



DLA TRANSFORMS

– A CALL TO ACTION –

STRATEGIC PLAN 2025 – 2030



DEFENSE LOGISTICS AGENCY
The Nation's Logistics Combat Support Agency





DIRECTOR'S INTENT

The Defense Logistics Agency is our Nation's Logistics Combat Support Agency, responsible for delivering **agile, adaptive, and resilient logistics support** across the continuum of conflict. To succeed in an environment where our efforts are contested by adversaries in all domains at all levels of war, we must think, act, and operate in new ways. It is only through meaningful change that we can deliver exceptional global logistics support and win in today's rapidly changing and **Contested Logistics environment**.

We are living in a “transformative era,” and the Services and Combatant Commands are all undergoing transformation of their warfighting concepts, doctrine, training, and equipment. We have recalibrated DLA's strategy to best support our Warfighters by transforming capabilities, strengthening our partnerships, and shifting to more resilient supply chain solutions, all focused on our **combat support mission**.

The DLA Strategic Plan 2025 – 2030 “**DLA Transforms: A Call to Action**,” described in these pages, was informed by a deliberate agency assessment and feedback from DLA's past and present leaders, Military Services, Combatant Commands, our allies and partners, and industry associates. The plan identifies four transformative imperatives to provide DLA with its focus: **people, precision, posture, and partnerships**. These imperatives are grounded in our mission, vision, enduring DLA values, and operating principles. The Strategic Plan is intended to signal the urgent need to change and to provide clarity on the way ahead.

We operate in a dynamic world. As we execute this Strategic Plan, we must continue to hold ourselves accountable. **Rapid adaptation, decision advantage, and resiliency** are key to our success. DLA will meet its responsibilities to the joint force and federal partners by leading in innovation, digital interoperability, and cutting-edge technology.

I'm confident that with your support, we will continue to provide our warfighting teammates with everything they need to succeed and win on the battlefield. Thank you for helping us achieve this mission, together.

Let's get going!

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

MARK T. SIMERLY
LTG, USA
DLA Director

THE NATION'S LOGISTICS



OUR MISSION

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

OUR VALUES

ENDURING STANDARDS OF BEHAVIOR

RESPECT

We will foster a positive environment where individuals feel valued and heard, promoting cooperation and understanding.

SERVICE

Serving the Warfighter is our highest aim, and this value fosters public trust, enhances mission partner satisfaction, and ensures efficient delivery of services.

TRUST

DLA prioritizes the value of trust, acknowledging the criticality of building strong lines of communication.

EXCELLENCE

We strive to deliver for our mission partners with excellence, ensuring we achieve the highest standards in all our endeavors.

INNOVATION

We will ensure that we continuously innovate and explore new ideas and solutions, driving progress and maintaining a competitive edge.

COMBAT SUPPORT AGENCY



OUR VISION

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

OUR OPERATING PRINCIPLES

DLA SIGNATURE BEHAVIORS

AGILITY

Adapt and innovate with the speed and flexibility required to achieve mission success.

READINESS

Be ready now to support the Warfighter in a Contested Logistics environment.

COLLABORATION

Strengthen mission partner integration to enhance Warfighter support.

TRANSPARENCY

Promote transparency and interoperability through our mission-focused culture.

EMPOWERMENT

Empower our people to exercise disciplined initiative.

DATA DRIVEN

Integrate and employ data to inform decision making at all echelons.

DEPARTMENT OF DEFENSE



SECRETARY OF DEFENSE



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND SUSTAINMENT



ASSISTANT SECRETARY OF DEFENSE for Sustainment



DEFENSE LOGISTICS AGENCY



DLA ORGANIZATIONS

DLA MAJOR SUBORDINATE COMMANDS

DLA AVIATION

Richmond, VA

Provides repair parts for aviation weapon/nuclear systems, flight safety equipment, maps, environmental products, industrial plant equipment, and industrial retail supply.

DLA DISPOSITION SERVICES

Battle Creek, MI

Provides for disposition of excess property by reutilization, transfer and demilitarization; conducts environmental disposal and reuse.

DLA DISTRIBUTION

New Cumberland, PA

Provides storage and distribution solutions/management, transportation planning/management, logistics planning and contingency operations; operates a global network of distribution centers.

DLA ENERGY

Fort Belvoir, VA

Provides bulk fuel, alternative fuel renewable energy, aerospace energy, fuel quality/technical support, fuel card programs, and installation energy services to all.

DLA LAND AND MARITIME

Columbus, OH

Provides repair parts for ground-based and maritime weapon systems, small arms parts, fluid handling, and electronic components.

