Logistics & Materiel Readiness
Assistant Secretary of Defense for Sustainment
Strategic Plan
October 2021
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Providing globally responsive, sustainable, and cost-effective logistics and materiel readiness is the mission of DoD logistics. Our logistics professionals provide critical capabilities around the globe to support defense operations and deliver weapon systems readiness. They also ensure sustainment attributes are included in capabilities design to ensure the cost effective readiness throughout the service life of a wide range of sophisticated and integrated weapons systems.

This plan aligns four enduring logistics strategic goals with the National Defense Strategy, the Secretary of Defense’s Priorities and USD (Acquisition and Sustainment) goals and priorities, and translates these goals into specific objectives and lines of effort. Continuous focus on four core mission areas will leverage scarce resources and optimize talent within the logistics enterprise to deliver the vision of *Military Operations Empowered Through Logistics*.

Important elements of this Strategic Plan are the integrated and outcome-based measures of performance to drive progress toward required capabilities and operational outcomes. Using the existing logistics governance framework, all stakeholders in the DoD logistics enterprise can coalesce around the planning and decision process to innovate, modernize, and improve logistics performance.
This Strategic Plan prompts responsiveness and innovation by expressing clear short and long term goals that are timely, measurable, and attainable. These goals are cross-cutting and aligned to shape actions and resourcing decisions throughout the DoD logistics enterprise. They are:

**GOAL 1**
Deliver sustainable logistics to support DoD mission requirements

**GOAL 2**
Deliver cost effective materiel readiness to meet the DoD’s warfighting requirements

**GOAL 3**
Enable effective, affordable, and sustainable warfighting capability

**GOAL 4**
Transform global logistics to deliver readiness and lethality

These goals provide context and guidance for each DoD Component, Executive Agent, and other responsible organizations to develop or update their own strategic plans, process innovations, and logistics investments.

Among other key actions, the plan highlights DoD’s journey to expand and optimize logistics data integration, improve logistics processes to enhance mission operations, and ensure a resilient and responsive organic and commercial Defense Industrial Base.

The Principal Deputy Assistant Secretary of Defense for Logistics will provide oversight responsibility for the management and implementation of this ASD(S) Strategic Plan and will assess progress, set priorities, and develop updates to the plan. This will ensure the plan remains actionable and relevant, adjusts to changes in national and Department priorities, and drives the appropriate outcomes to move close to achieving the vision and mission of DoD logistics.

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## GOALS

### G1: Deliver sustainable logistics to support DoD mission requirements

- **Objective 1.1:** Provide effective logistics capability for DoD mission operations
- **Objective 1.2:** Improve logistics processes that enhance mission operations
- **Objective 1.3:** Develop logistics enhancements and improve mission enablers

### G2: Deliver cost effective materiel readiness to meet the DoD’s warfighting requirements

- **Objective 2.1:** Expand and optimize Sustainment data integration
- **Objective 2.2:** Ensure a resilient and responsive Organic Industrial Base
- **Objective 2.3:** Drive adoption of Sustainment innovations to improve materiel readiness
- **Objective 2.4:** Improve explosives safety and munitions risk integration

### G3: Enable effective, affordable, and sustainable warfighting capability

- **Objective 3.1:** Provide DoD enterprise with policy, processes, and guidance that foster effective Product Support (PS) planning and execution
- **Objective 3.2:** Provide DoD decision-makers with comprehensive, timely, and actionable program sustainment assessments in order to develop affordable PS
- **Objective 3.3:** Develop and lead civilian logistics workforce policy, training, and recognition
- **Objective 3.4:** Develop and synchronize strategic and operational logistics initiatives with international allies and partners

### G4: Transform global logistics to deliver readiness and lethality

- **Objective 4.1:** Provide Sustainment solutions for competitive and contested logistics environments
- **Objective 4.2:** Build supply chain transparency, accountability, and customer-centricity
- **Objective 4.3:** Expand industry engagement and market intelligence to foster innovation and manage risk

