Assistant Secretary of Defense for Sustainment Strategic Plan

2023

Contents

Overview

President Biden stated the United States has entered a "decisive decade," marked by major shifts in geopolitics, climate change, technology, economics, and the international security environment. The 2022 National Defense Strategy (NDS) addresses these conditions and sets the Department's course for the next ten years. It provides a clear picture of the challenges we expect to face—as well as a backdrop for the methods we must employ to advance our national security goals. The 2022 NDS priorities are:

- Defending the homeland, paced to the growing multi-domain threat posed by the Peoples Republic of China (PRC)

- Deterring strategic attacks against the United States, Allies, and partners

- Deterring aggression, while being prepared to prevail in conflict when necessary, prioritizing the PRC challenge in the Indo-Pacific, then the Russia challenge in Europe

- Building a resilient Joint Force and defense ecosystem.

To help implement the NDS, this update to the 2021 Logistics & Materiel Readiness Strategic Plan positions our Sustainment enterprise to fully support the four NDS priorities. We have sharpened existing goals, priorities, objectives, and lines of effort to better focus our combined organic and commercial industrial base, along with our allies and partners, to deliver Sustainment outcomes that enable integrated deterrence and build a resilient Joint Force and defense ecosystem in a contested logistics environment.

We also renew our emphasis on delivering integrated and transparent Sustainment capability at all echelons in a Joint environment. The document emphasizes, perhaps most importantly, relationships at many levels. Important elements included in this plan are integrated and outcome-based performance measures to drive progress towards required Sustainment capabilities, capacities, and operational outcomes. It is designed to prompt responsive and innovative actions by including succinct cross-cutting goals that are timely, measurable, and attainable. Achieving these goals will deliver on our NDS priorities, set the conditions to enable logistics operations in contested environments, and inform resourcing decisions to deliver sustainment and weapon systems capabilities.

By leveraging existing logistics governance frameworks, stakeholders throughout the DoD Sustainment enterprise can coalesce around the planning and decision process included in this document to innovate, modernize, and advance Sustainment performance. The contents of this document will be periodically updated to ensure Sustainment continues to undergird a Joint Force that is lethal, resilient, survivable, and agile. Sustainment is the bedrock for posturing and delivering capable, ready forces.

Christopher J. Lowman
Assistant Secretary of Defense for Sustainment OSD A&S, ASD Sustainment

2023–2028
Assistant Secretary of Defense for Sustainment Strategic Plan Overview

Vision: Military Operations Empowered through Logistics | **Mission:** Provide Logistics and Materiel Readiness to Deliver Military Capability for the Nation

Priorities	Authoritative Guidance	Outcomes
Modernize & Sustain the Force Resilient & Agile Logistics Innovation & Performance	NSS/NDS	Military Readiness Meets Operational Requirements Bolster Deterrence & Competitive Advantage
Defend the Nation Take Care of Our People Succeed Through Teamwork	SecDef/USD A&S	Increase Materiel Readiness & Reduce O&S Costs Build A Safe, Secure, & Resilient DIB Promote Acquisition & Sustainment Initiatives Recruit, Develop & Retain Our Workforce

	Goals	Objectives (2–6 Years)	Governance	Outcomes
Champion: DASD(Log); OCRs J4/DLA/TRANSCOM	**G1:** Deliver sustainable logistics to support DoD mission requirements	**1.1** Provide effective logistics capability for DoD mission operations **1.2** Improve logistics processes that enhance mission operations **1.3** Develop logistics enhancements and improve mission enablers	LESC SESC TMEC JDDEB JLRRB JLB	• Responsive end-to-end logistics processes • Effective logistics enterprise meeting mission needs
Champion: DASD(MR); OCRs DASD(PS)/J4	**G2:** Deliver cost-effective materiel readiness to meet the DoD's warfighting requirements	**2.1** Expand and optimize Sustainment data integration **2.2** Ensure a resilient and responsive Organic Industrial Base **2.3** Drive adoption of Sustainment innovations to improve materiel readiness **2.4** Improve explosives safety and munitions risk integration	IBC JLB JLRRB SESC	• Balanced and optimized OIB • A_o meeting Warfighter requirements
Champion: DASD(PS); OCRs DASD(MR)/J4	**G3:** Enable effective, affordable, and sustainable warfighting capability	**3.1** Provide DoD enterprise with policy, processes, and guidance that foster effective Product Support (PS) planning and execution **3.2** Provide DoD decision-makers with comprehensive, timely, and actionable program sustainment assessments in order to develop affordable PS **3.3** Develop and lead civilian logistics workforce policy, training, and recognition **3.4** Develop and synchronize strategic and operational logistics initiatives with international allies and partners	DAB IBC ILE JROC-FCB PSESC FIT	• Early integration of sustainment and product support • Minimized life-cycle costs
Champion: DLA(J3); OCRs DASDs (L, MR, PS)/J4	**G4:** Optimize Warfighter logistics	**4.1** Update Logistics Support Analysis process; develop requirements for an Integrated Contingency Plan, considering contested ops environment impacts **4.2** Build supply chain transparency, accountability, and customer-centricity **4.3** Expand industry engagement and market intelligence for sustainment to manage supply chain risk	JLB LESC JLRRB JCCL	• Tailored logistics solutions for contested requirements • Mission-driven logistics innovation