DLA TROOP SUPPORT

Philadelphia, PA

Provides subsistence, clothing and textiles, construction material and equipment, and medical supplies and equipment, to include pharmaceuticals.

DLA REGIONAL COMMANDS

DLA EUROPE & AFRICA

Kaiserslautern, Germany

DLA CENTCOM & SOCOM

MacDill Air Force Base, FL

DLA INDO-PACIFIC

Joint Base Pearl Harbor-Hickam, HI

DLA DELIVERS

AVERAGE DLA SUPPORT IN A DAY

91,664 Orders	879,804 Meals
9,501,307 Gallons of Fuel	119,586 Repair Parts
35,258 Uniform Items	8,093 Turn-Ins

FISCAL YEAR 2023



**99% MILITARY
SERVICE
CONSUMABLES**



**\$46.7B
REVENUE**



**\$18B
SMALL BUSINESS**



**\$1.1B
FOREIGN
MILITARY SALES**



**\$244B
ACTIVE CONTRACTS
MANAGED**



**8.6K
GLOBAL SUPPLIERS**



**5M
LINE ITEMS
MANAGED**



**10K
CONTRACT AWARDS
PER DAY**



**25.1K
TOTAL WORKFORCE
1.6K Forward Positioned**

SUPPORTING THE NATIONAL DEFENSE STRATEGY



**SUPPORTING
WARFIGHTERS**
On the Battlefield
since 1961



**NUCLEAR
ENTERPRISE**
Support 9
Weapon Systems



**SPACE
ENTERPRISE**
Support 34
Systems



**NATIONAL DEFENSE
STOCKPILE**
52 Materials,
\$1.19B in Inventory

SUPPORTING THE WHOLE OF GOVERNMENT



**WHOLE OF
GOVERNMENT**
\$5.5B in Total Sales
for FY23



**HUMANITARIAN
ASSISTANCE**
16 Major Missions
since 2010

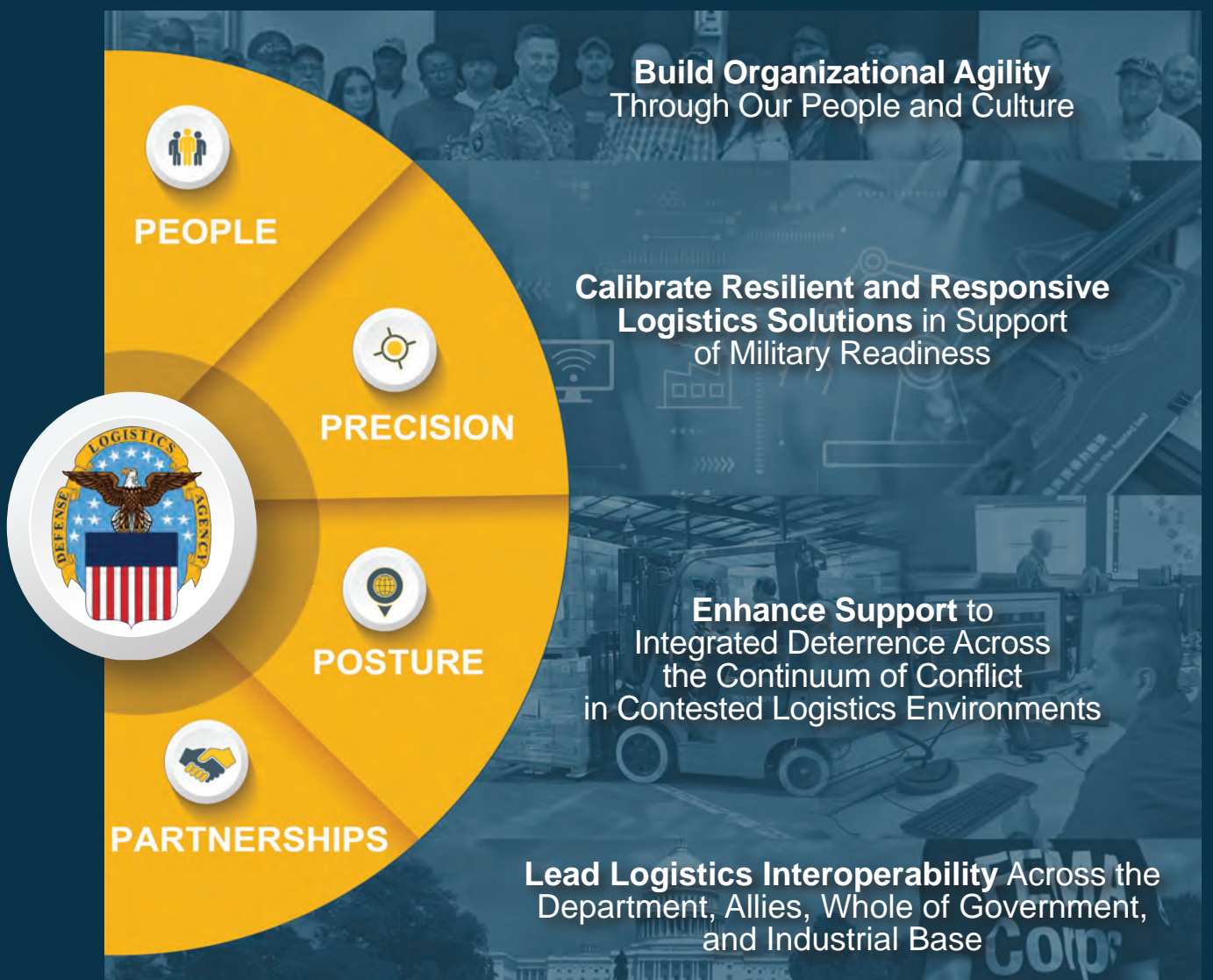


**DISASTER
RELIEF**
18 Major Missions
since 2010

SELECT AUTHORITIES

10 U.S.C. § 193 – DLA is a Combat Support Agency with Chairman JCS oversight (Goldwater - Nichols Act).
10 U.S.C. § 191 – Common supplies and services managed by a single DoD agency.
DoDD 5105.22 – DLA Charter, roles and missions as a Combat Support Agency (2017).
DoDD 5101.01 – DoD Executive Agent (Medical, Subsistence, Construction & Barrier Materiel, and Defense Logistics Management Standards).

TRANSFORMATION IMPERATIVES



PEOPLE:

Build Organizational Agility Through Our People and Culture

Success factor: Workforce readiness across the enterprise; organizational alignment

DLA is committed to investing in organizational resilience and skillsets to increase workforce readiness for a potential surge scenario.

- **Attract and retain talent with the right skillsets and expertise who are invested in DLA's mission.**

DLA will continue to attract and retain high-quality talent by investing in deep expertise and skillsets and supporting a rewarding environment and culture.

- **Build and exercise mission-driven skills and standards for operating successfully in a Contested Logistics environment.**

DLA's mission demands the workforce meets high standards across all roles. Developing clear standards that support the Strategic Plan will ensure the workforce is prepared to meet tomorrow's challenges.

