



Defense Logistics Agency **DIGITAL STRATEGY**

2025 - 2030

L ■
E ■
A ■
D ■

Continuous Transformation

November 2024



INTRODUCTION

The Defense Logistics Agency (DLA) is the Nation's Logistics Combat Support Agency and must retain a **digital advantage** in contested logistics environments. To remain relevant, we must fully embrace emerging digital concepts and solutions for the advancement of the Warfighter. The Digital Strategy serves as a pivotal roadmap for defining our focus areas and supporting goals to drive positive and innovative change for our customers. The strategy aims to delineate the key strategic focus areas with a clear and purposeful intention to enhance the Agency's mission performance and capabilities. It is designed to benefit all stakeholders, including customers, consumers, and service providers. This strategy enables the DLA Strategic Plan imperatives, Department of Defense (DoD) strategies, and provides the vision for creating a **leading digital ecosystem** for DLA.



Adarryl M. Roberts
ADARRYL M. ROBERTS
Director DLA Information Operations
Chief Information Officer

MISSION

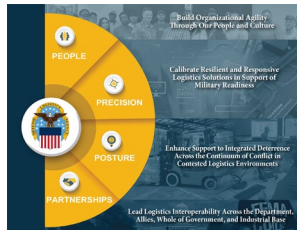
Deliver IT capabilities that enable DLA's success as the Nation's Logistics Combat Support Agency.

VISION

Employ a unified DLA platform, fully leverage data as a strategic asset, and deliver uncompromised resilient logistics to our Warfighters and the Whole of Government.



DLA STRATEGIC PLAN



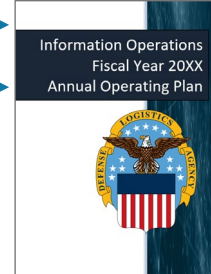
enables



DEPARTMENT STRATEGIES



SUPPORTING STRATEGIC DOCUMENTS



DLA
ENTERPRISE
ARCHITECTURE

DLA
CLOUD
HOSTING

DLA
DATA,
ANALYTICS,
AND AI

Existing and forthcoming nested strategic documents





STRATEGIC FOCUS AREAS

The following strategic focus areas have been identified to achieve the mission and vision of this strategy.

- **L** **LEVERAGE**
DIGITAL READY WORKFORCE

Leverage and enhance an agile, adaptive, and digitally resilient workforce to support DLA's Transformation Imperatives in addressing contested logistics environments through innovation, interoperability, data, and advanced technology integration.
- **E** **ENHANCE**
IT GOVERNANCE & OPERATIONAL SUCCESS

Enhance IT governance capabilities to promote digital advancement, and operational excellence by modernizing DLA's IT landscape, streamlining business processes, and leveraging cutting-edge technologies that drive efficiency, agility, and innovation across the organization.
- **A** **ADVANCE**
DIGITAL ECOSYSTEM IN GLOBAL ENVIRONMENT

Advance the development of a resilient, robust, and secure digital ecosystem by integrating innovative and interoperable solutions to enhance global operations, improve decision-making, and enable seamless collaboration between DLA and its stakeholders in a rapidly changing digital environment.
- **D** **DRIVE**
DATA AND ANALYTICS CAPABILITIES

Drive the development and implementation of data, analytics and artificial intelligence (AI) capabilities that enable informed decision making for optimized Warfighter support.

CONTINUOUS TRANSFORMATION



FOCUS AREA ONE

L **EVERAGE** **DIGITAL READY WORKFORCE**

Leverage and enhance an agile, adaptive, and digitally resilient workforce to support DLA's Transformation Imperatives in addressing contested logistics environments through innovation, interoperability, data, and advanced technology integration.

OBJECTIVES

1.1. Reinvigorate a culture of mission commitment to assure sustained dedication and mission readiness.

Enhance focus on **Warfighter support** to ensure mission success and enlighten the workforce on the critical importance of their roles in enhancing DLA capabilities. Facilitate in-house skill building aligned specifically to DLA's technology ecosystem enhanced by the Sourcing Talent and Technology (J6 STAT) Framework.

1.2. Tailor talent management efforts to ensure the workforce remains competitive and capable of achieving strategic goals.

Proactively identify, recruit, and retain a digital workforce to ensure DLA has the necessary talent to protect digital assets, innovate with emerging technologies, and maintain a competitive edge in an increasingly digital and cyber-threatened environment. The J6 STAT Framework incorporates both retention and recruitment incentives intended to attract and retain advanced skillsets aligned to DLA's digital assets and capability demands.

1.3. Institutionalize continuous learning to maintain a competitive edge, foster innovation, and support personal and organizational growth.

Develop an agile and effective digital workforce for DLA to swiftly adapt to evolving cyber threats, innovate with new technologies, ensure compliance with regulations, and to remain competitive in a rapidly changing digital landscape. **Invest in citizen developer cadre** to leverage functional expertise in creating custom solutions, which enhances agility, efficiency, and innovation by addressing business needs more quickly and effectively.



