will require us to be agile and responsive in introducing technology into our business practices. Technology insertion will affect all of our business processes--both internal and external. This will also require an increased role for DLA in the logistics R&D arena.

### **Commercial off-the-shelf (COTS) systems**

A substantial shift will occur away from government designed and maintained systems toward commercial off-the-shelf (COTS) systems, as we move away from the practice of creating systems to support our business practices and move toward adapting our business practices to accommodate more efficient and affordable COTS products.

# OUR STRATEGIC GOALS

1. Consistently provide responsive, best value supplies and services to our customers.
2. Serve as a catalyst for the Revolution in Business Affairs and acquisition reform.
3. Ensure our workforce is enabled to deliver and sustain world class performance.
4. Rapidly exploit technology to provide agile, responsive, interoperable solutions.
5. Aggressively pursue partnerships with industry and our suppliers.

## Goal 1

Consistently provide responsive, best value supplies and services to our customers.

### Objective 1

Exceed a 95% reliability rate for on-time products and services by FY2000.

### Objective 2

Meet or beat our cost and pricing commitments while seeking reduced total customer costs.

### Objective 3

Achieve and sustain 90% customer satisfaction level by FY2000.

### Objective 4

Establish tailored support arrangements for our top 100 customers by the end of FY2000.

### Objective 5

Introduce an order entry system which allows for multiple line items orders and processing by the end of FY2000.

### Objective 6

Increase Early Contract Administration Services (CAS) participation by 20% (Right Advice).

### Objective 7

Increase the percentage of conforming items (Right Item).

# GOALS & OBJECTIVES

## Objective 8

Improve the percentage of on-time deliveries by 5% (Right Time).

## Goal 2

Serve as a catalyst for the revolution in business affairs and acquisition reform.

## Objective 1

Achieve \$500M in life cycle cost (LCC) reduction initiatives in partnership with the Services by FY2000.

## Objective 2

Reduce our overall infrastructure (square footage) by 40% from a FY1996 baseline by the end of FY2005.

## Objective 3

Implement a comprehensive "streamlining through competition" strategy by FY1999.

## Objective 4

Meet or beat sales to inventory ratio of 1.5:1 by FY2003.

## Objective 5

Make all relevant products and services accessible to credit card ordering by the end of FY1999.

## Objective 6

Achieve 95% of procurement transactions processed in a paperless environment by FY2001.

## Objective 7

Increase cost savings and avoidances—Return on Investment (ROI) by 10% (Right Price).

## Goal 3

Ensure our workforce is enabled to deliver and sustain world class performance.

## Objective 1

Develop individual training plans for all employees by end of FY1999.

## Objective 2

Achieve a training investment level of at least 1.5% of gross payroll costs, linked to documented individual development plans by FY2000.

## Objective 3

Achieve an employee satisfaction index of 90% by end of FY1999.

## Objective 4

Develop a future-focused system for continual development of our workforce by the end of FY1999.

## Objective 5

Achieve a benchmark standard for number of training hours per employee (Right Talent).

## Goal 4

Rapidly exploit technology to provide agile, responsive, interoperable solutions.

## Objective 1

Implement our Information Technology (IT) Strategic Plan.

## Objective 2

Conduct 40% of sales through virtual enterprise arrangements by FY2003.

## Objective 3

Upgrade our Technology base to be 100% compliant with the Defense Information Infrastructure/Common Operating Environment (DII/COE) policies and standards by FY2001.

## Objective 4

Establish a logistics research and development (R&D) program management structure by FY1999.

## Objective 5

Deploy web technologies and interfaces on our systems and databases by the end of FY2002.

## Objective 6

Achieve 25% of sales through the Electronic Market Space by the end of FY2002.

## Goal 5

Aggressively pursue partnerships with industry and our suppliers.

## Objective 1

Increase the dollar value of long-term contractual arrangements with quality providers to 60% of total dollar value of contracts by FY2000.

## Objective 2

Establish proactive value-added partnerships with our principal federal suppliers by FY1999.

## Objective 3

Achieve 95% of commercial payments within prompt payment standards by the end of FY2002.

# LINKAGES - RELATIONSHIPS



## DLA CORPORATE STRATEGIC GOALS

Numerous DLA initiatives and actions are underway in compliance with statutory (e.g., ITMRA, GPRA, CFOA, FMFIA), administration (e.g., NPR, EO's), and departmental (e.g., JV2010, DRI, DPG, QDR) requirements. The Agency frequently volunteers to take the lead in performance improvement efforts.