- **Sustain an agile and resilient workforce; foster an adaptive culture of growth, support, and safety.**

DLA will invest strategically in workforce training, resources, and preparedness, enabling our people to respond to the call to excellence and to take a proactive role in meeting and exceeding standards.



- Enhance Agency performance by instituting DLA data literacy and acumen, and empowering the workforce to interpret and use data effectively.

DLA is committed to a tri-level data acumen curriculum, developed to meet the learning needs of our multi-generational workforce to best support enterprise-wide data-driven initiatives.

- Foster Joint Logistics Enterprise thought, communication, and collaboration.

DLA will foster creativity, communication, and collaboration to promote a shared understanding throughout the Joint Logistics Enterprise and leverage engagements to maximize efficiency and effectiveness by capitalizing on the strengths and capabilities of each organization involved in logistics operations. We will focus on building trust and relationships, implementing lessons learned, and encouraging the use of technology and data to facilitate information sharing and decision making.



PRECISION:

Calibrate Resilient and Responsive Logistics Solutions in Support of Military Readiness

Success factor: Critical readiness and supply availability, with balanced cost

DLA is committed to driving precision within its day-to-day work, to maximize the Agency's impact on readiness and strike an appropriate balance with cost.

- Set agile mission partner supply chain and services strategies to improve effectiveness of critical support and demand forecasting for the Warfighter.

DLA will meet growing demand by increasing its effectiveness, delivering resilient logistics with a tailored approach that factors unique attributes of each customer and supported class of supply.

- Strengthen digital interoperability and develop Artificial Intelligence-powered solutions to achieve decision advantage.

DLA will leverage predictive analytics to inform logistics planning and deliver more timely results, driving better outcomes.

- Align performance metrics with customer readiness requirements and increase transparency of performance factors.

DLA's ability to forecast resourcing needs is one of the Agency's most important and under-used strengths. We will collaborate with our mission partners to improve forecasting accuracy and increase readiness.



- Improve process discipline and align organizational resources to critical priorities.