Vision
Military Operations
Empowered through Logistics

Mission
Provide Logistics and Materiel
Readiness to Deliver Military
Capability for the Nation

Goal 1

Deliver Sustainable Logistics to Support DoD Mission Requirements

Objective 1.1: Provide effective logistics capability for DoD mission operations

LOE 1.1.1: Establish an enduring Operational Contract Support (OCS) capability **(10 U.S. Code Sections 3151-3157, 32 CFR Part 158, DoDD 3020.49, DoDI 3020.41)**

Metrics:

1. OCS organizational structures and capability implemented across the DoD enterprise (OSD, Joint Staff, Defense Agencies, Military Services, Service Component Commands, Combatant Commands and Joint Task Force Headquarters)

2. Number of validated OCS personnel requirements

3. OCS requirements included in Integrated Campaigning, Operational Design, and Joint Planning Processes

4. OCS education and training throughput

5. Currency of OCS policy and guidance (DoDD 3020.41, Synchronized Predeployment and Operational Tracker-Enterprise Suite (SPOT-ES) Business Rules)

LOE 1.1.2: Standardize end-to-end transportation processes **(FY10 NDAA Sec. 1003)**

Metrics:

1. Cost savings from enhanced data capture processes

2. Processing times for standardized order and receipt procedures, business operating strategies, and delivery functions

3. Number of USTRANSCOM Information Technology systems

4. Working to establish a DoD-wide fitness standard for Installation Access

LOE 1.1.3: Fully implement Government Furnished Property (GFP) lifecycle transaction recording in DoD Accountable Property Systems of Record (APSRs) **(SECDEF 2021 Audit Priorities, DoD SMP, DBC Process Improvement Initiative, DoDI 5000.64, DoDI 4140.01, DoDI 4161.02, DoDI 5000.64)**
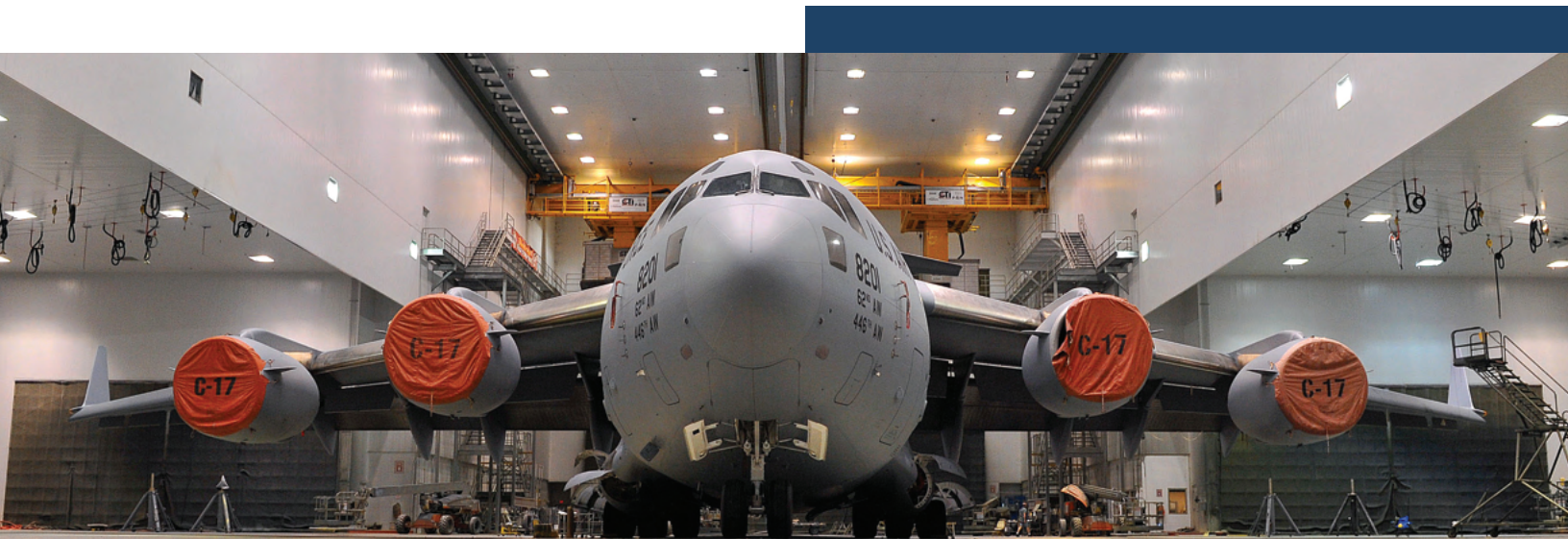
Metrics:

