

# Strategic Plan 2000

## DLA 21

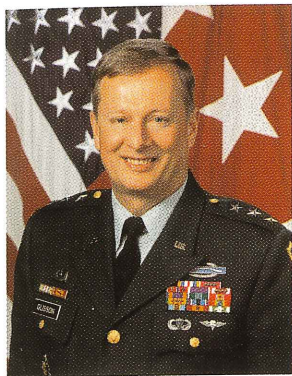
### Our Vision

*Right Item, Right Time,  
Right Place, Right Price,  
Every Time... Best Value Solutions  
For America's Warfighters*

**ONE TEAM...ONE FOCUS**  
**AROUND THE CLOCK, AROUND THE WORLD**

**Defense  
Logistics  
Agency**





Lieutenant General  
Henry T. Glisson, USA  
Defense Logistics Agency

# DIRECTOR'S MESSAGE

## *To All Members of the Defense Logistics Agency*

The purpose of this document is to provide a road map to lead DLA into the next century. We started with our 1998 Strategic Plan as a baseline, and assessed how well we had done against it. We used feedback from our workforce, the Military Services and warfighting CINCS, our stakeholders, and our suppliers, and incorporated our OSD Performance Contract and the DoD Logistics Strategic Plan (21st Century Logistics) in our development. It reflects anticipated changes in our environment and the requirements for logistics on the 21st century battlefield to ensure that DLA will be better prepared to provide logistics and contract management support to America's warfighters in the next millennium.

We call our new Strategic Plan, with its five pillars or enablers of CUSTOMER KNOWLEDGE/FOCUS,

BUSINESS SYSTEMS MODERNIZATION,  
STRATEGIC SOURCING OF MATERIEL, WORK-  
FORCE DEVELOPMENT, AND ORGANIZATIONAL  
REDESIGN, DLA 21.

It is essential every member of the DLA Team not only become familiar with the contents and intent of DLA 21, but also that they commit to the plan. Each and every one of us must work together for "One Team...One Focus" to make our vision of providing the right item - at the right time - to the right place - at the right price, every time...best value solutions a reality. America's warfighters deserve no less and are counting on us to make this happen. DLA 21 is the path to success.

HENRY T. GLISSON  
Lieutenant General, USA  
Director



**Transforming DLA Into a Smaller, More Agile, Logistics Combat Support Agency Able  
to Provide Better, Faster, Best Value Support  
to the Joint Vision 2010 Warfighter.**



# Our Values

*Values are the ideals that we care about and consider important. They are the basis for our actions. Values are commitments 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 make decisions.*

**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.

**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 customers' expectations. We strive to be an integral part of the warfighting team - a world-class logistics provider.

**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.

**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 dealings with each other and our various stakeholders.

**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 blossom. We constantly seek improvements that add value for our customers.





# Our Strategic Goals & Objectives

*These are DLA corporate goals and objectives, which support the overarching DoD goals and objectives stated in higher level documents. Our DLA goals and objectives serve as the foundation for performance-based metrics at the Major Subordinate Command level. Individual Major Subordinate Command business and performance plans contain outcome measures and performance targets, such as measures relating to inventory and infrastructure reduction, responsiveness, customer satisfaction, outsourcing, cost reduction, and workforce development.*

## **GOAL 1 Consistently provide responsive, best value supplies and services to our customers.**

This goal encompasses many facets that result in consistent, responsive best value service and supplies for our customers. It's all about directly linking and teaming with our customers and business partners, getting the right materiel to the right place at the right time for the best value - every time. It's about the excellence, innovation, and forward thinking necessary to develop and use breakthrough strategies and provide integrated solutions that enable us to provide first-class, exceptional customer service. Perhaps most of all, it's about customer knowledge - understanding our customers' needs and expectations.

**Objective 1.1. Meet customer expectations of quality, timeliness, information, and performance.**

**Objective 1.2. Team with our business partners to achieve customer results.**

## **GOAL 2 Reduce costs - improve efficiency - increase effectiveness.**

Improving the efficiency and effectiveness of our organization and being accountable for our performance are the essence of this goal. It reinforces our commitment to our stakeholders and customers - to achieve performance and cost commitments in support of DoD corporate and logistics goals, to ensure the integrity and security of information and its infrastructure, and to support Acquisition Reform. Organizational redesign, business systems modernization, strategic sourcing, infrastructure reductions, and optimal-sized inventories are some of the methods we employ to help reduce support costs and achieve our performance and cost commitments.