## OUTCOMES

- **Military Readiness Meets Operational Requirements**
- **Bolster Deterrence & Competitive Advantage**
- **Increase Materiel Readiness and Reduce O&S Costs**
- **Build A Safe, Secure, & Resilient DIB**
- **Promote Acquisition & Sustainment Initiatives**
- **Recruit, Develop, & Retain Our Workforce**
- **Responsive end-to-end logistics processes**
- **Effective logistics enterprise meeting mission needs**
- **Balanced and optimized OIB**
- **A*, meeting Warfighter requirements**
- **Early integration of sustainment & product support**
- **Minimized life-cycle costs**
- **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 Sec 2333, CFR Part 158, DoDD 3020.49, DoDI 3020.41, JROC Memorandum #088-18)

Metrics:

1. OCS organizational structures and capability implemented at Combatant Commands, Service Component Commands, and Joint Task Force Headquarters
2. Number of validated OCS personnel shortages
3. OCS requirements included in Operational Design and Joint Planning Processes
4. OCS education and training throughput

LOE 1.1.2: Standardize end-to-end transportation processes (PBD 800, 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. Number of frustrated installation access incidents for truck drivers and train crews
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, DoDI 5000.64, DoDI 4140.01, DoDI 4161.02)

Metrics:

1. Amount of accurately inventoried GFP in DoD APSRs
2. Percentage of DoD APSRs managing GFP interface with the PIEE-GFP module
3. Percentage of DoD APSRs identifying GFP by Serial Number
4. Percentage of DoD APSRs that are Defense logistics Management System compliant
5. Percentage of DoD APSRs that segregate GFP from other property types

LOE 1.1.4: Provide effective supply chain oversight (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; Proposed DoDD 3000.LR)

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

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 FY22
2. Enterprise policy framework updated by FY23
3. Guidance on PSCs 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)

Metrics:
1. Fleet Management Information for DoD Non-Tactical Vehicles (NTVs) reported
2. Completeness of DoD NTV monthly fuel consumption data
3. DoD migration to the DoD FMIS completed by FY23
4. 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

**Objective 1.3: Develop logistics enhancements and improve mission enablers**

LOE 1.3.1: Facilitate implementation of a Transportation Management System (TMS) *(PBD 800, FY10 NDAA Sec. 1003)*

Metrics:

1. Auditable TMS beginning FY23
2. Transportation Information Technology portfolio cost savings
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 (EO 14008, FY18 NDAA Sec 911 & 913, DSD Memo, “Creating Data Advantage,” dtd May 05, 2021)

Metrics:

1. Non-Tactical Vehicle FMIS and Department of Energy fuel data available for vehicle analytics beginning FY22
2. Number of Light Duty NTVs and Medium/Heavy Duty NTVs migrated

LOE 1.3.3: Guide modernization of Component logistics information systems (LIS) and improve data analytics (DoDD 5135.02, DoDI 4140.01, DoDI 5000.64, DoDI 4140.73, DLM 4000.25 and 10 U.S.C. 2222, NDAA 2018; section 911-913).

Metrics:

1. Number of Component owned and managed Accountable Property Systems of Record (APSRs) transmit 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 FIAR-related compliance analytics
4. Number/Percentage of Defense Logistics Management Standards compliant systems in a Common Operating Picture

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 & integrate logistics and Mission Support Sustainment Health Metrics IAW DoD Data Strategy/Executive Data Analytics Map (DoD Data Strategy September 2020)

Metrics: NLT FY24

1. Publish DoDI Sustainment Health Metrics (3110.05)
2. Sustainment Review data requirements integrated in DAVE/DAMIR

LOE 2.1.2: Integrate MADW into ADVANA to enable AI readiness goals (DoD Data Strategy/MADW/AVANA MOA; the National Security Commission on Artificial Intelligence March 2021 Report)

Metric:

NLT FY24, MADW integrated into ADVANA data system

LOE 2.1.3: Standardize enterprise sustainment efficiency and effectiveness metrics (DoDI 3110.05)

Metric:

