

A **New** Strategy for a **New** Environment

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Enhanced industry, government and allied partnerships, rapid delivery of mission capabilities, and an enduring global presence are key objectives in the new Defense Logistics Agency (DLA) strategic plan for 2018 through 2026. The plan highlights the agency's commitment to providing responsive, agile and innovative support to warfighters and its other customers.

In a move championed by its new director, Army Lt. Gen. Darrell Williams, DLA has refreshed its plan to guide the agency as it meets ever-evolving logistics challenges in today's strategic environment as well as emerging global requirements.

As DLA developed its new strategic plan, the director challenged his leaders to remember why the organization exists and why it serves, a concept he took from Simon Sinek's book, "Start with Why." The subordinate commanders and staff members' response to that question—"service to the warfighter and the nation"—readily met the task to recognize the *why*, just as they identified the *what* and the *how*, with the goal of leading DLA to improve its mission understanding, performance and outcomes.

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The plan features five strategic priorities supporting the agency's mission to provide innovative logistics solutions to its global customers. These priorities also reinforce DLA's key role in supporting Secretary of Defense James Mattis' three lines of effort needed to remain the world's preeminent fighting force. DLA's priorities, as shown in Figure 1, are:

- **Warfighter First:** Strengthen Service and combatant command readiness and lethality
- **Global Posture:** Prepared for immediate action
- **Strong Partnerships:** Leverage the Joint Logistics Enterprise, interagency, industry, and partner and allied nations
- **Whole of Government:** Support to the nation
- **Always Accountable:** Assured supply chain, financial, and process excellence

Throughout the strategy, DLA's fundamental theme is its constant commitment to the core mission—supporting the military Services and combatant commands—by

embracing “Warfighter First” as the agency's top strategic priority. This theme directly aligns with the first line of effort by the Department of Defense (DoD) to restore military readiness while building a more lethal force.

To sustain its military customers, DLA's objectives emphasize supporting the DoD Nuclear Enterprise to ensure that the deterrence forces remain safe and reliable—and actively participating in war games and exercises to ensure that DLA always is ready to meet the warfighters' logistics needs. DLA will do everything possible to ensure readiness and lethality across the end-to-end supply chain by reducing risk and improving security and resiliency—using cutting-edge technology, data, trend analysis, predictive algorithms and communication to consistently predict and position the right logistics solutions on time, every time. DLA aims to gain a quick understanding of warfighters' current needs and the ability to anticipate their future needs, which will earn the warfighters' trust by easing and speeding their work with the agency.

Figure 1. Defense Logistics Agency Strategic Priorities



Source: Defense Logistics Agency

curement tools to help its partners meet their missions.

Over the last several years, the agency has increased its support and rapid deployment capability to global crises. This has included providing much-needed fuel, food, water, medicine and other critical supplies in response to the Ebola crisis in Liberia, Hurricanes Sandy and Matthew and, most recently, Hurricanes Harvey, Irma and Maria.

“These situations demand a rapid-response capability that is much more than ad hoc—something that is planned, something that is a systemic part of what we do. This growing rapid-response requirement must be more prominently reflected in our strategic plan,” Williams said.

In supporting recent hurricane relief, DLA deployed more than 100 people to work alongside the Federal Emergency Management Agency (FEMA) and other federal agencies, augmenting logistics support and providing forward command-and-control capability.

One of DLA’s goals is the continued improvement of its command and control structure and responsiveness to its military customers’ needs. Through its regional commands in Europe, the Middle East and the Pacific, DLA provides an essential presence for customers in those regions. As a former DLA customer, Williams recognizes the importance of a single point of entry into an extensive organization like DLA.

“DLA has done a great job of streamlining its operations over the last four or five years, and this concept will continue to pay significant dividends,” said Williams.

Another key area the agency’s new plan emphasizes is its global posture and presence. DLA will better enable its military partners to protect and serve U.S. interests around the world by obtaining for their use the right items, in the right quantities, at the right time. DLA also will strive, through flexible and scalable logistics solutions, to enhance its support of non-defense customers and our nation during disaster relief and humanitarian operations.

DLA recognizes that accomplishing those goals requires positioning resources for rapid use, making additional capability deployable, and using flexible contracting and pro-

Some of the staff provided were members of the DLA’s rapid deployment teams. DLA has three full-time teams of volunteers ready to deploy on short notice. There are 13 members from DLA headquarters and its major subordinate commands on each team, representing each of DLA’s supply chains, as well as distribution, disposition, information technology, expeditionary contracting and legal services.