**Objective 2.1. Achieve performance and cost commitments.**

**Objective 2.2. Serve as a catalyst for the revolution in business affairs and acquisition reform.**

**Objective 2.3. Implement commercial business-based systems and practices.**

**Objective 2.4. Achieve integrity and security of information and infrastructure.**

## **GOAL 3 Ensure our workforce is enabled to deliver and sustain world class performance.**

Our success is contingent upon a workforce that possesses the right talents and uses knowledge-based skills in today's dynamic environment. This goal encompasses investing in the workforce in the areas of employee development and training, implementing a strategy to sustain a highly skilled and competent workforce, and fostering a positive work environment. We continually strive to provide and maintain a safe work environment, foster self-respect, value individual and team contributions, and take pride in our diverse workforce.

**Objective 3.1. Invest in the workforce to ensure we have the knowledge-based skills and tools to succeed.**

**Objective 3.2. Implement a long-range strategy to sustain our workforce.**

**Objective 3.3. Foster a positive work environment.**



# Our Core Competencies

*The unique combination of skills, processes, technologies and knowledge bases at which we excel.*

## ***Customer Knowledge: Knowing and anticipating our customers' needs***

Customer Knowledge is the ability to comprehend the customer's static and dynamic requirements and expectations in a continually changing environment. This is coupled with the ability to empower the customer through direct access to knowledge about DLA products and services.

## ***Logistics Information Management: Applying information management technology to enhance logistics and contract management support to our customers***

Logistics Information Management is the application of information technology to the management of logistics in support of the Agency's business operations.

## ***Integrated Combat Logistic Solutions: Insuring best value solutions across the supply chain... from the factory to the foxhole***

Integrated Combat Logistics Solutions are remedies to complex logistics problems, coordinated among the Services and across DoD to meet combat support requirements, whether in peace or war. DLA is a combat support agency whose logistics solutions are integrated from two standpoints:

--Integrated throughout the supply chain to represent the best value and performance across all aspects of supply from industry to customer; 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.

## ***Rapid Worldwide Response: Responding to logistics and contract support needs on short notice***

Rapid Worldwide Response is the capability to respond and provide increased, specialized logistics services and contract administration to support routine and emergency operations - ranging from war and full scale military engagements to peace-keeping missions, humanitarian assistance, and relief efforts for natural or human disasters.

## ***Single Face to Industry: Providing industry with consistency, continuity, and predictability***

Single Face to Industry means a single government voice for contracting, whether in award of multi-year prime vendor contracts to effect unit costs savings across the Department or in contract administration to protect public interests, encourage contractor self-governance, and stimulate continuous performance improvement.



# Executive Management Team Commitment

We reaffirm our commitment to work with our DLA employees  
and with our customers, stakeholders, and industry and government partners,  
to achieve the goals and objectives of this Strategic Plan.



*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



*Timothy P. Malishenko*

Major General Timothy P. Malishenko, USAF  
Commander, Defense Contract Management Command



*D. P. Keller*

Rear Admiral David P. Keller, SC, USN  
Commander, Defense Logistics Support Command



*Linda J. Furiga*

Dr. Linda J. Furiga  
Comptroller



*Gary S. Thurber*

Mr. Gary S. Thurber  
Director, Corporate Administration



*Carla von Bernewitz*

Ms. Carla von Bernewitz  
Chief Information Officer



*Bruce Baird*

Mr. Bruce Baird  
General Counsel



*Marshall Bailey*

Dr. Marshall Bailey  
Director, Defense Automated Printing Center



# DLA Customer Bill of Rights

***What warfighters should expect and demand from DLA.  
What DLA will do to meet our commitment to the warfighter.***

1. Right Focus: DLA will perform as an integral part of the warfighting team.

DLA will focus on warfighter needs by:

- Supporting weapons systems readiness.
- Providing exceptional customer service through a network of local support representatives and easy access via 1-888-DLA-CALL.
- Projecting a forward presence in theater through the DLA Contingency Support Team, performance of logistics support and services and contingency contract administration.
- Improving customer satisfaction by listening to the customer and making necessary changes in materiel management, contract management, and support services business processes.

2. Right Time: DLA will provide fast and reliable support to the warfighter.

DLA will be responsive to customer requirements by:

- Improving Logistics Response Time continuously.
- Making great support arrangements like Direct Vendor Delivery contracts.
- Providing tailored logistics support like Premium and Dedicated Truck delivery services.
- Filling back orders quickly.