1. Percentage of DoD APSRs managing GFP interface with the Procurement Integrated Enterprise Environment (PIEE)-GFP module

2. Percentage of DoD APSRs identifying GFP by Serial Number

3. Percentage of DoD APSRs that are Defense Logistics Management System compliant

4. Percentage of DoD APSRs that segregate GFP from other property types

5. Percentage of CIO BEA complaint APSRs

LOE 1.1.4: Provide effective supply chain oversight **(DBC Process Improvement Initiative DoDD 5135.02, DoDI 4140.01, DoDM 4140.70, DLM 4000.25)**

Metrics:

1. End-to-end procurement and delivery time

2. Percentage of non-forecastable items using alternatives to forecasting methods

3. Average warehouse utilization rate across DoD non-tactical warehouses

4. Number of Supply Executive Analytics data sources in the Department's repository for common enterprise data

5. DoD Issuance currency rate

Objective 1.2: Improve logistics processes that enhance mission operations

LOE 1.2.1: Establish and improve vendor vetting policy, processes, and procedures **(FY15 NDAA, Sections 841-843; DTM-18-003; DoDD 3000.16)**

Metrics:

1. Number of FY15 NDAA Section 841 designations documented in the System for Award Management

2. Enterprise Policy Framework (DoDD, DoDI, FAR/DFARs, PGI) established by FY24

3. Combatant Commands supporting policy and reporting procedures established by FY25

4. Define systems landscape to support vendor vetting by the end of FY24.

LOE 1.2.2: Standardize and strengthen oversight policy and processes for DoD Private Security Contractors (PSCs) **(FY08 NDAA, Section 862; FY10 NDAA Section 813; FY11 NDAA, Section 832; DoDI 3020.50; 32 CFR Part 159)**

Metrics:

1. Initial PSC Oversight Improvement Plan established by FY23

2. Enterprise policy framework updated by FY23

3. Guidance on PSC functions and reporting procedures in DoD systems published by FY24

LOE 1.2.3: Fully implement the DoD Fleet Management Information System (FMIS) for tracking electric vehicle migration and petroleum reliance reduction **(EO 14008, 40 U.S. Code Sec 17502, 41 CFR Part 102-34, FMR Part 102-34, DoDI 4500.36, DoDM 4500.36, DoD Strategic Management Plan (SMP), DBC Process Improvement Initiative)**

Metrics:

1. DoD migration to the DoD FMIS completed by FY24

2. DoD NTV data captured within DoD FMIS for submission to Federal Automotive Statistical Tool by FY25

LOE 1.2.4: Improve asset visibility policy, procedures, and standards **(DoDD 5135.02, DoDI 4140.01, DLM 4000.25)**

Metrics:

1. Number/percentage of Component systems providing asset visibility data and information to DoD-level systems and data stores

2. Percentage of asset visibility data and information available within DoD-level systems and data stores

3. Number/percentage of Component locations using automatic information technology

LOE 1.2.5: Improve item-level serialization and modernize the DoD Item Unique Identification (IUID) Program **(DoDD 5135.02, DoDI 4140.01, DoDI 8320.004, DLM 4000.25)**

Metric:

Number/percentage of Component locations that can manage IUID enabled serialized items

LOE 1.2.6: Establish ASD(S) as the Principal Staff Assistant (PSA) for Supply Chain Risk Management (SCRM). **(FY20 NDAA Section 845, DoDI 4140.01, DoDI 4140.67, DD 5135.02, and DoDI 5200.44, DBC Process Improvement Initiative)**

Metrics:

1. Publish fully coordinated DoD Supply Chain Risk Taxonomy and Framework

2. Enterprise-level tools and capabilities available to Components

3. Publish SCRM policy instruction by FY25

LOE 1.2.7: Monitor and conduct oversight of Defense Working Capital Fund (DWCF)