FOCUS AREA TWO

ENHANCE IT GOVERNANCE & OPERATIONAL SUCCESS

Enhance IT governance capabilities to promote digital advancement, and operational excellence by modernizing DLA's IT landscape, streamlining business processes, and leveraging cutting-edge technologies that drive efficiency, agility, and innovation across the organization.

OBJECTIVES

2.1. Execute effective governance to enable digital advancement opportunities.

Enrich IT governance forums to ensure improved decision making and transparency to the workforce. **Fortify IT audit posture** to obtain successful audit outcomes. **Strengthen IT policy, process and standards** to enhance governance execution.

2.2. Enable operational excellence to simplify and modernize DLA's IT landscape and business processes.

Strengthen communication and feedback loop with customers to enhance collaboration for operational success. **Enhance collaboration for operational success via strategic partnerships with Industry, Academia, Federal and DoD entities** to continuously introduce emerging technology and innovation concepts. **Evolve our role as Executive Agent for Defense Logistics Management Standards** to ensure IT interoperability with DoD and Industry partners.



FOCUS AREA THREE

ADVANCE DIGITAL ECOSYSTEM IN GLOBAL ENVIRONMENT

Advance the development of a resilient, robust, and secure digital ecosystem by integrating innovative and interoperable solutions to enhance global operations, improve decision-making, and enable seamless collaboration between DLA and its stakeholders in a rapidly changing digital environment.

OBJECTIVES

- 3.1. Optimize IT infrastructure and architecture** to ensure network and capability availability for an effective user experience.

Provide modernized and effective IT infrastructure to ensure quality user experience and productivity. **Identify and prioritize enhancements to the digital ecosystem** to maintain an effective and resilient IT infrastructure. **Invest in architecture strategies** to promote data interoperability, support investment planning, and enhance Enterprise view of DLA landscape for improved decision making.

- 3.2. Drive Digital-Business Transformation through interoperable and innovative solutions** focused on increasing efficiency and productivity to exceed Warfighter demands.

Incorporate innovative technologies into digital-business transformation efforts, in collaboration with our customers, to enhance our support to the Warfighter. **Implement a high-quality testing, documentation and training regimen** to ensure new capabilities are seamlessly introduced into the DLA operating environment. **Develop and transition critical emerging technologies** to enable a high performance, secure, and highly capable infrastructure.

- 3.3. Ensure a cyber-secure and resilient digital ecosystem** to provide uninterrupted support to the Warfighter.

Manage the risk of data breaches and unauthorized access through Zero Trust (ZT), Identity, Credential, and Access Management (ICAM), and Single Sign On (SSO). **Leverage security control tailoring** to streamline the Risk Management Framework. **Establish a sound contingency capability** to minimize risks and operational downtime and maintain stability in a contested logistics environment. **Instill Operational Technology (OT) best practices** to establish effective and standardized acquisition OT lifecycle management capabilities.



D RIVE

DATA AND ANALYTICS CAPABILITIES

Drive the development and implementation of data, analytics and artificial intelligence capabilities that enable informed decision making for optimized Warfighter support.

OBJECTIVES

- 4.1. Enhance Agency performance by institutionalizing DLA data literacy and acumen** and empowering the workforce to interpret and use data effectively.

Accelerate the use of advanced analytics and AI capabilities across the enterprise to enhance decision-making, drive innovation, improve efficiency, and gain a competitive advantage. **Institutionalize data acumen for the DLA workforce and customers** to ensure that all stakeholders possess the necessary skills and understanding to effectively leverage data to enhance mission support. **Promote Data, Analytics, and AI strategies** to increase data acumen goals for the Agency and empower the organization with the knowledge and tools needed to harness data-driven insights.

- 4.2. Strengthen digital interoperability** to improve forecast accuracy and support to the Warfighter and the Whole of Government.

Improve data sharing and requirements collaboration to enhance forecasting accuracy by ensuring that all relevant stakeholders have access to comprehensive and timely data, leading to better planning, resource allocation, and mission success. **Leverage AI and predictive analytics in collaboration with the Services** to deliver results more rapidly to enhance the accuracy and speed of demand planning and decision-making. **Increase access to quality data** to enable outcome-driven and efficient decision-making based on accurate and comprehensive information.

- 4.3. Implement innovative artificial intelligence capabilities** to optimize processes, increase efficiency, and drive better decision-making.

Provide sound technical infrastructure and outcome-oriented use case models to facilitate effective and rigorous AI testing and validation enabling reliable, high-performing solutions. **Develop AI testing, evaluation, and approval processes** to ensure a Responsible AI implementation within DLA. **Engage workforce in Responsible AI solution development and deployment** to ensure ethical compliance, best fit, and value-added solutions for DLA's operational environment.



CLOSING

This strategy sets the direction for the Agency to continuously transform and modernize our information technology environment and embrace digital concepts on behalf of the Warfighter. Through the adoption of the right digital trends and technologies, DLA will be positioned to lead the DoD as the predominant source for logistics capabilities.