3. Right Product: DLA will provide the right items and services to the warfighter.

DLA will meet customer requirements by:

- Ensuring product quality and conformance with customer specifications.
- Making sure the right items are available to the customer.
- Minimizing and correcting discrepancies and their impact on the customer.

4. Right Price: DLA will provide best value products and services.

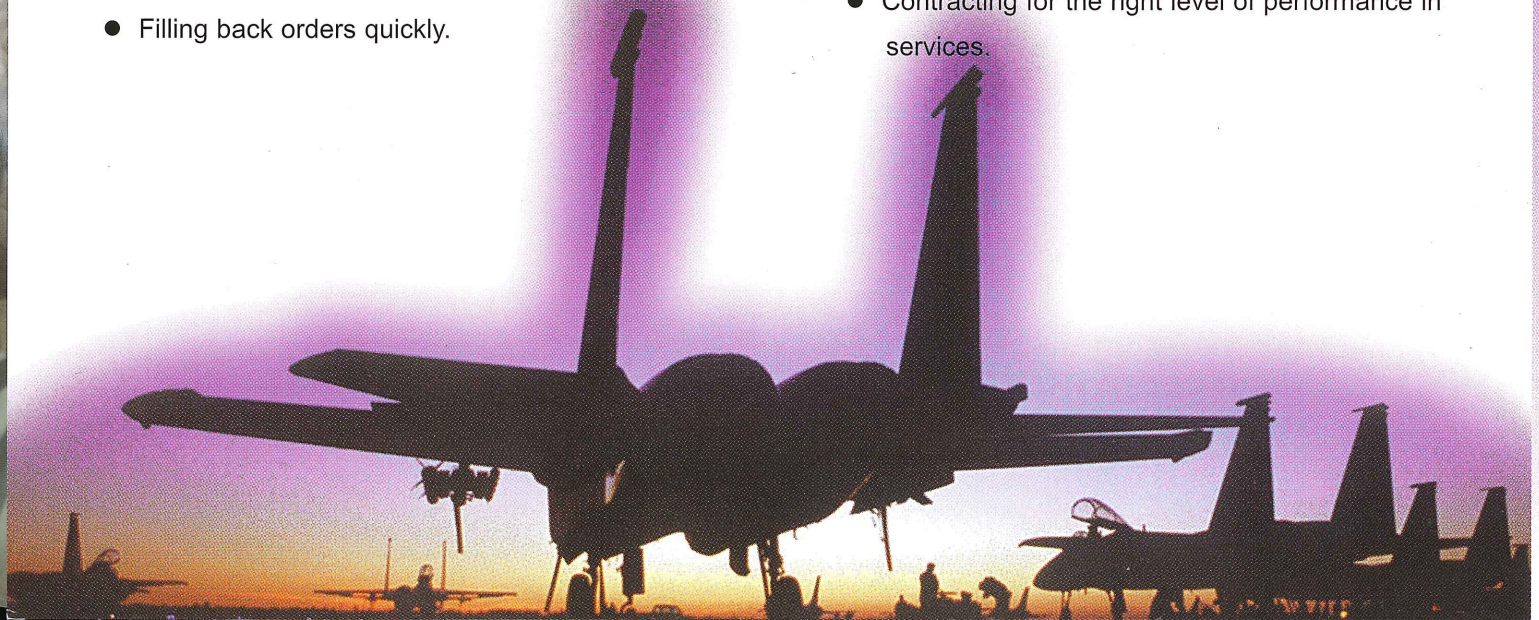
DLA will serve the warfighter economically by:

- Reducing infrastructure and its impact on customer price.
- Minimizing customer price change.
- Using excess and reusing disposal assets.
- Buying smartly.

5. Right Measures: DLA will use customer driven measures of success.

DLA will measure success in customer terms by:

- Reviewing progress against corporate customer goals and operational objectives.
- Using measures preferred by the customer.
- Contracting for the right level of performance in services.





# Defense Logistics Agency

## Our Mission

*To provide best value logistics and contract management support to America's Armed Forces, in peace and war . . . around the clock, around the world.*

## Our Commitment:

*We are warrior-focused professionals, an integral part of the joint Armed Forces team. We know that victory by America's Armed Forces and the lives of Service members depend on us. They can count on us to be there, every time, wherever they are, providing required support... around the clock, around the world. We make a difference. We are Team DLA. We are proud!*



*Published September 1999*

The Defense Logistics Agency  
8725 John J. Kingman Road  
Fort Belvoir, VA 22060-6220  
[www.dla.mil](http://www.dla.mil)