Metrics:

1. Cash positions of the Component's Supply DWCFs, Services' UCR/ DLA's Materiel Replacement Rate (MRR) in coordination with the Comptroller

2. Material Availability (MA), Non-Mission Capable Supply (NMCS) back orders, numbers of items using alternatives to forecasting

Objective 1.3: Develop logistics enhancements and improve mission enablers

LOE 1.3.1: Facilitate implementation of a Transportation Management System (TMS) **(FY10 NDAA. Sec. 1003, DoD Strategic Management Plan (SMP), DBC Process Improvement Initiative)**

Metrics:

1. Maintain and enhance, where possible, current transportation systems

2. Support Service efforts to implement auditability corrective action plans for current systems

3. Amount of Service over-obligations

4. Cost avoidance (in efficiencies)

5. Number of attributes in the current Key Supporting Documents—Central Repository (KSD-CR) capability supporting financial auditability

LOE 1.3.2: Transition the Department to an electric vehicle fleet while leveraging vehicle usage analytics **(DoD Strategic Management Plan (SMP), Annual DoD Zero Emission Vehicle Strategic Plan, EO 14008, FY18 NDAA Sec 911 & 913, DSD Memo, "Creating Data Advantage," dtd May 05, 2021)**

Metrics:

1. Non-Tactical Vehicle (NTV) Fleet Management Information System and Department of Energy fuel data available for vehicle analytics beginning FY23

2. Number of light duty NTVs and medium/heavy duty NTVs migrated

3. Implementing Instructions for Executive Order 14057 Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability

LOE 1.3.3: Modernize Component Logistics Information Technology to improve data analytics and policy compliance in critical systems **(DoDD 5135.02, DoDD 8190.01E, DoDI 4140.01, DoDI 5000.64, DoDI 4140.73, DLM 4000.25 and 10 U.S.C. 2222, NDAA 2018; section 911-913, DoD Strategic Management Plan (SMP), DBC Process Improvement Initiative, DoDI 5000.64)**

Metrics:

1. Number of Component owned and managed Accountable Property Systems of Record (APSRs) transmitting data to/from enterprise systems

2. Percentage of Agency assets inventoried via third party verification method

3. Number of APSR data standards implemented for property and Financial Improvement and Audit Readiness (FIAR)-related compliance analytics

4. Number/Percentage of Defense Logistics Management Standards compliant systems in Common Operating Picture

5. Percentage of CIO BEA complaint ASPRs

6. Number of Identity, Credential, and Access Management (ICAM) compliant systems in a Common Operating Picture

7. Number of systems migrated to the cloud in a Common Operating Picture.

8. Number of systems fully connected (automated) to Advana

LOE 1.3.4: Improve the quality of logistics information through Artificial Intelligence (AI) and Machine Learning **(DoDD 5135.02, DoDI 4140.01, DLM 4000.25)**

Metrics:

1. Number of AI/roBOT-level inventory reconciliations performed through Inventory by Exception methods

2. Number/percentage of classes of supply/services data sources ingested and predictive analysis employed for Senior Leader/Enterprise Level Dashboards

Goal 2

Deliver Cost-Effective Materiel Readiness to Meet DoD's Warfighting Requirements

Objective 2.1: Expand and optimize sustainment data integration

LOE 2.1.1: Develop and integrate logistics and Mission Support Sustainment Health Metrics including sustainment portfolio assessments at Integrated Acquisition Portfolio Reviews (IAPRs).

Metrics: NLT FY24

1. Publish DoDI Sustainment Health Metrics (DoDI 3110.05) NLT FY24

2. Integrate sustainment data use at regular Programs IAPRs NLT 2QFY23

3. Integrate acquisition and sustainment data use at Sustainment IAPR NLT 2QFY23

4. Provide progress update on Deputy's Management Action Group (DMAG) actions at Sustainment IAPR NLT 3QFY23

5. Analysis of systemic sustainment challenges affecting weapon systems availability provided at Sustainment DMAG, pre-POM25 NLT 3QFY23

6. Analysis and recommendations for POM25 resourcing options NLT 3QFY23

7. Sustainment Review data requirements integrated in DAVE/DAMIR NLT FY24

LOE 2.1.2: Implement reporting of full list of fielded weapon systems and automate authoritative Service data feeds into Advana Sustainment Executive Analytics database **(DoD Data Strategy/ MADW/AVANA MOA; the National Security Commission on Artificial Intelligence March 2021 Report; DSD/USD(A&S) Sustainment Data Memos)**

Metrics:

1. Services set goals for all required systems NLT 2QFY23

2. Services report metrics for all required systems NLT 2QFY23

3. A&S and CAPE report on annual Operations and Support cost pilot results NLT 4QFY23

4. OSD and Services establish automate feeds into Advana complete NLT 2QFY24

LOE 2.1.3: Access to/delivery of required F-35 data elements to support NDAA 356 Performance-Based Logistics cost/performance certification.