NLT FY24, define and develop logistics and Mission Support metrics

LOE 2.1.4: Integrate F-35 and other weapon system sustainment data in MADW/ADVANA to enable Financial Improvement and Audit Readiness (FIAR) (DoD Data Strategy)

Metric:

NLT FY24, develop and integrate F-35 sustainment health data in MADW/ADVANA
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 359)

Metrics:
1. NLT FY24, assess OIB infrastructure investment/optimization plans of each military department
2. DPG direction – Service's funding to address IOP requirements
3. Assessment of FYDP/PRESBUD infrastructure resourcing

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 & assess the effectiveness of DoD’s Infrastructure Revitalization and Equipment Modernization plans against weapon system OIB Performance goals in the following areas: 1) P2P %; 2) 50/50 & Core compliance; 3) % 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. DPG direction – Service's funding to address IOP requirements
3. Assessment of FYDP/PRESBUD infrastructure resourcing
**Objective 2.3:** Drive the adoption of sustainment innovations to improve materiel readiness

**LOE 2.3.1:** Issue direction to the Military Departments and Defense Agencies for the creation of a DoD-wide coordinated and prioritized sustainment capabilities gap list

**Metrics:**

1. NLT end of FY22, Q1, issue DoDI 5000.92 implementation memorandum formally tasking the Military Departments and Defense Agencies to submit an annual capabilities-based assessment of readiness capabilities gaps incorporating OIB and DIB inputs
2. NLT end of FY22, Q4, MESC synthesize inputs from Military Departments and Defense Agencies; issue the DoD Prioritized Sustainment Gaps List
3. NLT FY23, Q2, 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

**LOE 2.3.2:** Incorporate the Sustainment Technology Executives into the Joint Technology Exchange Group

**Metrics:**

1. NLT FY22, Q1, identify each Military Department’s Sustainment Technology Executive(s) to attend initial coordination meeting at the Defense Manufacturing Conference
2. NLT FY22, Q3, establish a Program Element (PE) line within OSD A&S to fund rotational labor to manage the DoD Prioritized Sustainment Gaps action plans, Sustainment Technology Executive efforts, and Sustainment Exercises
3. FY22, Q4, incorporate Five Eyes partners into Sustainment Technology Executive discussions
LOE 2.3.3: Issue plan for conducting sustainment exercises to further enable cross-organization resolution on anomalous scenarios

Metrics:

NLT FY23, Q4, coordinate with J8 to conduct quarterly OSD-driven sustainment exercises to strengthen coordination between DoD organizations, industries, associations, universities, government laboratories, and agencies to address sustainment anomalies

LOE 2.3.4: Issue annual reporting requirements to the Military Departments to gauge implementation of key technologies across primary combat platforms and maturity of predictive maintenance programs

Metrics:

1. NLT FY22, Q2, 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 FY23, Q1, present composite view of 5-year fielding plans across the Services and program maturity levels to ASD(S)

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

Metrics:

1. Define performance measures that effectively capture operational availability corrosion impacts
2. Identify CPC goals and priorities by asset category
3. Identify CPC capability gaps and opportunities
Objective 2.4: Improve explosives safety and munitions risk integration

LOE 2.4.1: Update the DoD Explosives Safety Management Program including governance, assign military officer assignment to Department of Defense Explosives Safety Board (DDESB), 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 CY21, assign military representatives from each Service to DDESB as Board members and chairs, and hold four Board meetings
2. NLT CY23, complete contractor-owned, contractor operated (COCO)/Defense Contract Management Agency explosives safety oversight evaluation (approximately 8 onsite evaluation activities and associated HQTs reviews)
3. NLT FY22, creation of an Explosives Safety Criteria Panel to provide a forum for Service involvement in developing and maintaining Defense Explosives Safety Regulations
4. NLT CY23, publish revision of DoDD 6055.09E that reflects changes in Board structure and membership as required by Sec 351 of NDAA 21
5. NLT CY22, re-establish funding for Explosives Safety Siting software tool investment