DLA will focus efforts to achieve critical outcomes and maximize the effectiveness of Agency resources.

- Establish effective internal controls to mitigate risk, achieve audit goals, and enhance accountability.

DLA will continue to invest in and be accountable to internal controls that enable mission readiness and engagement.

POSTURE:

Enhance Support to Integrated Deterrence Across the Continuum of Conflict in Contested Logistics Environments

Success factor: Logistics support and performance to Service and CCMD requirements.

DLA will continually assess our capabilities, resourcing, and processes to deliver unmatched logistics support to Warfighters in a Contested Logistics environment.

- Strengthen Agency global resilience through enhanced presence, positioning of materiel, and a balanced stance to project and protect capability.

We will position materiel and capabilities and leverage agreements and infrastructure to best support the Services, CCMDs, and allies across the continuum of conflict.

- Develop resource strategies to support capital-intensive wartime inventory and forward positioning requirements.

Preparation for a potential surge is capital intensive, requiring funding flexibility to ensure DLA can support wartime inventory requirements while maintaining the health of our working capital fund.

- Optimize the Agency's Command and Control (C2) structure, procedures, and capabilities to operate at the speed of conflict.

Rapid internal communication and collaboration will be critical in surge operations. DLA will ensure our structure, governance, and relationships provide us with a decisional advantage over an adversary.

- **Illuminate and mitigate global supply chain risk to increase resiliency and agility.**

We will assess risk across supply chains, identify potential impacts, and develop risk-mitigation strategies. We will target innovative opportunities that grow visibility of the end-to-end supply chain and integrate processes to increase resiliency and agility.

- **Team with Services, industry, allies, and partners to develop comprehensive support strategies and capabilities to enhance global and regional sustainment capacity.**

We will reinforce effective regional support strategies to improve DLA's mission success by strengthening relationships and enhancing cooperation among key players in the defense ecosystem.

PARTNERSHIPS:

Lead Logistics Interoperability Across the Department, Allies, Whole of Government, and Industrial Base

Success factor: Redundancy/Contingency Plans in support of Services.

Close collaboration and integration across the Joint Logistics Enterprise is key to success in a Contested Logistics environment. DLA will enable and promote logistics interoperability by proactively shaping dialogue on logistics planning, leveraging our logistics and acquisition expertise, and providing transparent data and predictive analytics.

- **Aggressively integrate with OSD, Joint Staff, CCMD, and Service logistics planning, execution, and training.**



GLOBAL SUPPLY CHAINS



RESILIENCY AND AGILITY



INTERNAL COMMUNICATION AND COLLABORATION



MULTINATIONAL FUELS EXCHANGE AGREEMENTS FORUM

DLA will bring our expertise to the logistics planning process for the Services and CCMDs and integrate DLA as a part of the training audience for targeted exercises and wargames. We will be able to advise our mission partners and better inform their resourcing and logistics needs.

- **Expand Industrial Base partnerships to grow access to capability and capacity through the defense logistics enterprise.**

DLA's mission success is heavily reliant upon our partnerships within the Defense Industrial Base. To meet growing mission needs, DLA will build on existing relationships with our supplier community and seek additional partners to bolster overall capability and capacity.

- **Strengthen multinational partnerships to enable mutual support and reduce supply chain risk.**

DLA will promote multinational partnerships to increase supply chain depth and provide greater opportunities to enhance and improve upon our portfolio of logistics and acquisition solutions.

- **Enhance support to Whole of Government customers to improve our capabilities and sourcing resiliency.**

DLA's partnerships with other government agencies not only benefit federal and state partners but they also improve our support to the Warfighter through greater supply chain resiliency and increased efficiency. We will continue to build upon these partnerships and optimize our offerings to all of our customers, providing them access to high-quality and well-priced items to meet their needs.



GLOSSARY OF TERMS

Operating Principles:

A set of guideposts aligned to an organization's mission that provides guidance on how employees should pursue day-to-day actions to achieve the organization's strategy.

Transformation Imperative:

Critical goals or objectives that an organization must achieve to ensure its long-term success and competitiveness.

Success Factors:

Key strategic measures of success tied to each imperative, encompassing more specific key results beneath it. These are the essential elements that contribute to an organization's ability to achieve its goals and maintain a competitive edge.

Objectives and Key Results (OKR)

A management strategy for setting objectives and measurable outcomes. The objectives define the outcome and the Key Results are the measurable success criteria used to track progress toward the objective.