Metric:

> NLT 15 Feb 2023, work together with the Prime Contractor to resolve access to/delivery of outstanding data, resolve data quality issues, and integrate data into cost/performance certification in CY23

Objective 2.2: Ensure a resilient and responsive Organic Industrial Base (OIB)

LOE 2.2.1: Revitalize DoD Infrastructure to ensure covered depots can effectively and efficiently meet DoD readiness and materiel availability goals **(OIB Strategy/NDAA Section 3)**

Metrics:

1. NLT FY24, assess OIB infrastructure investment/optimization plans of each military department

2. Report annually (FYQ3) to Congress on the progress made implementing the DoD Strategy to Improve the OIB Infrastructure; this report will include annual capital investment targets that align with the Military Services Infrastructure Optimization Plans (IOPs) and assess the resourcing to implement the DoD infrastructure investment plan focused on OIB infrastructure improvements

LOE 2.2.2: Oversee DoD OIB Equipment Modernization plan to ensure covered depots can effectively and efficiently meet DoD readiness and materiel availability goals **(OIB Strategy/NDAA Section 359)**

Metric:

> NLT FY24, for each service, determine and assess current/planned equipment modernization resource levels and obsolescence risk

LOE 2.2.3: : Measure and assess the effectiveness of DoD's Infrastructure Revitalization and Equipment Modernization plans against weapon system OIB Performance goals in the following areas: 1) Performance-to-Plan percentage; 2) 50/50 & Core compliance; 3) Percentage Am for select weapon systems **(OIB Strategy/NDAA Section 359)**

Metrics:

1. NLT FY24, assess OIB infrastructure investment/optimization plans of each military department

2. Report annually (FYQ3) to Congress on the progress made implementing the DoD Strategy to Improve the OIB Infrastructure; this report will include annual capital investment targets that align with the Military Services Infrastructure Optimization Plans (IOPs) and assess the resourcing to implement the DoD infrastructure investment plan focused on OIB infrastructure improvements

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Objective 2.3: Drive the adoption of sustainment innovations to improve materiel readiness

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LOE 2.3.1: Implement actions and directions on systemic sustainment issues related to Operationalizing Condition Based Maintenance Plus (CBM+) from the Sustainment DMAG and Advanced Manufacturing from the Competitive Advantage Program DMAG. Bring resourcing options to DMAG forums ahead of POM 25.

Metrics:

1. Synthesize inputs from CCMDs, MilDeps, and ASD(S) leadership to create the approved POAM and resourcing plan for Operationalizing CBM+ NLT Q3FY23

2. Identify INDOPACOM priority platforms for ingesting/analyzing CBM+ data; coordinate with MILDEP personnel for follow on actions NLT Q3FY23; NLT FY23, Q2FY23, develop first series of DoD action plans to drive initial fielding across the DoD enterprise to address materiel readiness from the DoD Prioritized Sustainment Gaps List

3. Develop and begin implementing a fast-track plan to field an increasing Advanced Manufacturing capability into EUCOM and INDOPACOM beginning not later than Q4FY23.

LOE 2.3.2: Issue plan for conducting Sustainment Capability Exercises

Metrics:

Coordinate with Joint staff and MilDeps to conduct periodic OSD-driven sustainment exercises to strengthen coordination between DoD organizations, industries, associations, universities, government laboratories, and agencies to address sustainment challenges NLT Q3FY23

LOE 2.3.3: Issue Sustainment Capability Implementation guidance to the MilDeps

Metrics:

1. Reissue MilDep reporting requirements to report annually their 5-year fielding plan by DoD sustainment technology directive (e.g., funding profile for Serialized Item Management (DoDI 4151.19), CBM+ (DoDI 4151.22), Additive Manufacturing (DoDI 5000.93), Robotics (DoDI 5000.94)) NLT Q2 FY23

2. Coordinate input from MilDep, industry and academia to develop updated guidance for coordinated sustainment capability implementation NLT Q4FY23

LOE 2.3.4: Issue Sustainment Technology Implementation guidance to the MilDeps (this includes Rapid Sustainment Improvement Process (RSIP), Operationalizing CBM+, and Additive Manufacturing)