DLA actively participates in the design and development of Department of Defense (DoD) goals and objectives, through membership on a number of working groups and steering committees. Since becoming a Government Performance and Results Act (GPRA) performance pilot in January 1994, we have consistently and deliberately

reviewed higher level goals and objectives to determine applicability to DLA and, as appropriate, incorporate them into our performance plans.

In a similar manner, stakeholder mandates were considered for inclusion in this strategic plan. As a result of that consideration, requirements stated in the higher level documents may appear as objectives in this strategic plan. For example, the intent and substance of DoD objectives relating to inventory and infrastructure reduction, responsiveness, customer satisfaction, cost reduction, outsourcing, and workforce development are captured in objectives under various goals in this DLA plan. Many other mandates were considered to be detailed strategies, or business-

area specific rather than corporate. Examples are implementation of total asset visibility capabilities, business process reengineering, organizational streamlining and realignment, and increased use of electronic commerce and electronic data interchange and conversion to digitized data documents. They will be addressed appropriately in our business area and field activity planning documents.

There are multiple strategies and metrics for our very different businesses to contribute to the achievement of corporate goals and objectives. Additional detail will be found in the various business area and field activity long range and performance plans.

# IMPLEMENTATION

*“Creating a strategic plan is not enough. Developing effective programs, projects, action plans, budgets, and implementation processes will ...create real value for the organization...and its stakeholders.”*

John M. Bryson, 1995.

The DLA Strategic Plan will be implemented by all managers and employees within the Agency. This will be accomplished by embedding the substance of the plan in all of the Agency's management decision processes. The strategic plan is the beginning product in the cycle of DLA's Planning, Programming, Budgeting and Evaluation System. As such, the mission, vision, values, goals, and objectives in the strategic plan provide the framework for all subsequent decisions. The programming process, preparation of the Agency budget estimates, development of supporting plans by the business areas and their field activities, preparation of other plans (such as performance and contingency plans), and both program evaluations and performance reviews will all assess progress against DLA's strategic goals and objectives. The measures used in the goals

and objectives will also be used at the appropriate level of detail in those other supporting processes. This plan will be reviewed annually for changes in circumstances which may impact the Agency's goals and objectives. Formal development of a revised strategic plan will be undertaken at a minimum upon the appointment of each new Director of the Agency.

The Defense Management Council (DMC), chaired by the Deputy Secretary of Defense, has been chartered to establish performance contracts with Defense agencies and will provide oversight on program performance. These performance reviews will feed subsequent program budget decisions.

## PROGRAM EVALUATION

Since the 1994 Plan we have been striving to identify the best measures for our programs. Throughout DLA today, more employees under-

stand and are able to distinguish between program outcome measures which mark progress toward strategic goals, and the input/output measures necessary for daily management of our functional logistics operations. We are weighing the value of our programs in both dollars and performance across our projected 6 year budget (present year plus 5 years) in the DoD Program Objective Memorandum (POM) preparation process.

FY 1997 marked the fourth POM since DLA reinvented its programming process. It is more revealing and persuasive



# Objective 3.1 Workforce Development

Align Metrics to Strategic Goals to Improve Performance & Track Progress

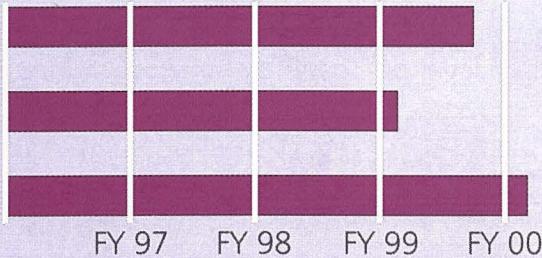
## GOAL

Ensure Our Workforce is Enabled to Deliver and Sustain World Class Performance.

## OBJECTIVE

Develop Individual Training Plans (IDP) for All Employees by End of FY 99.