DLA’s relief efforts also included members of all three of DLA’s expeditionary distribution teams that until the 2017 hurricanes had not deployed simultaneously in response to a natural disaster. The teams helped FEMA and military units receive, store and manage staging areas as thousands of trucks filled with food, water, personal hygiene kits and other critical supplies arrived on military bases for distribution to those in need.

DLA’s other support included providing more than 2 million gallons of jet fuel, diesel, gas, and propane; millions of bottles of water; millions of meals ready to eat and shelf-stable meals that can be stored to meet ongoing needs; thousands of cots, sleeping bags, and tents; thousands of maps; hundreds of generators; and hundreds of different types of pharmaceuticals to support the Navy hospital ship USNS *Comfort*’s relief efforts.

The agency also helped link up contractors with military units requiring storm debris cleanup.

DLA's priority to develop and leverage strong partnerships with its global customer base reinforces DoD's second line of effort in strengthening alliances and attracting new partners, fostering economic growth and providing avenues for peace. It includes collaborating with the Joint Logistics Enterprise, interagency partners and allied nations, developing solutions that optimize DLA support to sustainment operations, leveraging relationships with industry to ensure a robust and capable industrial base, and generating innovative and efficient solutions to maintain a secure and resilient supply chain. Underlying these objectives is the need to actively engage and remain transparent with organizations that oversee the agency.


DLA's response in times of crisis directly relates to a renewed emphasis in its strategic plan on the agency's "whole of government" support to other federal departments and agencies such as FEMA, the Departments of Homeland Security, State, Energy and Interior and the U.S. Forest Service. These partner organizations have leveraged DLA's expertise in supply chain management and its global supply network to provide food, fuel and medical supplies for disaster relief efforts and non-food items for refugees in the Middle East. The agency also procures and stores equipment such as hand tools, batteries, shovels and hoses, providing critical support of the Forest Service effort to fight wildfires and deal with other fire-related emergencies.

As DLA continues expanding these partnerships and capabilities, it also will evaluate solutions that provide the best value for the government from the contributions of other agencies. DLA recognizes the importance of participating in federal initiatives designed to make agencies operate more efficiently, effectively and at reduced taxpayer cost.

In pursuing its goal of being "always accountable," DLA's tasks include reinforcing a cost-conscious and process-oriented culture to ensure efficient, effective and reliable operations; attaining and sustaining auditability through process excellence; innovating to achieve the best value logistics solutions and strengthening risk assessments to ensure secure, agile and resilient combat logistics support. The foundation for DLA's success is in auditable, innovative and sound business processes that obtain and retain the nation's confidence, which directly aligns with the DoD's third line of effort by instilling business reforms in its budget, requirements and acquisition processes.

These five strategic priorities outline what the agency must do to meet its mission to sustain warfighter readiness and lethality, delivering proactive global logistics in peace and war. The new strategic plan underlines the fact that the key to mission success across these priorities is its people and culture—for the agency's plan must be carried out by people. They are the

core of each agency goal and objective and, most importantly, each solution.

"I think people do best in organizations where they feel valued, where they feel empowered and where they feel that what they do makes a difference. They understand the why," Williams said. 

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MDAP/MAIS Program Manager Changes

With the assistance of the Office of the Secretary of Defense, *Defense AT&L* magazine publishes the names of incoming and outgoing program managers for major defense acquisition programs (MDAPs) and major automated information system (MAIS) programs. This announcement lists recently reported leadership changes for both civilian and military program managers.

Navy/Marine Corps

CAPT Dan Mackin relieved **Sean Burke** as program manager for the MQ-4C Triton (PMA 262) on Sept. 5, 2017.

Air Force

Col Robert F. King relieved **Col John D. Bedingfield** as program manager for the Base Information Transport Infrastructure Wired Program on July 1.

Ronnie L. Carter relieved **James J. Nally** as program manager for the Air Force Integrated Personnel and Pay System Program on Aug. 5.

Scott E. Boyd relieved **Magdy M. Sorial** as program manager for the C-130J Hercules Program on Sept. 1.

Col Kevin L. Sellers relieved **Col James R. Echols** as program manager for the C-5 Reliability Enhancement and Re-engining Program on Aug. 1.

Mr. Richard A. Walley relieved **Col Luke G. Cropsey** as program manager for the Massive Ordnance Penetrator Program on Sept. 1.

Col Stephen G. Purdy relieved **Brig Gen Philip A. Garrant** as program manager for the Enterprise Space Battle Management Command and Control Program, the Joint Space Operations Center Mission System Increment 2 Program, and the Space Fence Ground-Based Radar System Increment 1 Program on Sept. 1.