Metrics:

1. NLT Q2FY23, issue requirement to Military Departments to report annually their 5-year fielding plan by primary combat platform related to key technology areas and program maturity indicators

2. NLT Q1FY23, present composite view of 5-year fielding plans across the Services and program maturity levels to ASD(S)

LOE 2.3.5: Improve Corrosion Prevention and Control (CPC) implementation **(10 USC 2228, DoDI 5000.67, DoD CPC Strategy Jan 2021)**

Metrics:

1. Define performance measures that effectively capture operational availability corrosion impacts

    a. Q4FY23 CPC metrics identified for ships and aviation enterprises

    b. Q2FY25 CPC metrics identified for ground systems

3. Q4FY23 Identify CPC capability gaps

4. Identify CPC opportunities

    a. As DoD Corrosion Program funding is available; conduct RDT&E CPC Technology Demonstration/Implementation project proposal data call IAW DoD Corrosion Program Demonstration/Implementation Standard Operating Procedure

    b. Provide potential Technology Readiness Level 7/9 candidate CPC Technologies for RSIP or other sustainment implementation funding opportunities that have not been funded for implementation by the military service(s)

Objective 2.4: Improve explosives safety and munitions risk integration

LOE 2.4.1: Update the DoD Explosives Safety Management Program including governing directives, classify the hazards of new or modified military munitions, refine oversight approach, and acquire RDT&E resources **(DoDD 6055.09E and FY21 NDAA Sec 361)**

Metrics:

1. NLT CY23, complete contractor-owned, contractor-operated (COCO)/Defense Contract Management Agency explosives safety oversight evaluation (approximately eight onsite evaluation activities and associated HQTs reviews)

2. NLT CY23, publish revision of DoDD 6055.09E that reflects changes in governance board structure and membership

3. NLT CY24, re-establish funding for explosives safety RDT&E requirements

4. NLT CY24, complete explosives safety oversight evaluation of the U.S. Army

LOE 2.4.2: Train, educate, and provide explosives safety expertise in support of Combatant Commands Explosives Safety and Munitions Risk Management assessment programs **(CJCSI 4360.01C)**

Metric:

NLT CY23, coordinate and participate in ESMRM functional experts' meetings for each Combatant Command

LOE 2.4.3: Provide explosives safety expertise and input to congressionally directed blast overpressure exposures medical study on Warfighters **(FY18 NDAA Sec 734)**

Metric:

IAW FY18 NDAA Sec 734: NLT FY23, complete blast overpressure studies on 250 Marines and 250 Soldiers

Goal 3

Enable Effective, Affordable, and Sustainable Warfighting Capability

Objective 3.1: Provide the DoD enterprise with policy, processes, and guidance that foster effective product support planning and execution

LOE 3.1.1: Codify agile & tailored product support approaches for executing statutory and regulatory requirements **(DoDIs 5000.85, 5000.91)**

Metric:

Revise DoDI 5000.91 to reflect updates in statute and policy, Dec 2026

LOE 3.1.2: Update existing product support guidebooks

Metric:

1. Publish Logistics Assessment (LA to Independent LA [ILA]) Guidebook, Mar 2023

2. Publish Performance Based Logistics Guidebook, Sep 2023

3. Publish Product Support Business Case Analysis, Mar 2024

4. Publish Operating and Support Cost Management Guidebook, Sep 2024

LOE 3.1.3: In partnership with the Intellectual Property (IP) Cadre, establish IP Procurement Strategy best practice defining flexible and agile IP approach for product support solutions

Metric:

>   Partner with the IP Cadre and DAU to develop a strategic messaging plan to disseminate best practices, Dec 2023

Objective 3.2: Provide DoD decision makers with comprehensive, timely, and actionable program sustainment assessments in order to develop affordable product support

LOE 3.2.1: Ensure sustainment and affordability actions are included and implemented in the early stages of acquisition for MDAP programs under USD(A&S) **(DoDIs 5000.85, 5000.91)**

Metric:

>   LCSPs w/out caveats in FY23, KPPs/KSAs and Service O&S Costs

LOE 3.2.2: Finalize Memorandum of Agreement between OSD and Military Services on continued NC3 Sustainment metric reporting

Metric:

>   Signed NC3 MOA, May 2023

LOE 3.2.3: Provide F-35 sustainment oversight to facilitate readiness and O&S costs reductions **(CDD, LCSP, DoDI 5000.91)**

Metric:

>   ASD(S) approved Life Cycle Support Plan (LCSP), Dec 2023

LOE 3.2.4: In support of the organic industrial base and in partnership with microelectronic organizations, integrate product support planning for microelectronic requirements into weapon systems acquisition

