



FY2026

DEFENSE LOGISTICS AGENCY ANNUAL GUIDANCE





Director, Defense Logistics Agency
8725 John J. Kingman Road
Fort Belvoir, Virginia 22060-6221

Director's Intent

As we enter Fiscal Year 2026, we must strengthen the pivotal role DLA plays in enabling national defense. We are the Nation's Logistics Combat Support Agency – and every task we execute must connect to something larger: **readiness, resilience, and operational advantage.**

Over the last year, OSD leadership has introduced updated departmental policies, priorities, and an interim National Defense Strategy. Similarly, the Services and Combatant Commands continue to develop and execute their warfighting concepts and strategies. As the Nation's Logistics Combat Support Agency, it is vital that DLA evolves in parallel with them. **Now is the time to accelerate transformation – modernizing DLA to be more adaptive, efficient and resilient.**

We have made measurable progress in implementing Executive Orders and addressing agency objectives. We must now sharpen our focus on delivering lethal, agile, and resilient solutions that strengthen deterrence and support the Joint Force in an increasingly complex and contested global environment.

Every teammate in this Agency plays a role in securing our Nation's advantage. Whether you're executing a contract, managing supply chain data, maintaining systems, supporting the workforce, or delivering to the point of need – you are part of a mission that sustains the fight before it begins.

With 10 months of progress toward our Strategic Plan, *DLA Transforms: A Call to Action*, we are now sharpening our efforts, guided by three agency-wide priorities for FY26. These priorities are not new, and they do not signify redirection. Our FY26 priorities represent strategic refinement that reflects where we must concentrate our effort to sustain momentum and achieve maximum mission impact as a global Logistics Combat Support Agency.

In FY26, our priority of effort will be focused on:

- **Set the Globe.** Position DLA to deliver capability to enable sustained readiness for the Services, Combatant Commands, and allies prioritizing the Homeland and the Indo-Pacific theater.



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- **Set the Agency.** Accelerate organizational and workforce transformation, balancing effectiveness and efficiency to achieve resilient capabilities.
- **Set Supply Chains.** Modernize our supply chains to operate faster and smarter, strengthen resilience to mitigate disruption, and respond at scale.

Our strategy remains anchored by four strategic imperatives: People, Precision, Posture, and Partnerships. In an increasingly volatile global landscape, achieving success requires speed, precision, and adaptability. We will drive innovation, enhance digital capabilities, and enable decision-advantage through cohesive, enterprise-wide execution. Above all, our commitment to supporting combat operations and strengthening warfighter readiness is unwavering – our Nation expects it, and our warfighters depend on it.

With your continued leadership, we will provide the Joint Force with the resources they need to succeed – and ensure DLA remains the Nation’s trusted logistics partner.

Warfighter Always!