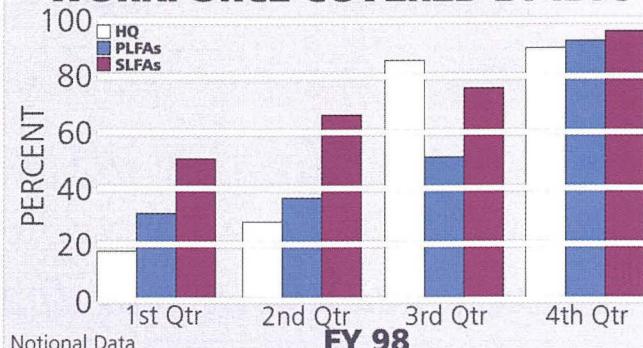
## MILESTONE SCHEDULE



than ever as a decision making instrument for planning resource investments and tracking actual savings against projected savings for reinvented processes and initiatives. In our POM briefs, each business area (Defense Logistics Support Command and Defense Contract Management Command) projects and defends its programs and quantifies the financial impact of specific initiatives across the POM years. Programmatic measures are reviewed during the POM and Budget Execution Submission (BES) processes and monitored during budget execution and quarterly management

*“When developing a strategic plan, ... solicit and consider the views and suggestions of those entities potentially affected by or interested in such a plan.”* Government Performance and Results Act of 1993, §306(d).

## WORKFORCE COVERED BY IDPs



## ISSUES AND CONCERNS

- Bullets That Describe Achievements or Barriers to Meeting This Objective



reviews. These processes enable the Director and his Management Team to prioritize budget decisions by evaluating alternative investments and the projected performance payback in both the short-term and long-term. Additionally, performance is tracked during quarterly management reviews against target levels set annually in the major business areas (Defense Logistics Support Command and Defense Contract Management Command). Feedback is provided on progress toward specific DoD as well as DLA targets. Baselines and performance trends are evaluated to set future years goals and per-

# IMPLEMENTATION

formance targets and to recognize opportunities ripe for reengineering, cost saving, and potential efficiencies. Frequently our analysts provide modeling and/or evaluation of existing and reengineered processes to assist in setting realistic performance targets and measures as well as establishing cost analysis for selection of the best business cases.

POM history is available to compare projected savings of initiatives to actual results. Programmed resources can be tracked to budget submissions. Performance trends by core businesses identify shortfalls and provide visibility to enable planning corrections and/or re-prioritizing at the Agency level based on business case analysis.