Combatant Command (CCMD)

A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Also called CCMD. (*JP 1-2*)

Continuum of Conflict

A range of modes of conflict from peace to war. (*JP 3.0*)

Command and Control (C2)

The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. (*JP 1-2*)

Combat Support Agency (CSA)

CSAs fulfill combat support functions for joint operating forces across the range of military operations and in support of Combatant Commanders (CCDRs) executing military operations. CSAs perform support functions or provide supporting operational capabilities, consistent with their establishing directives and pertinent DoD planning guidance. (*DoDD 3000.06 Jul 8, 2016*)

Contested Logistics Environment

A Contested Logistics environment is one in which the armed forces engage in conflict with an adversary that presents challenges in all domains and directly targets logistics operations, facilities, and activities in the United States, abroad, or in transit from one location to another. (*DLA White Paper 24-1, June 2024*)

Contingency Plan

A branch of a campaign plan that is planned based on hypothetical situations for designated threats, catastrophic events, and contingent missions outside of crisis conditions. (*JP 5-0*)

Data Acumen

The ability to use data to solve problems by making good judgements.

Data Literacy

The ability to explore, understand, and communicate with data in a meaningful way.

Defense Industrial Base (DIB)

The Department of Defense, government, and private sector worldwide industrial complex with capabilities to perform research and development, and design, produce, and maintain military weapon systems, subsystems, components, or parts to meet military requirements. (*JP 3-27*)

Defense Ecosystem

Comprises the DoD, the Defense Industrial Base, and the array of the private sector and academic enterprises that create and sharpen the Joint Force's technological edge.

DoD Executive Agent (EA)

The DoD Component head, or official required in statute, to whom the Secretary of Defense or Deputy Secretary of Defense has assigned specific responsibilities, functions, and authorities to provide defined levels of support for operational missions, or administrative or other designated activities, that involve two or more DoD Components. (*DoDD 5101.01 Feb 7, 2022*)

Integrated Deterrence

Integrated deterrence entails working seamlessly across warfighting domains, theaters, the spectrum of conflict, all instruments of U.S. national power, and our network of alliances and partnerships. Tailored to specific circumstances, it applies a coordinated, multifaceted approach to reducing competitors' perceptions of the net benefits of aggression relative to restraint. (*National Defense Strategy 2022*)

Interagency

Of or pertaining to U.S. Government agencies and departments, including the Department of Defense. (*JP 3-08*)

Interoperability

The ability of systems, units, or forces to provide data, information, materiel, and services to, and accept the same from, other systems, units, or forces, and to use the data, information, materiel, and services exchanged to enable them to operate effectively together.

IT interoperability includes both the technical exchange of information and the end-to-end operational effectiveness of that exchange of information as required for mission accomplishment in its operational environment including appropriate cybersecurity aspects. Interoperability is more than just information exchange, it includes systems, processes, procedures, organizations, and missions in appropriately stressed operational environments over the system's lifecycle. (*DoDI 8330.01 Sep 27, 2022*)

Joint Logistics Enterprise (JLEnt)

A multi-tiered matrix of key global logistics providers structured to achieve unity of effort during joint missions. (*JP 4-02*)

Major Subordinate Command (MSC)

A major command under the administrative and operational control of a higher command. Within DLA they are the commands under the administrative and operational control of DLA's Director.

Mission Partner:

Any organization or entity that collaborates with the DoD to achieve shared objectives. This includes military services, combatant commands, defense & federal agencies, coalition partners, and industrial base partners across the globe.

Agile Mission Partner:

A term used to emphasize the need for flexibility and adaptability in partnerships to respond quickly to changing operational environments and emerging threats. Agile mission partners are highly responsive, capable of rapid decision making, and able to integrate seamlessly with DoD operations.

Operations Plan (OPLAN)

A complete and detailed plan containing a full description of the concept of operations, all annexes applicable to the plan, and a time-phased force and deployment list. (*JP 5-0*)

Predictive Analytics

Predictive analytics is the use of data to predict future trends and events. It uses historical data to forecast potential scenarios that can help drive strategic decisions.

Supply Chain

Full scale of "the linked activities associated with providing materiel from a raw material stage to an end user as a finished product." (*JP 1-02*)

Weapon System

A combination of one or more weapons with all related equipment, materials, services, personnel, and means of delivery and deployment (if applicable) required for self-sufficiency. (*JP 3-0*)

Whole of Government (WOG)

U.S. Government departments and agencies approach involving the integration of efforts through interagency planning that set forth detailed concepts of operations.

Working Capital Fund (WCF)

A revolving fund established to finance inventories of supplies and other stores, or to provide working capital for industrial-type activities. (*JP 3-80*)





WARFIGHTER ALWAYS

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