L ■
E ■
A ■
D ■

Continuous Transformation





APPENDICES

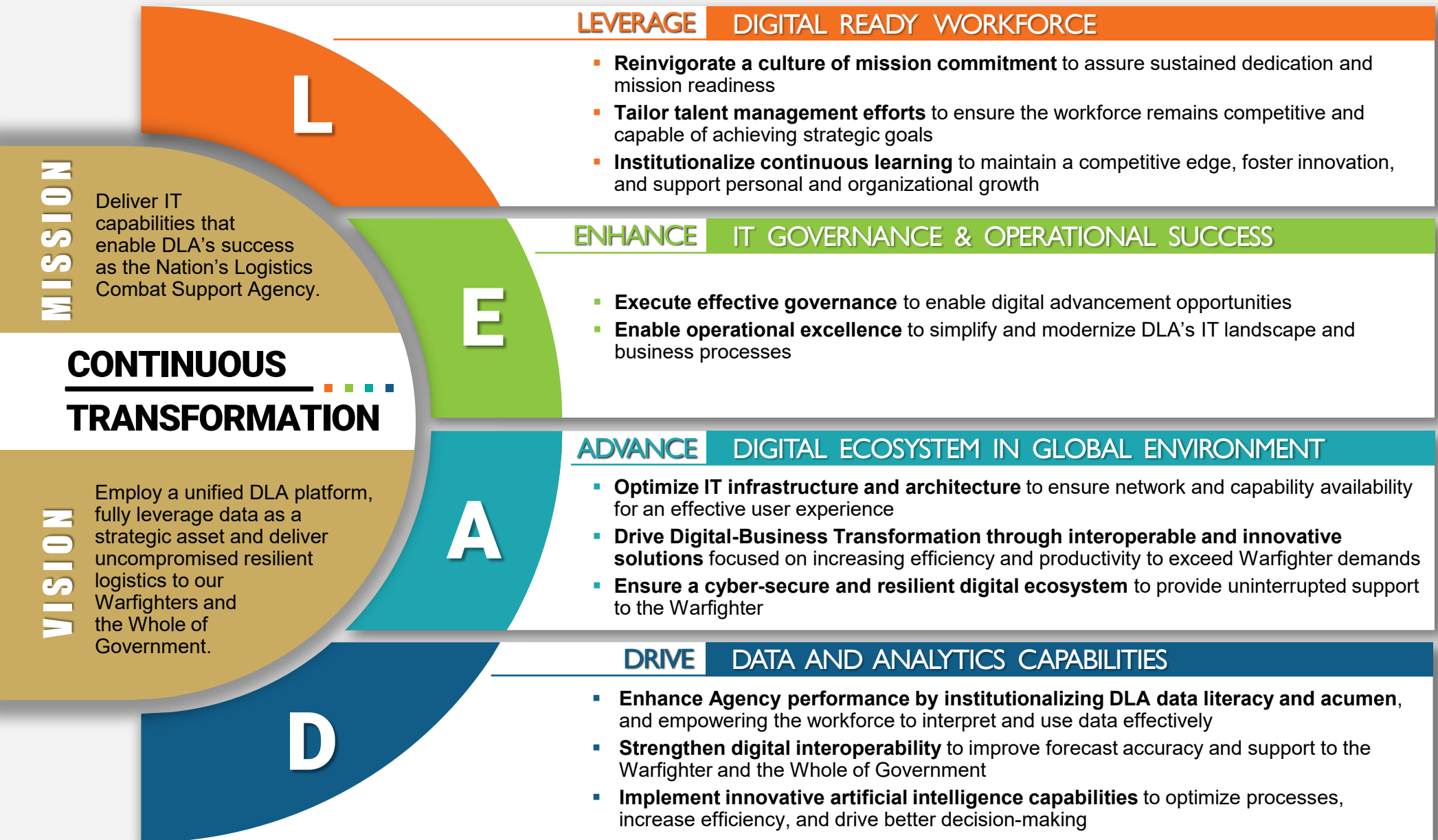
**APPENDIX A – DIGITAL
STRATEGY PLACEMAT**

**APPENDIX B – DIGITAL
STRATEGY MAP**

**APPENDIX C – ACRONYM
GLOSSARY**



DIGITAL STRATEGY 2025-2030





APPENDIX B – DIGITAL STRATEGY MAP



**EXISTING AND
FORTHCOMING
NESTED
STRATEGIC
DOCUMENTS**

DLA DIGITAL STRATEGY

Outlines the vision for creating digital advantage through continuous transformation and modernization and enables the DLA Strategic Plan imperatives and Department of Defense strategies.

**DLA
ENTERPRISE
ARCHITECTURE**

**DLA
CLOUD
HOSTING**

**DLA
DATA,
ANALYTICS,
AND ARTIFICIAL
INTELLIGENCE
(DAAI)**

APPENDIX C – ACRONYM GLOSSARY

AI	Artificial Intelligence
CIO	Chief Information Officer
DAAI	Data, Analytics, and Artificial Intelligence
DLA	Defense Logistics Agency
DLMS	Defense Logistics Management Standards
DoD	Department of Defense
ICAM	Identity, Credential, and Access Management
IT	Information Technology
RAI	Responsible Artificial Intelligence
OT	Operational Technology
RMF	Risk Management Framework
SSO	Single Sign On
ZT	Zero Trust

L
E
A
D

Continuous Transformation