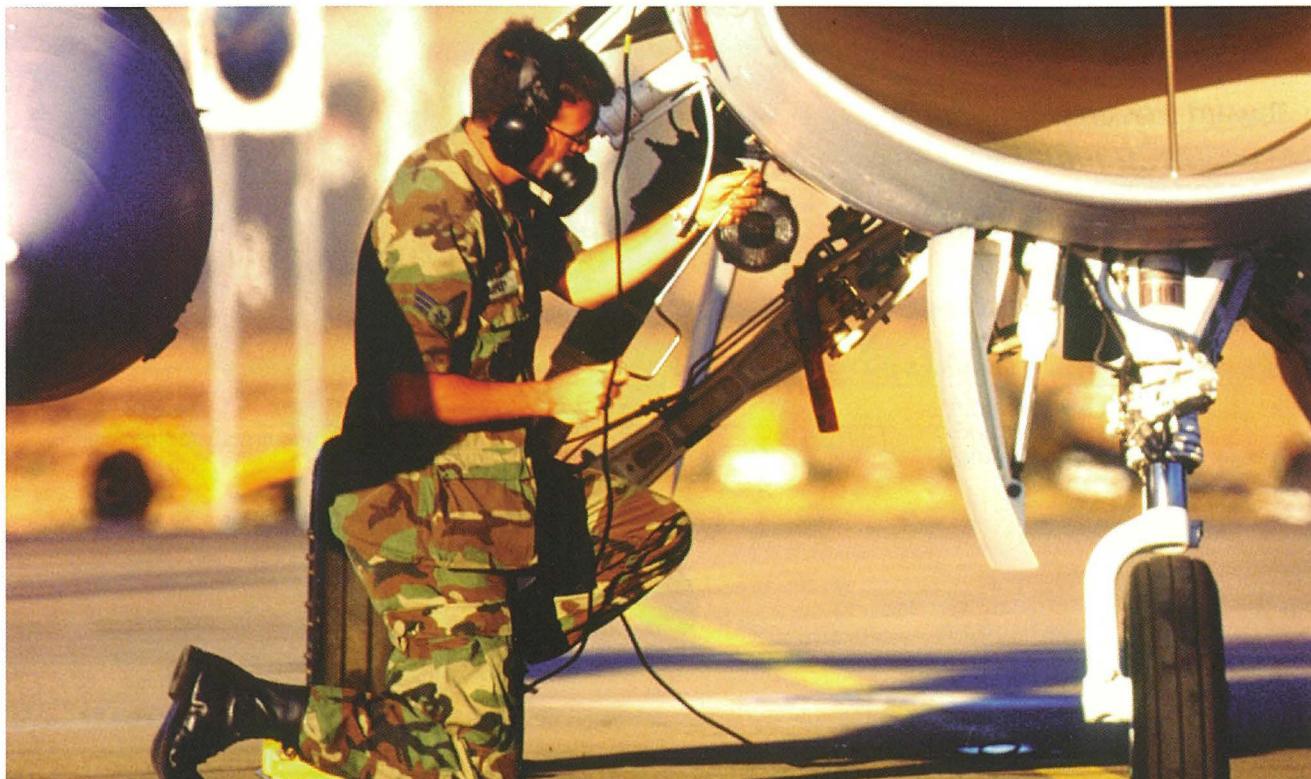
## CONSULTATION

The Defense Logistics Agency has modeled its strategic planning process on the requirements of the Government Performance and Results Act (GPRA) of 1993 and the Department of Defense Planning, Programming and Budgeting System (PPBS). Consultation on this plan generally follows those principles. DLA has traditionally used a number of consultation mechanisms in addition to the normal staff coordination process, including: customer visits and surveys; industry associations and their conferences; annual Military Service Days, our network of customer service representatives, annual reports to the Joint Staff, and established groups within the DoD such as the Joint Logistics Commanders (JLC). All of these vectors provide DLA with stakeholder

perceptions, requirements, and desires.

Consultation on this plan will be accomplished by the following means:

1. Routine interaction with Congressional staffs, Office of the Secretary of Defense (OSD)/CINCs/Service staffs, special events, customer surveys, and site visits. (Used in the development of subsequent strategic plans.)
2. Solicitation of comments from key stakeholders--the Joint Staff (JCS), OSD, the CINCs, the Service Chiefs, and the JLC--specifically focused on the goals and objectives.
3. Requests for comments from other stakeholders (to be considered during the development of the next version of the plan).



# IMPLEMENTATION

4. Availability of the strategic plan on the internet at the DLA web site will provide customers and suppliers the opportunity to offer comments and suggestions.

## TREATMENT/COORDINATION OF CROSS-CUTTING FUNCTIONS

We are challenged and dedicated to finding improvements and savings across the Department of Defense. Elimination of redundancies, reengineered processes and application of technology in partnership with industry have provided and continue to provide such opportunities for us. On the larger scale of discerning savings/efficiencies across government, we recognize our responsibility to partner with other federal agencies and to share methods and program reinventing success.

Toward that end, DLA has been partnering with civil and state agencies across government to improve delivery of services at reduced taxpayer cost. Examples are: procure-

ment of produce for 38 state schools under a DLA/ Department of Agriculture joint effort; screening of some \$10 million in excess food at federal and state levels for transfer to food banks; transfer of excess property to support state and local law enforcement offices; procurement of energy efficient lighting for government buildings; and, partnering with the Federal Emergency Management Agency (FEMA) under the Emergency Response Program to offer logistics support during domestic disasters/contingencies. We continue to seek such opportunities where they add value for the taxpayer.



# Executive Planning Team Commitment

*We are committed to working with the men and women of our Agency and with our stakeholders, partners, and customers, to turn this Strategic Plan into reality.*

Henry T. Glisson

Lieutenant General Henry T. Glisson, USA  
Director

Edward R. Chamberlin

Rear Admiral Edward R. Chamberlin, SC, USN  
Deputy Director

Gordon R. Taft

Sergeant Major Gordon R. Taft, USA  
Senior Enlisted Advisor

Justin D. McCarthy

Rear Admiral Justin D. McCarthy, SC, USN  
Commander, Defense Logistics  
Support Command

Timothy P. Malishenko

Brigadier General Timothy Malishenko, USAF  
Commander, Defense Contract  
Management Command

Alton C. Ressler

Mr. Alton C. Ressler  
Director,  
Corporate Administration

Bruce Baird

Mr. Bruce Baird  
General Counsel

Linda J. Furiga

Dr. Linda Furiga  
Comptroller

Thomas J. Knapp

Mr. Thomas J. Knapp  
Chief Information Officer

Gary S. Thurber

Mr. Gary S. Thurber  
Deputy, Defense Contract  
Management Command

Christine L. Gallo

Ms. Christine Gallo  
Executive Director,  
Plans and Operations

Fredrick N. Baillie

Mr. Fredrick N. Baillie  
Executive Director,  
Resource, Planning, and Performance  
Directorate  
Defense Logistics Support Command