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 CY21, assign DDESB liaison to COCOMs in support of ESMRM functions; 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:

Publication of 5000.91, Dec 2021; future policy within WHS timelines

LOE 3.1.2: Publish new Product Support AAF Guidebook (DoDIs 5000.85, 5000.91)

Metric:

Publication of product support guidebook Dec 2022; future policy updates within 12 months

LOE 3.1.3: Update existing product support best practices guidebooks (DoDIs 5000.85, 5000.91)

Metric:

Updates within 12 months of policy publication
**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) (DoDI 5000.85, 5000.91)

Metric:

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

**LOE 3.2.2:** Define metrics that ensure sustainment of NC3 capabilities (2018 National Defense Strategy and 2018 National Posture Review)

Metric:

Secure funding for NC3 metrics, FY22, Q4; expand metrics to 39 priority systems, FY24

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

Metric:

Completing ASD(S) Memo Action Items, Apr 2022; KPPs/KSAs and O&S Costs to Service budget, Steady State Years

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

**LOE 3.3.1:** Transform LCL workforce framework, training, and certification (USD(A&S) Sep 2, 2020 Memo “Back to Basics for the Defense Acquisition Workforce”)

Metric:

Streamlined LCL Back to Basics DAWIA certification requirements by Mar 2022; implementation of 15 LCL credentials by Sep 2022
Objective 3.4: Develop and synchronize strategic and operational logistics initiatives with international allies and partners

LOE 3.4.1: Develop Maintenance, Repair, and Overhaul (MRO) capability by optimizing allied commercial maintenance capability (DoDD 5132.03, DoDI 5132.14)

Metric:

5%-8% increase in aviation retrograde components inducted into the MRO process through Indo-Pacific regional maintenance

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

Metric:

Exporting Lifecycle logistics concepts in support of allies and partners; meet 100% of scheduled Quarterly engagements

LOE 3.4.3: Validate and authorize the execution of Afghanistan Security Forces Funds (ASFF) via Afghanistan Resource Oversight Council (AROC) (DoDD 5132.03, DoDI 5132.14)

Metric:

Provide oversight of ASFF requested for expenditures in excess of $50M; review and take action timely on 100% of ASFF Funding requests
GOAL 4

Transform Global Logistics to Deliver Readiness and Lethality
Objective 4.1: Provide sustainment solutions for competitive and contested logistics environments

LOE 4.1.1: Standardize Joint logistics Enterprise (JLEnt) data, planning factors, tools, and LSA processes for integrated contingency plans (CJCSI 3110.03F, logistics Supplement for the 2018 Joint Strategic Campaign Plan, 9 Apr 21)

Metric:

LSA process enhancements approved/codified by FY23 with IOC in FY24 and FOC in FY25

LOE 4.1.2: Develop logistics options that address organic shortfalls in contested operational environments (CJCSI 3110.03F, logistics 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 FY22 and all priority ICPs not later than FY25

LOE 4.1.3: Tailor logistics solutions that improve Nuclear and Space Enterprise Sustainment (National Defense Strategy)

Metric:

Jointly agreed Performance Based Agreement Material Availability Rates (MA) for Nuclear and Space Enterprise
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 to foster innovation and manage risk

LOE 4.3.1: Enhance market intelligence in the supply chain (DoDI 5000.75 Business Capability Acquisition Cycle, DoDD 5143.01, DoDD 3020.49)

Metric:

Bi-annual analysis to determine market risk initiated in FY22 and fully implemented in FY23 with continual improvement

LOE 4.3.2: Build tailored strategies for industry that reduce supplier churn and increase resiliency (DoDI 5000.02 Operation of the Adaptive Acquisition Framework)

Metric:

Tailored strategies and annual Defense Industrial Base (DIB) reporting implemented in FY23 and continually improved

LOE 4.3.3: Fortify industry partnerships and leverage strategic alliances (DoDD 5000.01 Joint Capabilities)

Metric:

Add no less than 10 department level strategic alliances and expand direct investment in the lower tier industrial base by 5% in FY23