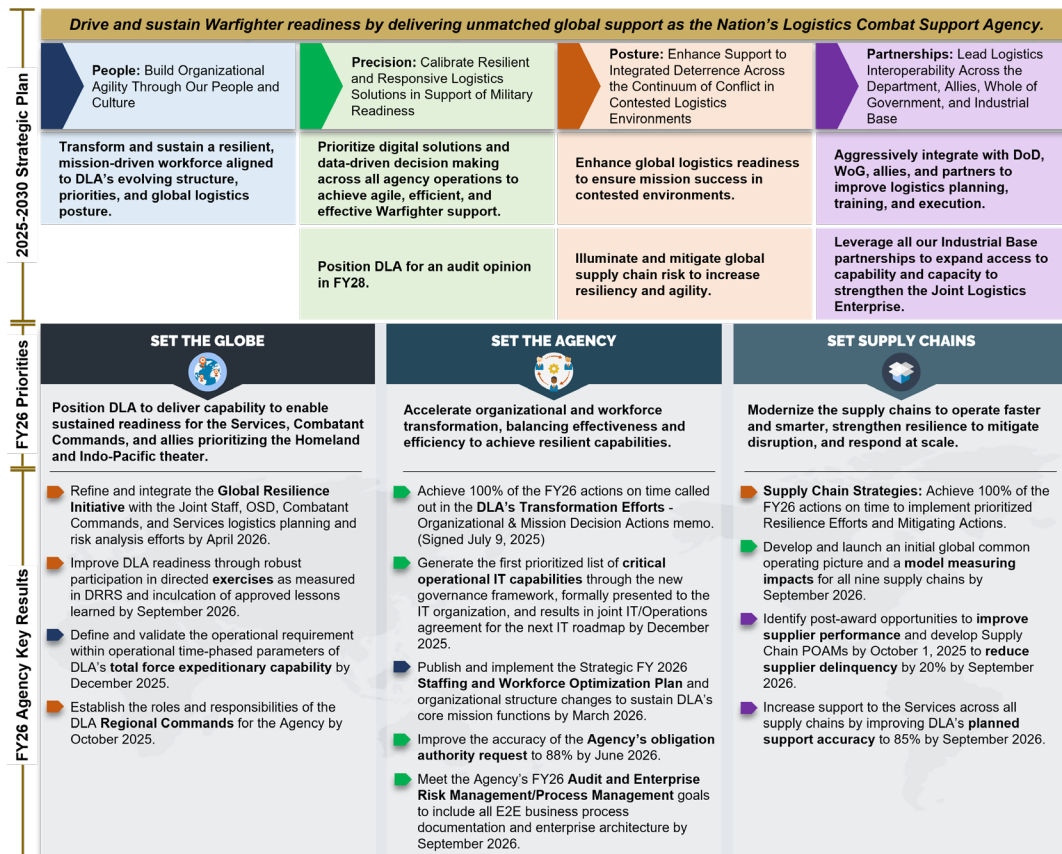
– LTG Mark Simerly
Defense Logistics Agency Director



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Refocus Toward Three Agency Priorities in FY26

In FY25, we transitioned from organizing the agency's strategy around lines of effort to a streamlined objectives and key results framework. This structure strengthened alignment, focus, and accountability across all levels of DLA. Our initial implementation included 19 Strategic Objectives and 54 FY25 Key Results, organized by four Transformation Imperatives: **People, Precision, Posture, and Partnerships**. After a thorough review and internal feedback, we identified the opportunity to sharpen enterprise-wide focus. For FY26, our Transformation Imperatives remain the organizing framework of our strategy. We assessed our progress towards the Strategic Plan by analyzing the Objectives to determine achievement in FY25 and relevance for FY26. We finalized **seven Strategic Objectives**, continuing our call to action to transform. In addition, we collaboratively established three agency-level Priorities to unify efforts across DLA and reflect the evolving mission: **Set the Globe, Set the Agency, and Set Supply Chains**. Our three agency-level Priorities and 13 total agency-level Key Results define our FY26 focus.





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Operationalizing Our Strategy

FY26 is a defining moment in our transformation.

Delivering on our strategy requires every organization to translate strategic intent into execution. Over the next month, each MSC, J-Code and D-Staff will build their FY26 Annual Operating Plan (AOP) using the objectives and key results framework. Objectives define what matters most. Key results define how you will measure and achieve success. This ensures alignment from agency-level outcomes down to team-level actions.

Each organizational AOP will connect its objectives to the agency-level Key Results. Coordination across organizations is essential where different organizations are contributing towards the same agency-level Key Result to drive integration across functions, reduce duplication, align timing of effort, and sharpen enterprise execution. AOPs have been streamlined this year; they are your FY26 Organizational AOP Scorecard slides (PowerPoint). All AOP briefs are due to DLA Strategy on August 29, 2025.

You will receive additional guidance via Task Management Tool (TMT) to support this effort, including:

- Key deadlines and AOP review schedule
- Complete AOP briefing template
- Objectives and key results guidance and examples

To monitor progress, we intend to use an enhanced Strategy Management System to visualize, track, and report key results. This digital platform will strengthen transparency, reduce reliance on manual reporting, and accelerate decision-making across governance forums.

The work ahead will demand engaged leadership, clarity, and collaboration. With focus, unity, and disciplined execution, we will deliver on our promise: to remain indispensable to the Warfighter and unmatched in our mission.



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