Metric:

1. Develop plan to integrate microelectronic capabilities into weapon systems product support strategies, Sep 2023

2. Incorporate language for minimizing microelectronics supply chain vulnerabilities into PS policy and guidebooks, Apr 2024

Objective 3.3: Develop and lead civilian logistics workforce policy, training, and recognition

LOE 3.3.1: Expand Life Cycle Logistics credential opportunities for emerging focus areas

Metric:

1. Develop credential for Digital Product Support, Sep 2023

2. Develop credential for Supply Chain Resiliency, Nov 2023

3. Develop credential for Product Support Data Requirements, Dec 2023

LOE 3.3.2: Identify workforce recruitment and retention solutions within the OIB

Metric:

1. Develop plan to identify and address Critical Industrial Skill gaps within the OIB, Mar 2023

2. Identify and explore recruitment and retention solutions (i.e., scholarships), Jan 2024

LOE 3.3.3: Enable a professional, adaptive, highly-skilled logistics workforce

Metric:

1. Develop SES Logistics Tier-level training recommendations, Aug 2023

2. Publish updated Logistics Functional Community Competencies, Dec 2023

3. Publish updated Logistics Human Capital Strategy, Apr 2024

Objective 3.4: Develop and synchronize strategic and operational logistics initiatives with international allies and partners

LOE 3.4.1: Enable DOD/OEM/International allies' agreements for establishing performance-based product support solutions and maintenance, repair, and overhaul (MRO) capabilities for common systems, subsystems and components

Metric:

Publish MRO Playbook to expand utilization of allies' industrial base, Feb 2024

LOE 3.4.2: Lead bilateral and multi-lateral strategic logistics engagements with allies and partners **(DoDD 5132.03, DoDI 5132.14)**

Metric:

1. Develop an engagement plan for Singapore Government defining Supply Chain Metrics, Jul 2023

2. Develop an engagement plan to facilitate the Korean Ministry of National Defense (KMND) implementing their Product Support Manager (PSM) Initiative, Sep 2023

LOE 3.4.3: Identify best practices to support integrated deterrence among our Five Eyes partners

Metric:

In partnership with the Intellectual Property Cadre, establish an Intellectual Property Community of Practice (IP CoP) to support the Joint Sustainment and Supply Chain Forum, Nov 2023

Goal 4

Optimize Warfighter Logistics

Objective 4.1: Update Logistics Support Analysis (LSA) process; develop requirements for an Integrated Contingency Plan (ICP), considering contested ops environment impacts

LOE 4.1.1: DLA coordinates with Joint Staff J4 and leads the effort to update the LSA processes, for those classes of Supply where DLA is Executive Agent, for integrated contingency plans **(CJCSI 3110.03F, Logistics Supplement for the 2018 Joint Strategic Campaign Plan, 9 Apr 21)**
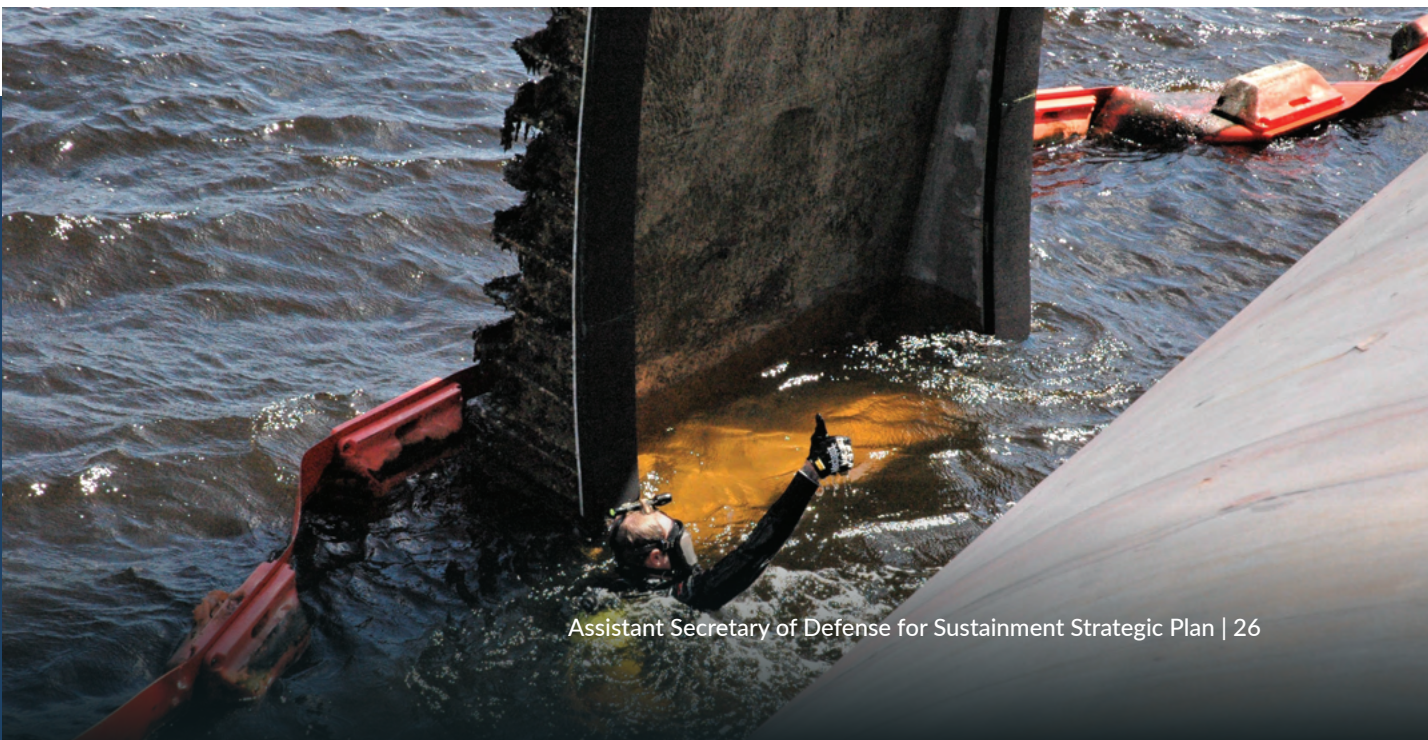
Metric:

> Class I LSA process enhancements approved/codified in FY23; Class IV, VIII process enhancements are incorporated in the Joint Staff J4 LSA POA&M with target completion by FY26

LOE 4.1.2: DLA develops requirements and resourcing options to support EUCOM Globally Integrated Contingency Plan **(CJCSI 3110.03F, Log Supplement for 2018 JCSP, 9 Apr 21; JP 5-0; JP 4-0; JP 4-10)**

Metric:

> Updated analysis completed for one Integrated Contingency Plan (ICP) in FY23 and all priority ICPs not later than FY25

Objective 4.2: Build supply chain transparency, accountability, and customer-centricity

LOE 4.2.1: Disaggregate wholesale sustainment metrics currently reported at service levels and focus performance reporting on key customer outcomes for organizations/capabilities essential to DoD mission success **(DoDI 4140.01)**

Metric:

> Refocused metrics, reported for key customer-identified populations, implemented in FY23

LOE 4.2.2: Apply financial tradeoff models to wholesale sustainment costs and performance to optimize resources **(DoDI 4140.01)**

Metric:

> Financial trade-off models and cost curves implemented in FY24 and continually improved

LOE 4.2.3: Develop robust, advanced analytics capabilities for wholesale sustainment root cause analysis and predictive problem solving **(DoDI 4140.01, National Security Commission on Artificial Intelligence March 2021 Report)**

Metric:

> Advanced analytics capabilities implemented in FY24 and continually improved

LOE 4.2.4: Share wholesale sustainment data in near real-time across the Department **(DoDI 4140.01, DoDI 3110.05)**

Metric:

> Services and CCMDs receive tailored, summary and detailed, customer-centric wholesale sustainment data/metrics in FY24

Objective 4.3: Expand industry engagement and market intelligence for sustainment to manage supply chain risk

LOE 4.3.1: Enhance market intelligence to mitigate supply chain risk **(DoDI 5000.75 Business Capability Acquisition Cycle, DoDD 5143.01, DoDD 3020.49)**

Metric:

Illuminate the sub-tiers of the Strategic and Mid-Tier DLA Suppliers by 2QFY23

LOE 4.3.2: Increase capacity and capability in both the Commercial and the Organic Industrial Base **(DoDI 5000.02 Operation of the Adaptive Acquisition Framework)**

Metric:

1. Reduce impacts to DLA Year over Year supplier stability (percentage of Suppliers) by 40 percent in 4QFY25

2. Increase DLA usage of the OIB by $5M by 4QFY25

LOE 4.3.3: Utilize industry engagement to foster innovation and manage supply chain outcomes **(DoDD 5000.01 Joint Capabilities)**

Metric:

Increase industry engagements with suppliers by 10% by 4QFY25